Project Recovery and Turnaround

Advanced Project Recovery Programme

Course Strapline

Diagnose troubled projects, stabilise the delivery environment and make evidence-based recovery decisions.

Course at a Glance

Course Duration	Five days / 25 instructional hours	**Delivery Modes**	Classroom | Live Virtual | Blended | In-company
Level	Advanced	**Digital Materials**	Recovery diagnostic, evidence packs, turnaround simulation and applied recovery outputs
Certificate	INDENTRA course-completion record, where applicable	**Professional Recognition**	PMI Talent Triangle® - 25 PDUs

PMI Talent Triangle® and Professional Development Units (PDUs)

Total PDUs: 25	Ways of Working: 13	Power Skills: 5	Business Acumen: 7

Course Overview

Project Recovery and Turnaround develops the judgement and practical discipline required when a project has lost delivery confidence, stakeholder trust or control over its commitments. Participants learn to replace optimism and fragmented corrective action with a structured recovery system: establish a mandate, stabilise immediate threats, build an evidence-based fact base, diagnose root causes and compare realistic recovery options. The programme does not assume that every distressed project should continue; participants test recover, restructure, narrow, pause and stop options before developing a defensible rebaseline, governance reset and mobilisation plan.

Learning Outcomes

By the end of this course, you will be able to:

- Recognise project distress, early warning signals and control failure, and establish an appropriate recovery mandate, authority structure and immediate stabilisation priorities.
- Build and challenge a credible recovery fact base covering scope, schedule, cost, resources, quality, risk, commercial exposure, benefits and stakeholder evidence.
- Identify root causes, systemic constraints, critical interfaces and assumptions, and distinguish symptoms from the conditions driving project distress.
- Compare continue, recover, restructure, narrow, pause and stop options using transparent criteria for strategic value, feasibility, affordability, consequences and residual risk.
- Produce and defend an integrated recovery recommendation, governance reset, rebaseline and mobilisation plan with clear ownership, decision gates, indicators and conditions for further escalation or termination.

Benefits

Benefits to the Individual

- Build confidence diagnosing troubled projects and separating symptoms from root causes.
- Strengthen evidence-based judgement across scope, schedule, cost, risk, commercial and governance exposure.
- Develop practical recovery, rebaseline, stakeholder-reset and executive recommendation skills.

Benefits to the Organisation

- Improve the speed and quality of intervention when delivery confidence deteriorates.
- Strengthen governance, commercial awareness, decision credibility and accountability during recovery.
- Reduce value destruction by making explicit recover, restructure, narrow, pause or stop decisions.

Who Should Attend?

Designed for senior project and programme managers, project directors and turnaround leaders, project sponsors and steering-committee members, PMO, assurance and governance professionals, project-controls, planning, cost and risk specialists, and commercial, procurement and contract-management professionals responsible for distressed, high-risk or strategically important projects.

Prerequisites and Equipment

Meaningful experience of project, programme or major-delivery environments is recommended. Participants should understand basic scope, schedule, cost, risk and governance concepts and be prepared to analyse incomplete and conflicting evidence under time pressure. A laptop or spreadsheet application may support selected analysis exercises. Corporate cohorts may use an anonymised troubled or recovered project, subject to confidentiality and evidence availability.

Learning Approach

The course operates as a demanding recovery diagnostic and turnaround simulation. Participants work through one evolving troubled-project case in which evidence, stakeholder behaviour and commercial conditions change as decisions are made. They triage the situation, challenge documentary and performance evidence, stabilise governance and stakeholder relationships, compare recovery options, construct an integrated rebaseline and defend the final recommendation to a simulated executive recovery board.

Digital Learning Materials

Digital participant resources support classroom, virtual and blended learning and may include:

- Digital workbook and reference material covering recovery diagnosis, stabilisation, fact-base development, option analysis, rebaselining and mobilisation.
- Templates for recovery mandate and diagnostic planning, fact-base assessment, root-cause and constraint analysis, stakeholder and governance stabilisation, recovery options and integrated rebaseline.
- Troubled-project evidence packs, performance data, commercial scenarios and worked examples used for schedule, cost, scope, risk, governance and supplier challenge.
- Knowledge checks and concise job aids reinforcing recovery triggers, evidence quality, option criteria, decision conditions, leading indicators and escalation thresholds.
- Reusable recovery outputs and a practical recovery-readiness or workplace application plan.

