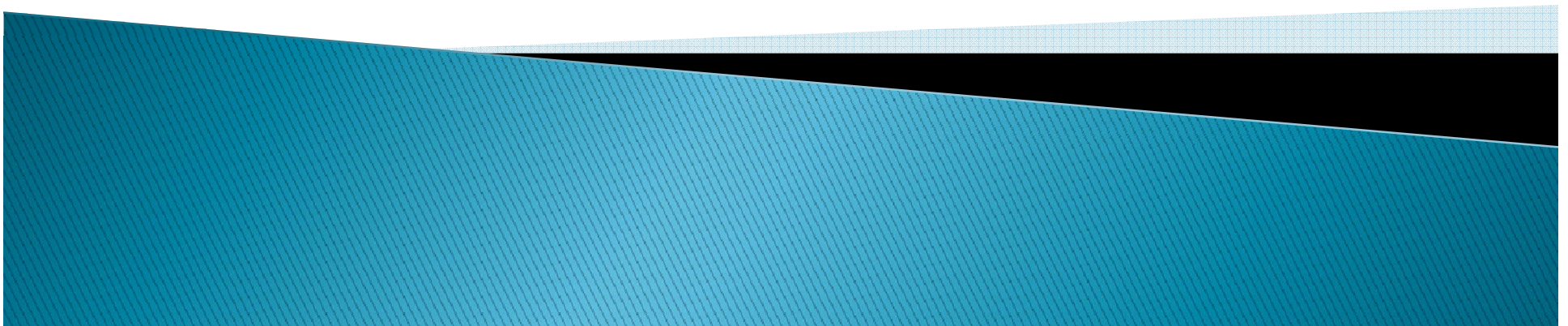# Project Success Measures

SIUE Project Management Symposium
November 20, 2009
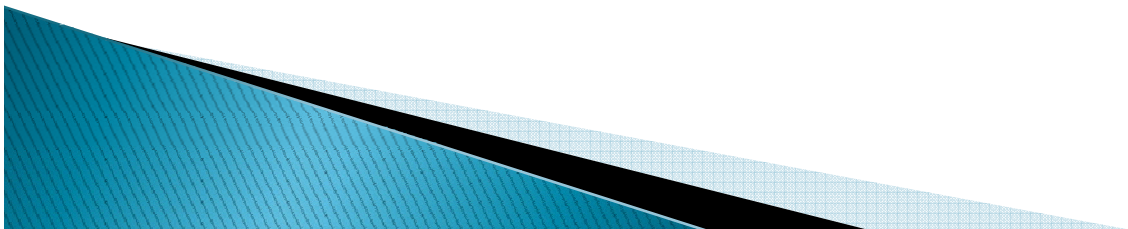
Project Success Measures
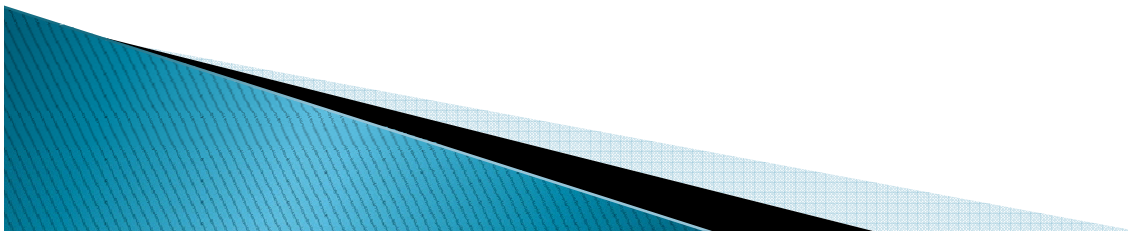
Definition

- suc-cess: *the favorable or prosperous termination of attempts or endeavors*
- meas-ure: *any standard of comparison, estimation, or judgment*

