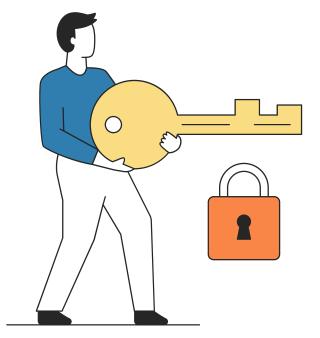
Project Closure



When is a project complete?

WBS tasks accomplished? Client acceptance? Paperwork archived? Project review completed? Warranty period ends? Outcomes are realized? The party?



Client Acceptance

Verify deliverables

Internal approval conducted

Client walk-through Clarify uncertainty Disclose risks

Formal sign-off





What happens when the project was doomed from the start due to poor or no initiation?

What happens when Covid-19 forces shutdowns and projects have to be adjusted or abandoned altogether?



Terminate

Write off the time and resources spent on the project Stop throwing good money after bad!



Terminate

Re-boot

Stop and re-plan (maybe even re-visit the business case) Often involves bringing in a new project manager / team



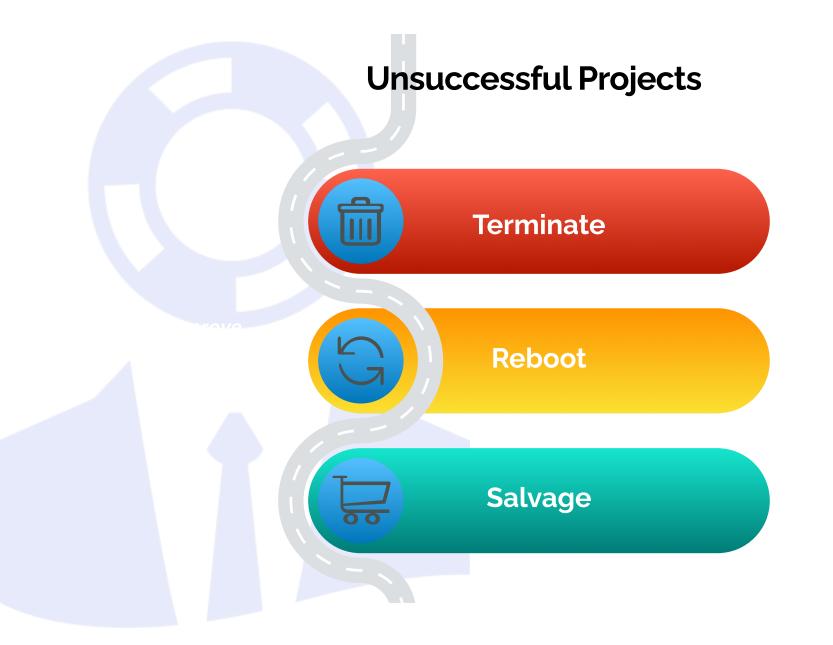
Reboot

Salvage

Finish and deliver the project as-is Expectations / outcomes need to be adjusted to reflect this



Salvage

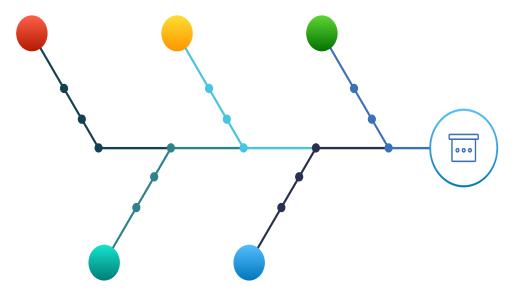


Root Cause Analysis



Root Cause Analysis (RCA)

The process of discovering the underlying (root) causes of problems in order to properly identify appropriate solutions.



3 Ways to Conduct a Root Cause Analysis (RCA)

5 Why's

Change Analysis / Event Analysis

Cause And Effect (Fishbone) Diagram



5 Why's

Map all known causes

Think critically.

Also known as the "toddler" approach to problem solving.



Change Analysis / Event Analysis

Analyzes the changes leading up to events.

Causes and precursors

Often maps to cognitive bias in planning.

