Ending Projects

When Pulling Projects…

NAT KATRAJ, CEO of EFORCE 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.

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.”

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.
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.

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**