In project management the *real* definition is a matter of perspective and is a collection success measures
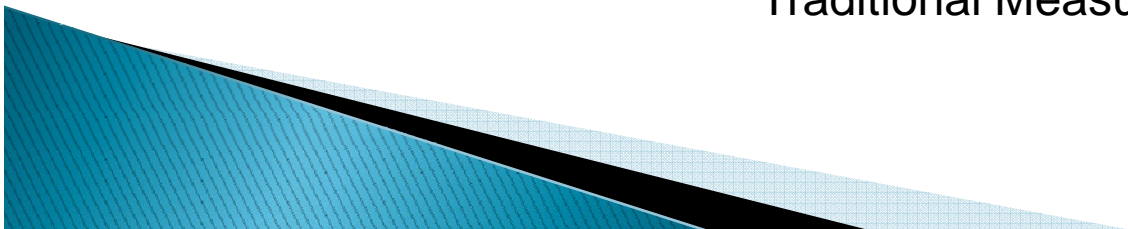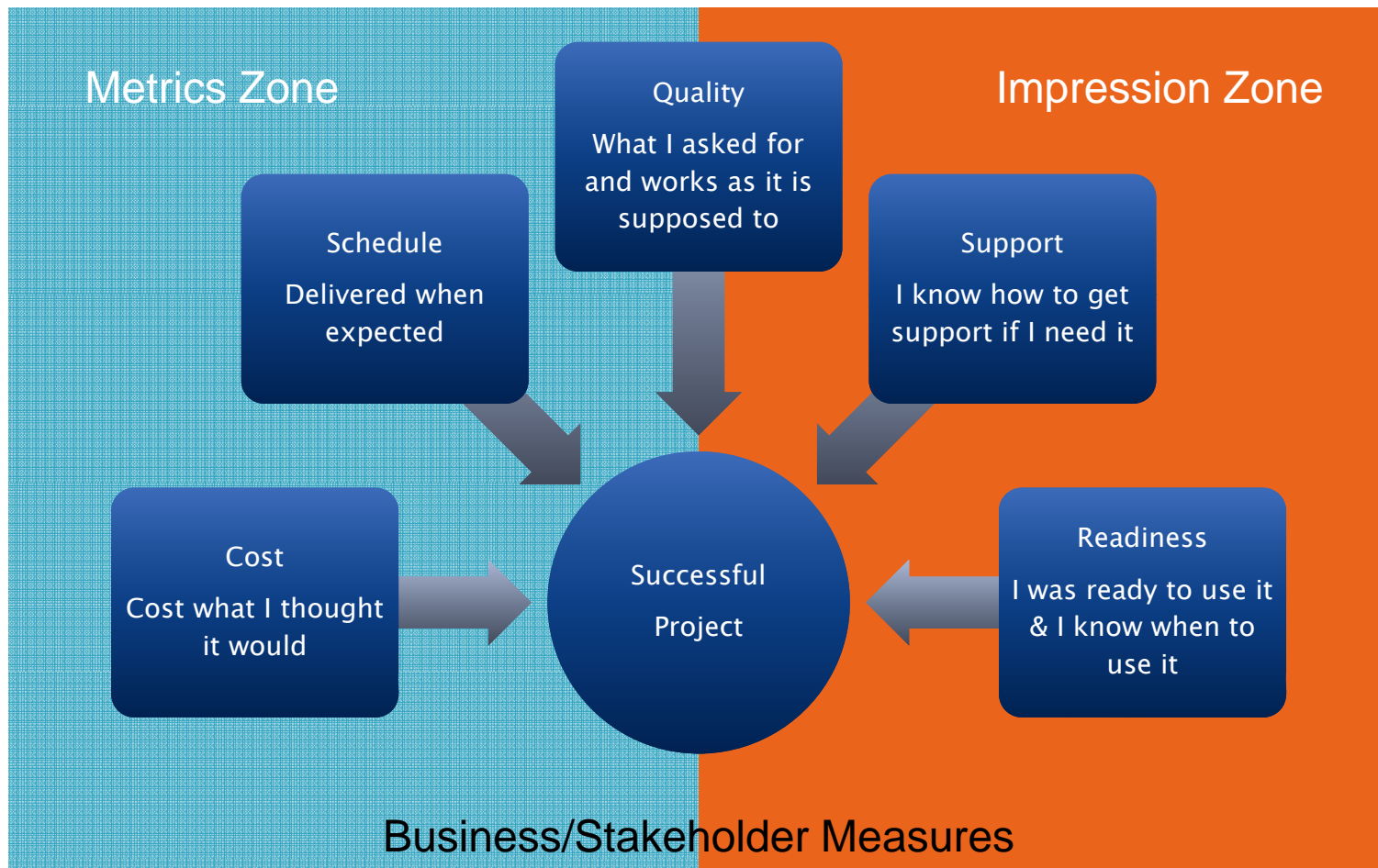
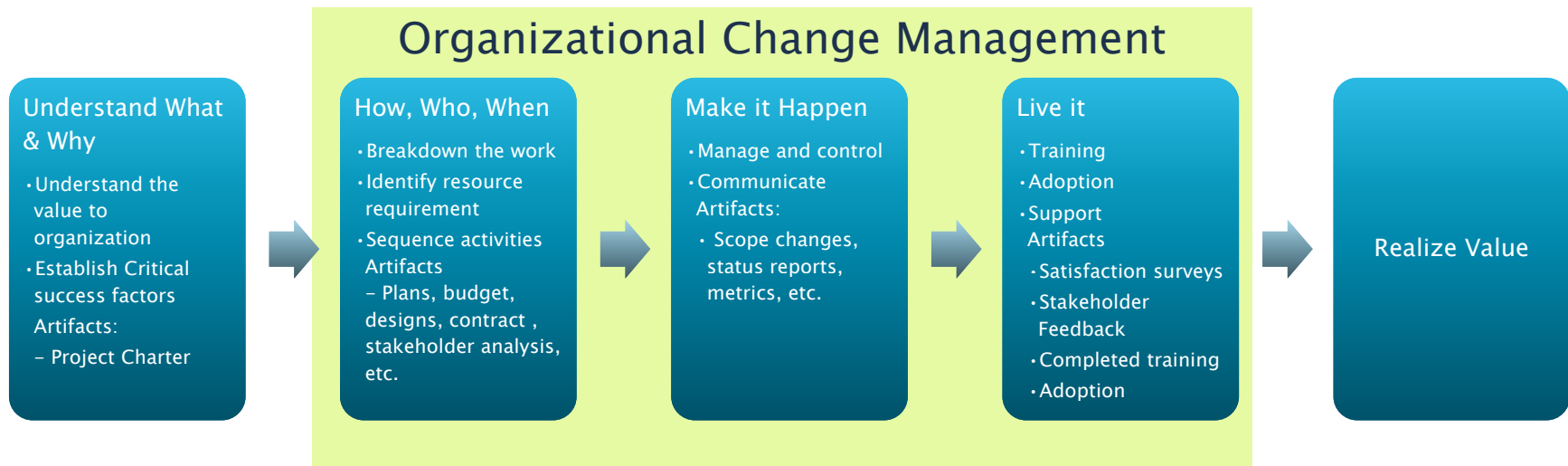# What are project success measures?