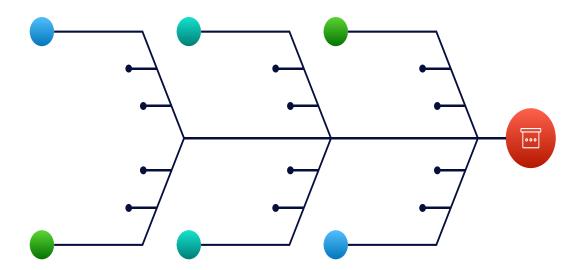


Ishikawa (Fishbone) Diagram

A visual method for root cause analysis that organizes cause-and-effect relationships into categories.

Typically broken down into the following categories:

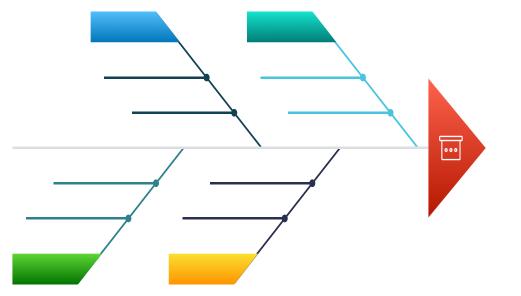
People Machine Method Measurement Material Environment



Root Cause Analysis (RCA)

The question is not when to stop, but where to intervene

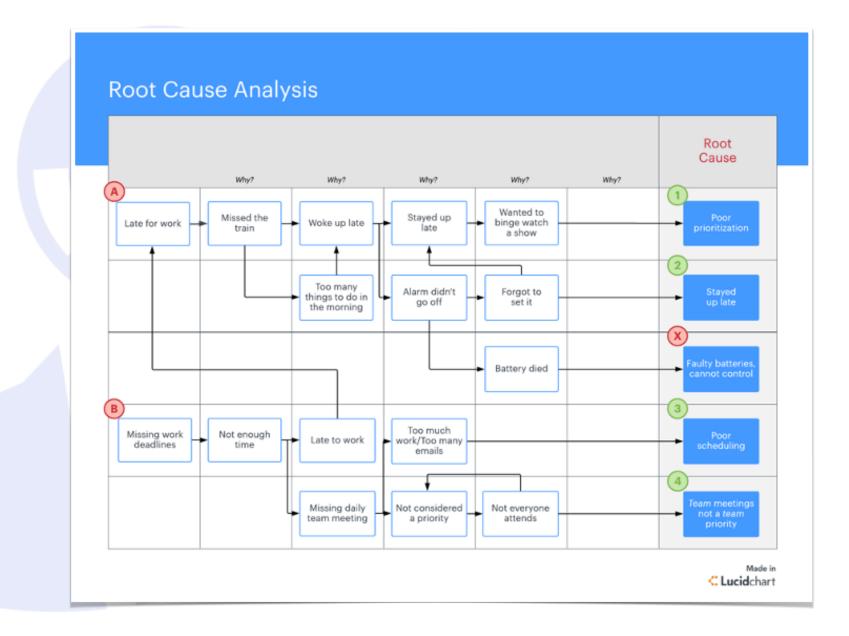
Map all known causes Recognize unstated assumptions and values – think critically! Identify the most significant causes Consider what interventions could be made Prioritize (SMART) recommendations



Success with Root Cause Analysis

Be prepared to challenge your own beliefs.





After Action Reviews





1

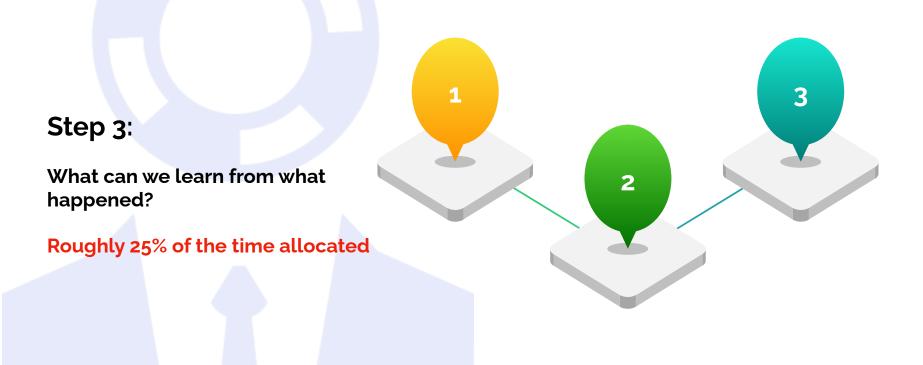
Step 1:

