



THE
OUTSET
GROUP
applied common sense

IBA™ Endorsed Education
Provider

PMI Project
Registered Management
Education Institute
Provider

Outset Group Consulting Case Study: Project intervention (Project Rescue)

Service:	<i>The Outset Group turns around a failing project, and then leads it to success</i>
Deliverables:	<ol style="list-style-type: none"> 1. Project Assessment: Planned Vs. Actual (Scope, Schedule, Cost, Staffing) 2. Damage Control, Troubleshooting, and Stakeholder Management 3. Revised Staffing Plan and Vendor Management Plan 4. Revised Estimates 5. New Schedule and Deployment Plan 6. Project Management to Completion
Situation:	<p>This regional Medical Center operated a network of 5 hospitals and 13 clinics. The Medical Center signed a purchase agreement with a global telecom manufacturer to replace 100% of its telecommunications equipment, as part of a strategic plan to upgrade its voice/data network.</p> <p>The cutover at the first hospital went badly (e.g. - Emergency Room with no phone service for most of a day, incorrect call routing, dropped calls...). The Medical Center put the entire project on hold and brought in its legal team. In response, the vendor brought in The Outset Group to put the project back on track, regain the customer's trust, and complete the project.</p>
Initiation:	<p>Within 24 hours The Outset Group placed a senior Project Manager on site, backed by a small team of senior analysts and project coordinators. We took primary direction from the vendor's upper management, and also engaged with key Medical Center leaders. We heard their concerns and took action on each one, instituting regular meetings to drive two-way communication and build trust.</p> <p>We pushed on multiple fronts, validating the original contract and the project charter, assessing personnel, measuring what had been accomplished (actual) against project baselines (planned), verifying (testing) prior work, and trouble-shooting technical issues. At the same time, we updated project plans and schedules, until we gained Medical Center approval to proceed.</p> <p>Throughout this intervention, we were alert to broken process, gaps in accountability, and opportunities to resolve conflicts via dialogue and consensus. We made sure we had the right people in key positions, and relentlessly supported the team effort to gain control of the project. Using this approach, the technical issues quickly fell into place and the project got back on track.</p>

Execution:	<p>Within two weeks we had released 25% of the project staff. We simultaneously added “hit teams” provided by the vendor – personnel who could not be assigned long term but who could come in, accomplish immediate tasks, and hand off high quality work back to the project team.</p> <p>We put the troubles of the past behind us, applied fundamental project management, and mobilized an effort to deploy the remaining systems with zero defects. This included thorough end-to-end testing, user acceptance testing, and robust user training.</p>
Results:	<ol style="list-style-type: none"> 1. With additional resources assigned by the vendor, we moved through each hospital deployment and completed the project on schedule. 2. The last system to deploy was the hub of the network, which also provided voice/data service to the main Medical Center. On that deployment, the total number of “trouble calls” to the project Help Desk came in under 100, for a new system that served over 10,000 users. 3. The contract was fulfilled, setting the stage for a long-term relationship between vendor and customer.
Contact Us:	www.Outsetgroup.com (615) 292-2411