Success Measures – PM Perspective

Traditional Measures

Success Measures – Stakeholder Perspective

Minimize the Impact of Impression with OCM

Organizational Change Management

Understand What & Why

- Understand the value to organization
- Establish Critical success factors

Artifacts:
– Project Charter

How, Who, When

- Breakdown the work
- Identify resource requirement
- Sequence activities Artifacts
– Plans, budget, designs, contract , stakeholder analysis, etc.

Make it Happen

- Manage and control
- Communicate Artifacts:
  - Scope changes, status reports, metrics, etc.

Live it

- Training
- Adoption
- Support Artifacts
  - Satisfaction surveys
  - Stakeholder Feedback
- Completed training
- Adoption

Realize Value

Holistic View of Success

- Portfolio Status
- Prioritization
- Value Realization
- Benefiting from change

Portfolio Management

Value Realization

- Adoption
- Effectiveness
- Continuous Improvement
- Adopting change

Operations

Readiness

Support

Process

- Project Status
- Active Management
- Collaboration
- Introducing change

Project Delivery

Cost

Satisfaction

Quality

Schedule

Scope
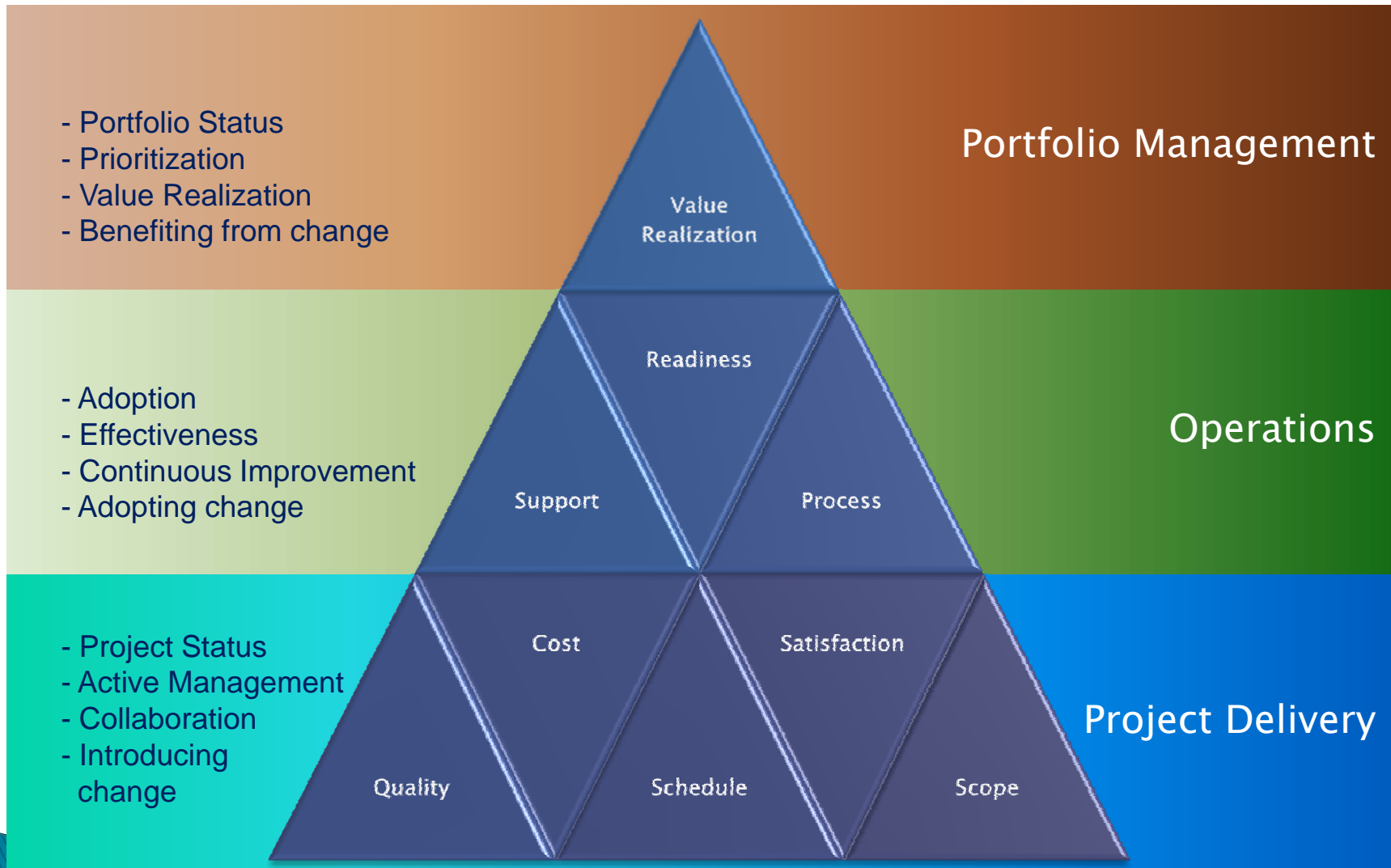
Why are they important?
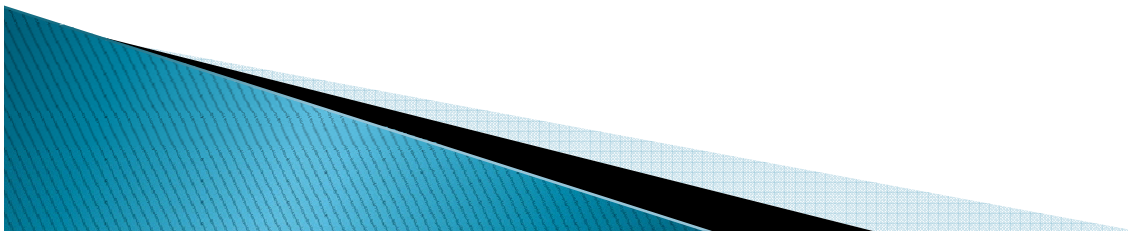
Measure Project Performance