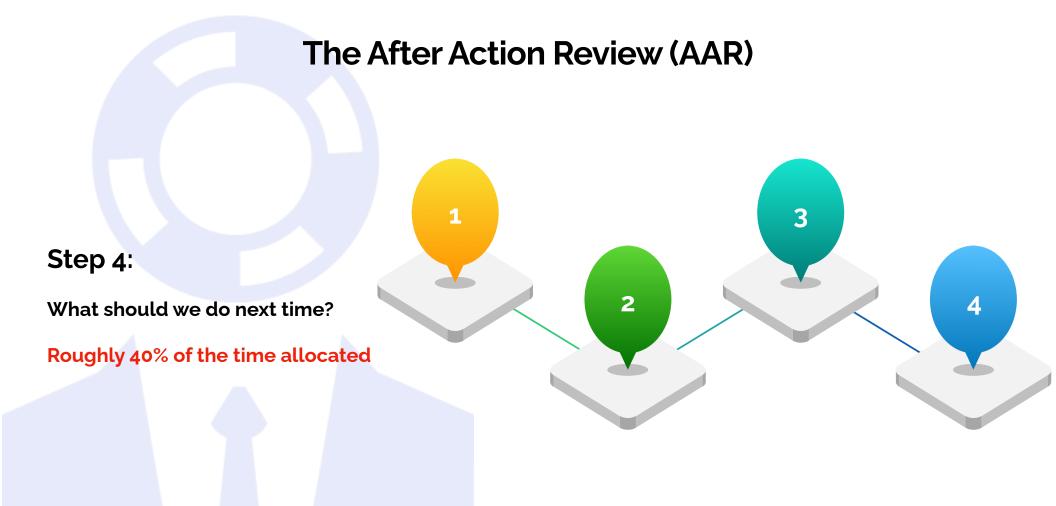
What did you intend to happen?

Roughly 25% of the time allocated



The After Action Review (AAR)

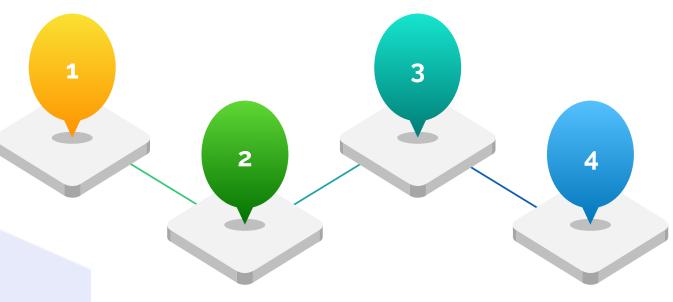




The After Action Review (AAR)

How much time have you spent revisiting "blame" for events that happened during the project?

(When you should have spent time preventing future issues?)



Administrative Project Close

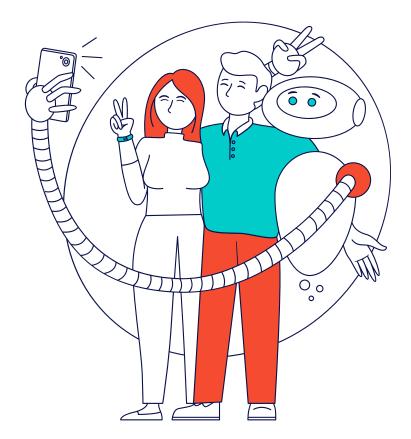




Administrative Project Close

Finalize and transfer resources, assets & liabilities

Re-assign project team members (think functional organizations)



Don't forget to celebrate.

Closing projects successfully is an achievement - don't forget OR be too busy to treat it like one.



Lessons Learned and Project Reviews



Capturing lessons learned

Lessons Learned Register Real-time updates throughout the project

Project Audits

Scheduled at regular intervals to understand how the project is running.

Project Reflections

From the perspective of the project team.

Project Reviews

A **"forensic"** portrayal of the project to stakeholders.