Assessment, Certification and Professional Recognition

Course completion is demonstrated through active participation in diagnosis, recovery-planning and executive decision simulations; completion of the principal fact-base, options, rebaseline and mobilisation outputs; contribution to the final recovery-board presentation and challenge session; and preparation of a practical recovery-readiness or workplace application plan. An INDENTRA course-completion record may be provided where applicable. For eligible PMI credential holders, the 25 Education PDUs are classified as 13 Ways of Working, 5 Power Skills and 7 Business Acumen.

Course Outline

The course comprises five integrated modules and 25 instructional hours, typically delivered over five days. It progresses from recovery mandate, triage and immediate stabilisation through evidence-based diagnosis, commercial and stakeholder stabilisation, executive option selection, integrated rebaselining and sustained recovery control. The sequence may be adapted to an approved delivery format while preserving the stated learning outcomes.

Module 1 - Recovery Mandate, Triage and Immediate Stabilisation

Recognise project distress, establish authority and stabilise the conditions that could otherwise worsen the situation.

- Recognising project distress and loss of delivery confidence.
- Recovery mandate, authority, independence and confidentiality.
- Immediate containment and stabilisation priorities.
- Critical decisions, obligations, stakeholder risks and the rapid diagnostic plan.

Applied Activity - Rapid Recovery Assessment

Participants determine what must be stabilised immediately, define the recovery mandate and identify the evidence required before major commitments or corrective actions are approved.

Module 2 - Building the Recovery Fact Base

Replace assumptions and optimism with a credible, integrated view of remaining project exposure.

- Evidence quality, gaps, contradictions and confidence.
- Scope completeness, change exposure and schedule realism.

- Cost-to-complete, cash flow, contingency and forecast exposure.
- Resources, productivity, quality, risk, benefits and the integrated recovery fact base.

Applied Activity - Recovery Fact-Base Laboratory

Teams challenge schedule, cost, scope, risk, resource and performance evidence, identify gaps and contradictions and establish a defensible view of the project's remaining exposure.

Module 3 - Commercial, Governance and Stakeholder Stabilisation

Stabilise the commercial, governance and stakeholder environment before selecting the recovery path.

- Contract position, supplier performance and claims exposure.
- Governance failure, decision rights and escalation.
- Sponsor, board and leadership alignment.
- Stakeholder trust, expectation reset, root causes, systemic constraints and critical interfaces.

Applied Activity - Governance and Stakeholder Reset

Participants redesign authority, escalation, communication and stakeholder commitments for the recovery environment while testing contractual exposure, supplier performance and the root causes constraining delivery.

Module 4 - Recovery Options and Executive Decision

Compare credible alternatives and make an explicit, evidence-based decision about the future of the project.

- Continue, recover, restructure, narrow, pause and stop options.
- Option criteria, trade-offs and consequence analysis.
- Strategic value, feasibility, affordability and residual risk.
- Recovery options paper, executive recommendation, approvals, conditions and no-go triggers.

Applied Activity - Recovery-Options Workshop

Teams compare the available recovery paths using transparent criteria and consequences, then prepare and defend an executive recommendation with clear decision conditions and stop criteria.

Module 5 - Rebaseline, Mobilisation and Sustained Recovery Control

Translate the recovery decision into an executable baseline, governance rhythm and sustained control system.

- Integrated scope, schedule, cost and resource rebaseline.
- Governance reset, ownership and operating rhythm.
- Recovery mobilisation, stakeholder commitments and leading indicators.
- Decision gates, confidence reviews and transition to controlled delivery or closure.

Applied Activity - Executive Recovery Board Simulation

Participants present and defend the recovery recommendation, integrated rebaseline, mobilisation plan, confidence level, decision gates and stop criteria to a simulated executive board.

Tools, Frameworks and Practical Outputs

Participants progressively build and use a practical recovery and turnaround toolkit through the evolving case:

- Recovery mandate, triage and rapid diagnostic plan, with immediate stabilisation priorities.
- Integrated project recovery fact base, root-cause and constraint analysis, commercial exposure view and stakeholder/governance stabilisation plan.
- Recovery options paper, executive recommendation, integrated scope-schedule-cost-resource rebaseline, and governance reset.
- Recovery mobilisation and control plan, decision gates, leading indicators and workplace recovery-readiness plan.

Delivery Modes Available

Live Classroom | Live Virtual Classroom | Blended Learning | Corporate / In-company. Classroom and virtual delivery use diagnostic workshops, evidence challenge, recovery simulations and executive-board presentations. Blended delivery combines preparation, live workshops, recovery assignments and follow-up application. Corporate programmes may be tailored to the organisation's governance, commercial environment, project controls and anonymised recovery cases.

Course Enquiries

Visit www.indentra.co.uk/project-recovery-and-turnaround for the latest course information, delivery availability and enquiry options.