- Good metrics:
  - Are Early warning signs (leading not trailing)
  - Prompt early action to correct issues before they become HUGE problems
  - Aid in effective project control
  - Are important communication vehicles between the project and project stakeholders
- What gets measured, gets done (P. Drucker)
- Continuous review of metrics, milestones and objectives leads to project success
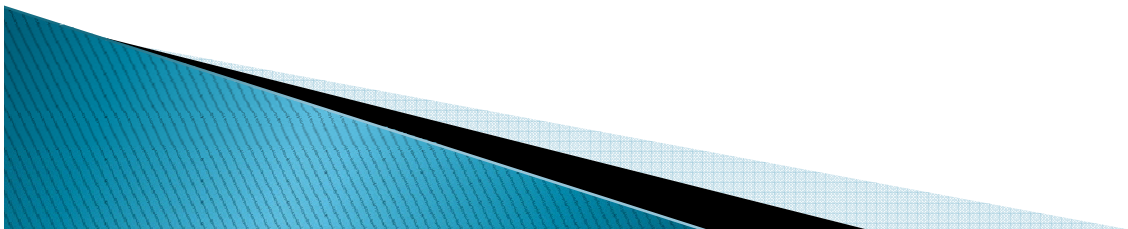
Measures for Continuous Improvement of Project Management

|	
Unplanned project changes	• May need better requirements • WBS may not go low enough
Number of identified risks	• Risk identification may need to be improved • Tracking of too many risks
Amount of rework	• Planning may not be to the appropriate level of detail • Ill-defined requirements
Budget, Quality, Schedule variances	• May need more detailed estimating and planning
Post-project reviews	• Top 3-5 things that went well/did not go well • Be sure to use the results
Satisfaction surveys	• What changes do we need to improve stakeholders point of view
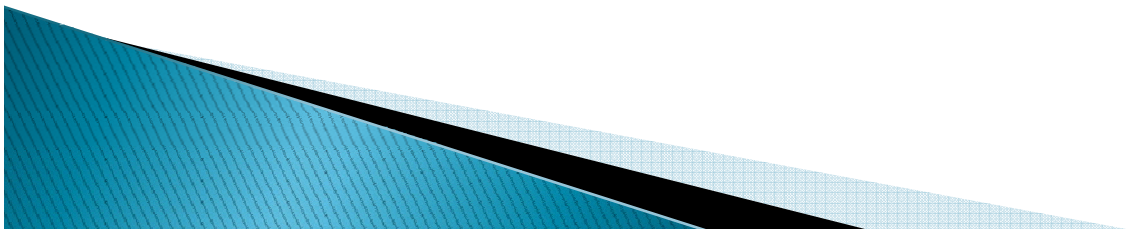
Value Realization