Initiate review Define objectives and scope



Initiate review Define objectives and scope

Plan review Develop methodology



Initiate review Define objectives and scope

Plan review

Develop methodology

Deliver review

Collect data Identify issues



Initiate review Define objectives and scope

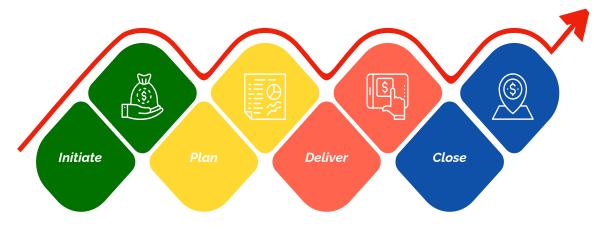
Plan review Develop methodology

Deliver review

Collect data Identify issues

Close review

Report findings Integrate learnings



Project Closing Thoughts

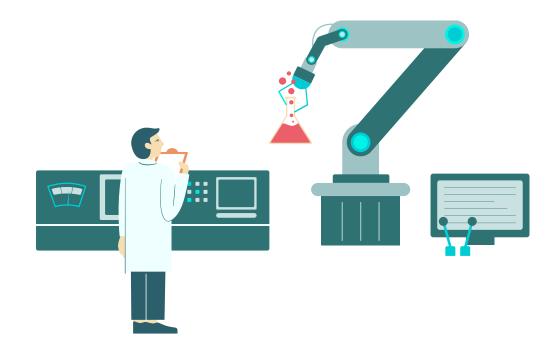
Technical or Process solutions

Maintain searchable project archives

Meta-analyze and baseline review data

Mandate lessons learned search for every new project

Re-engage project teams on like projects



Project Closing Thoughts

Human Solutions

Encourage and incentivize honest reflection / review (remove ego!)

Peer review projects

Publish / present findings

Nominate for awards

Celebrate success!



How do you create and sustain a culture of project excellence?

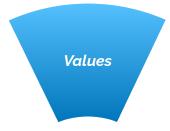


VALUES

Strategic statement of vision/mission/ purpose and values

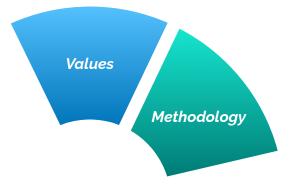
Code of conduct that applies to all project teams, including external contractors and suppliers

Explicit link made with organizational, portfolio, program objectives for every project



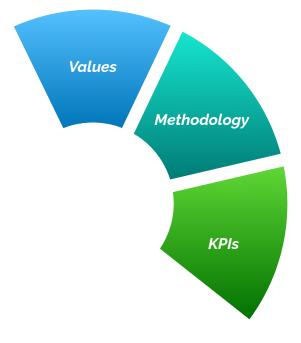
METHODOLOGY

Policies, processes, tools and templates supporting every stage of a project's life that are both scalable and contextualized to the organization, its industry and environment



<u>KPIs</u>

Clearly articulated project success metrics that are regularly reported against at the project, program and portfolio level



ACCOUNTABILITY

Governance framework with supporting assets

Acceptance of responsibility appropriate to level



LEGENDS

Active project management community of practices



PATHWAYS

Role definition and remuneration appropriate to work performed

Formal and semi-formal systems of recognition and reward



RENEWAL

HR processes supporting recruitment, induction, training, performance management and dissolution of project teams

Project management professional development and career paths

Defined feedback and continual improvement processes

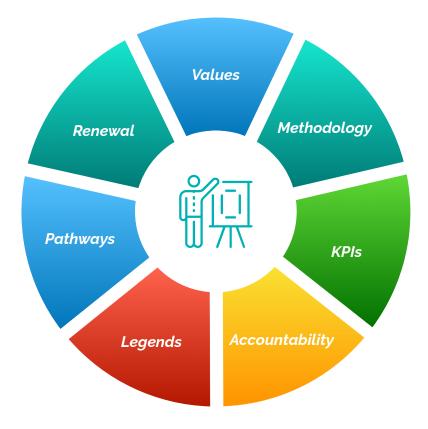


The Role of the PMO

Resource Management:

PMOs manage and allocate resources across projects based on priorities, schedules, budgets and more.

Creates Project Archives, Tools and More: the PMO supplies and invests in templates, tools, software and more to better manage projects.



Take-aways from Closing

Most organizations don't close projects properly

Closing projects is a mini project in itself – treat the process like one.

You know how to do this – congrats on finishing the course.

Questions?





