

TOOL 7.4

Guidelines for Dealing with Issues

- ♦ Analyze the problem causing the issue. Move past the symptoms to the real causes. Don't jump to a solution before you understand the issue.
 - ♦ Determine the impact on the project. Which of these elements does the issue affect: business objectives, project objectives, scope, risk, constraints, resources, schedule, budget, or some other aspect?
 - ♦ Decide who owns the issue so you can identify who needs to be involved in the solution. Make the following determinations:
 - ♦ Who has the decision-making authority to act on the issue?
 - ♦ Does this person know the decision belongs to her or him?
 - ♦ When should the issue be brought to higher-level attention (escalated)?
 - ♦ Is moving the issue up the line a positive thing?
 - ♦ Is the escalation path clearly defined?
 - ♦ Identify potential solutions when escalating an issue.
 - ♦ Involve project sponsors when needed.
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