- Measures align all stakeholders on the true business need / value
- Determination of success is not possible unless measures are defined and baselined
- Allows meaningful prioritization of efforts (the organization is working on the right things)
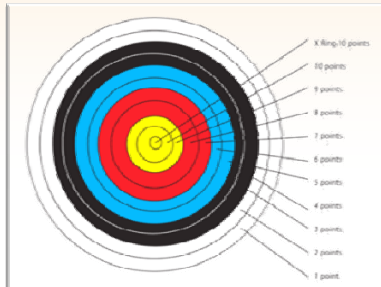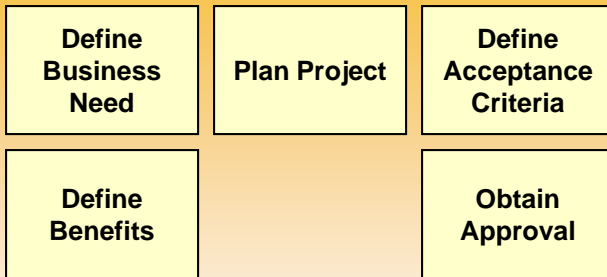- Look in the review mirror – did we get the value we thought we would
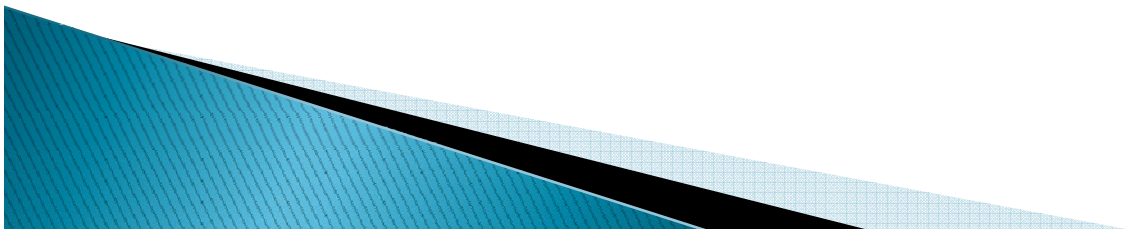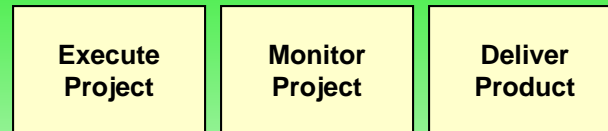
How do I measure project success?
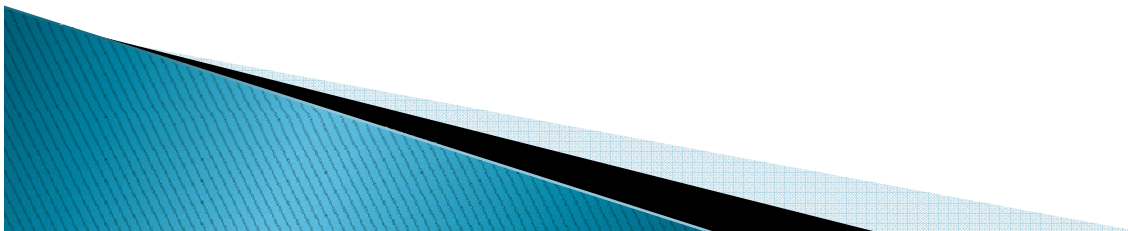
How do I measure project success

Project Manager Workflow

Define Success Measures	Monitor Success Measures	Realize Value

Define Success Measures

Define Business Need	Plan Project	Define Acceptance Criteria
Define Benefits		Obtain Approval

Monitor Success Measures

Execute Project	Monitor Project	Deliver Product

Realize Value

Sign-Off Acceptance Criteria	Confirm Client Satisfaction

Conduct Retrospective

Implement Improvements
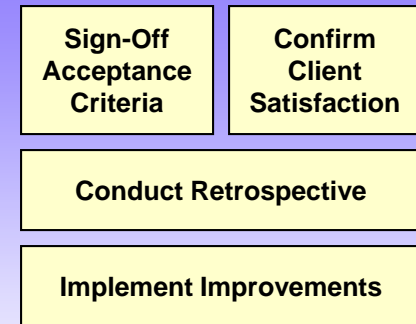
How do I measure project success

