



Project Management Survivor

Case Studies Debrief

Case Study #1 – Redesign Project

Top 5 Challenges	Project Risks	Strategies
1. Limited SME availability (25% as opposed to 60%) with no possibility of timeline extension	<ul style="list-style-type: none"> o Not meeting deadline o Content accuracy 	<ul style="list-style-type: none"> o Referred to existing training material to increase our content knowledge o Revised roles, having the client stakeholder (a SME) review 'near final' versions o Specified risks/impacts in weekly status reports
2. Company changed business rules during training development process	<ul style="list-style-type: none"> o Training content may not reflect new rules because SMEs were unaware of rule changes 	<ul style="list-style-type: none"> o Created job aid of old to new rules for instructors to refer to during training delivery o Ensured SME review of near final version of training materials to validate rule referencing
3. Content submitted to our designers was not always accurate and up-to-date	<ul style="list-style-type: none"> o Target audience would lack required skills and knowledge to perform their jobs 	<ul style="list-style-type: none"> o ID team consistently checked for content validity and accuracy with SMEs o Revised roles, having the client stakeholder (a SME) review and sign-off on near final training materials
4. Project complexity and unanticipated issues created challenges for project management	<ul style="list-style-type: none"> o Potential of compromising our internal budget because of unanticipated client meetings, client coaching, troubleshooting o Compromised implementation of the training program 	<ul style="list-style-type: none"> o Drew upon other project experiences to minimize project risks o Anticipated and communicated potential issues or constraints the client might face o Developed and used a Project Management



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		Risk Analysis tool *
5. Assumptions made on information in RFP were incorrect	<ul style="list-style-type: none">o Our budget and schedule (scope)	<ul style="list-style-type: none">o Streamlined and leveraged economy of scales to compensate for the additional worko Provided a lessons-learned to the client for future RFP creationo Listed and verified assumptions during RFP proposal creation stage with client *

* Project Team did not implement these specific strategies, but in hindsight, would recommend them and therefore included them in the list of strategies.



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Case Study #2 – Blended Training Project

Top 5 challenges	Risks	Strategies
1. Lack of experienced resources who understand standardized business process and training requirements (i.e. skilled staff NOT transitioning to new facility)	<ul style="list-style-type: none"> o Training delivery (knowledge of the job) o Critical business processes 	<ul style="list-style-type: none"> o Created SOJT, Job Aids o Created stand-alone print self-study and e-learning
2. Third party vendor provided inadequate e-learning templates to the design team	<ul style="list-style-type: none"> o Our budget and schedule (scope) o Delays to design and development of e-learning scripts o Inconsistency among instructional design and programming team. 	<ul style="list-style-type: none"> o Client removed third party vendor and assigned all e-learning template creation to our ID team
3. Build a large, virtual instructional design team producing scripts within 48 hours	<ul style="list-style-type: none"> o Quality of material o Consistency o Timelines 	<ul style="list-style-type: none"> o Created Orientation Guide for all new resources o Seasoned ID team members created clearly defined templates, guidelines and samples o PM designated Team Leads who had been working on the project since the beginning o Timing of what? o Hired resources with previous blended learning experience, and ensured they were located on both the East and West Coast which increased



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		<p>productivity (i.e. hours per day)</p> <ul style="list-style-type: none"> o Designated two project managers – East & West Coast, and allocated team accordingly
<p>4. Introduction of ISO mid-project contributed to rework and invalid content</p>	<ul style="list-style-type: none"> o Our budget and schedule (scope) o Compromised the quality and roll-out of the previously programmed e-learning scripts 	<ul style="list-style-type: none"> o ID team streamlined and leveraged economy of scale to compensate for the additional work o Client assigned an internal resource to revise previously programmed e-learning. o ID team was assigned SMEs who had the new business process knowledge to review materials
<p>5. Reduced access to subject matter support due to reassignments</p>	<ul style="list-style-type: none"> o Content accuracy o Project schedule (interdependencies of work, domino effect) 	<ul style="list-style-type: none"> o Centralized the flow of subject matter content through internal SME resource and a project Team Lead o Created a timeline for required content