

**ENTC 4060
Project Scheduling**

Ending Projects

When Pulling Projects...

NAT NATRAJ, CEO of EFFORCE of Hayward, CA

- Ask how the pulled project will affect company revenues, costs, and profit margins.
- Ask whether or not the project's implementation time and costs are reasonable.

When Pulling Projects...

- Ask whether or not the project can be effective if it is scaled down.
- If cutting a project will mean cutting staff, ask "Which of these people would I hire today?"

5 Tips on Pulling a Project

Johanna Rothman, The Cutter Consortium, Arlington, MA

1. **Make project decisions by consensus.**

People need to understand why their project was eliminated.

5 Tips on Pulling a Project

2. **Don't delay.**

Tell the project staff, "Finish what you're doing today, organize your files, and by 5 p.m. today you're done."

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3. **Don't count on salvaging too much from a pulled project.**

Chances are that data will be useless because the company will be going in a different direction.

5 Tips on Pulling a Project

4. Beware of cutting small, strategic R&D projects.

Small watershed projects may tell you a lot about what customers will be wanting two years from now.

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5. In retrospect, ask why the project had to be killed.

Did business priorities change or did someone or some group make a mistake or erroneous decision?

Sources

Alexander, S. (Oct. 29, 2001). "Pulling the project plug" *InfoWorld*. pgs 48,49.