Actions	Measures	Examples
Baseline Business Value	Acceptance Criteria Quantitative Measures Qualitative Measures	Functionality ROI Client Scorecard Deliverable Completion Signoff
Monitor Project Metrics	Cost Schedule Scope Quality	Cost Variance / EV Schedule Variance / EV # Change Requests Project Audit
Monitor Project Management Processes	Planning Risk Management Communications	WBS # Risks / Mitigations Status Reports
Conduct Benefit Review	Benefit Review Date Baseline Benefits	1 Year from Delivery Expected Revenue
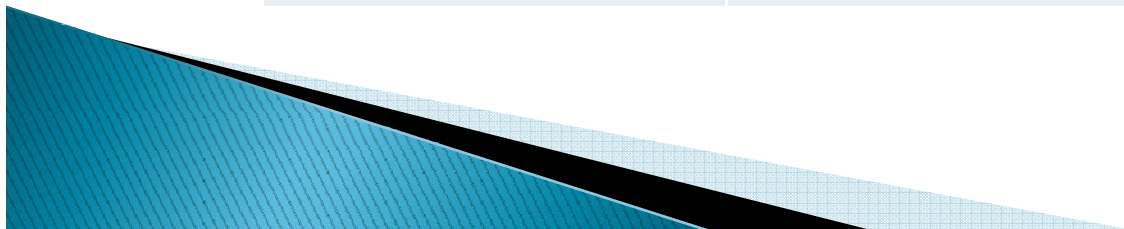
How do I measure project success
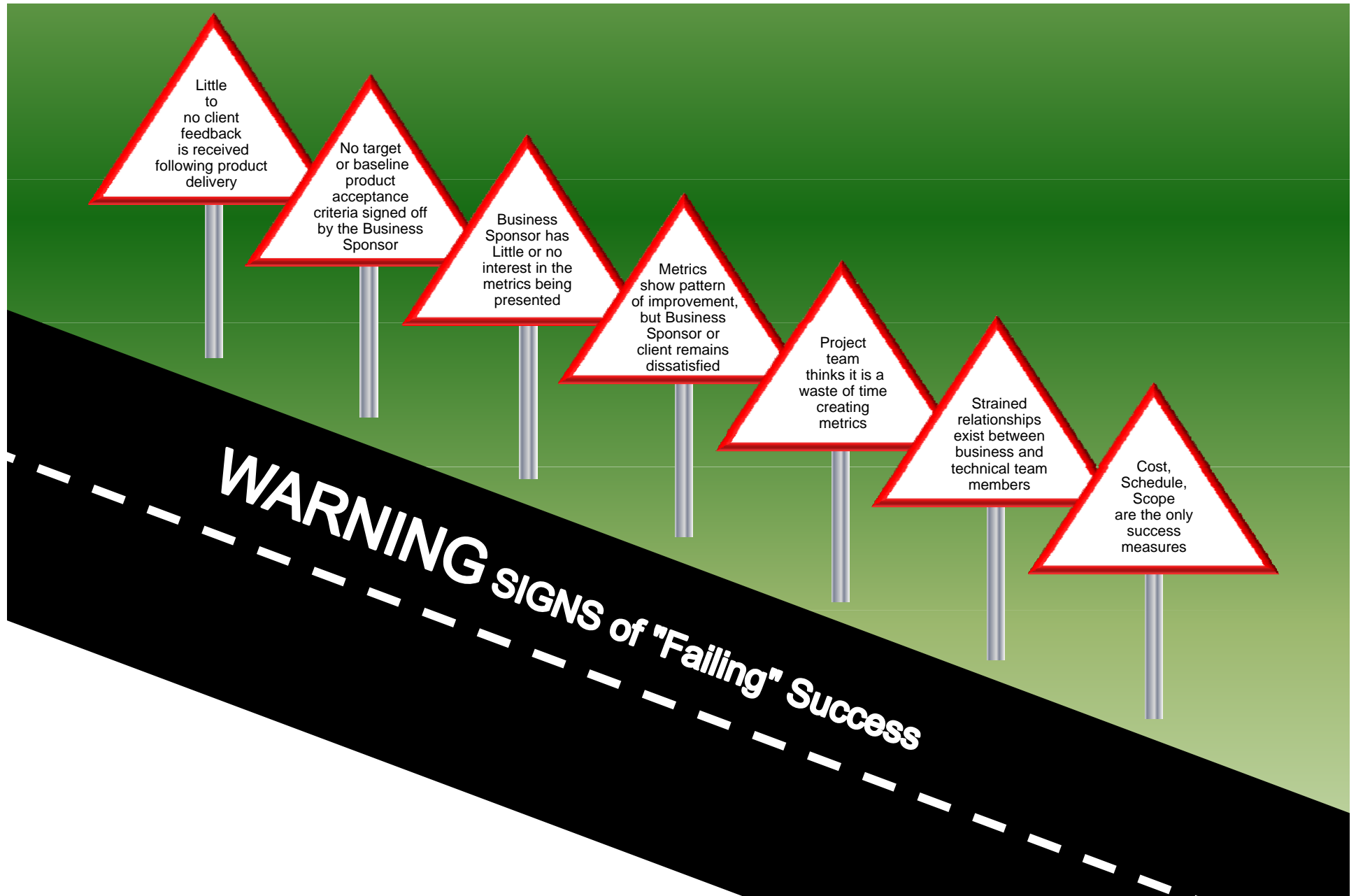
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