

# Proven M.O.R.E. Practices Associated with Project Success

**Manage Perceptions:** Project Success happens when stakeholders understand that the project's outputs provide sufficient value relative to the perceived investment of resources.

*Manage perceptions practices in order of impact on project success.*

- Clearly map how each stakeholder's needs and wants will be addressed in a successful project outcome
- Maintain a register to track both intended and emergent benefits
- Keep project participants focused on maximizing the total value created and range of people who benefit from it
- Align stakeholder expectations on a timeline for successful value creation
- Champion customer feedback as a key input to ensuring a project is ultimately seen as successful
- Shape a clear story of the real-world value the project should create from the start
- Regularly initiate open, critical discussions to keep the project on track to meet stakeholder expectations for creating value
- Create transparency through use of real-time, shared dashboards or reports
- Identify and prioritize which stakeholders' opinions are most likely to influence perception of success
- Align stakeholders on which metrics will be used to evaluate progress towards value creation
- Be upfront with project participants about what's working and what's not
- Regularly socialize a clear point of view on the project's progress towards value creation
- Proactively address skepticism and reframe perceived failures constructively
- Tailor communication and engagement strategies to match the specific needs and expectations of each stakeholder
- Build trust with stakeholders through early and ongoing engagement

**Ownership:** Project managers accept ownership of the entire breadth of a project, moving beyond literal mandates and executing on requirements.

*Ownership practices in order of impact on project success.*

- Collaborate with stakeholders to ensure the project achieves its overall purpose
- Adopt an ownership mindset that motivates visible and concrete action
- Help ensure project outcomes are aligned to broader organizational goals
- Empower project team members to understand their role in creating value, not just completing tasks
- Take responsibility for steering the project towards maximizing value creation
- Identify and adjust for potential harms or missed expectations
- Ensure post-delivery plans are in place for mitigating risk and realizing benefits
- Identify opportunities to take calculated risks

**Relentlessly Reassess Project Parameters:** Project professionals need to recognize the reality of inevitable and ongoing change and, in collaboration with stakeholders, continuously reassess the perception of value and adjust plans.

*Relentlessly Reassess practices in order of impact on project success.*

- Monitor changes in the broader environment to identify emerging risks or new opportunities for the project
- Continually look for opportunities to better utilize technology to streamline effort or improve value creation
- Periodically evaluate whether project success remains viable based on predefined criteria, and halt it if those benchmarks aren't met
- Continually assess and adjust the approach to optimize the path to value
- Regularly assess whether resources are appropriate to create the amount of value intended
- Regularly collect feedback to identify emergent opportunities, risks, and potential stakeholders
- Regularly assess whether changes in project goals are required
- Explore opportunities to realize additional value through big picture integration with other efforts

**Expand Perspective:** Consider the broader picture and how the project fits within the larger business, goals or objective of the enterprise, and ultimately, our world.

*Expand Perspective practices in order of impact on project success.*

- Champion learning and repurpose across projects to more effectively deliver project outcomes
- Explore implications for the broader society to mitigate risks and optimize value creation
- Explore indirect effects to uncover hidden risks and opportunities
- Explore implications for the achievement of organizational goals and strategies to ensure alignment
- Incorporate sustainability goals and metrics to maximize long-term outcomes
- Explore implications for the organization's customers to mitigate risks and optimize value creation
- Explore implications for other projects to ensure alignment, efficiency, and risk control
- Explore implications for other teams or departments to reduce potential conflict and uncover opportunities
- Seek out emergent and underrepresented beneficiaries to expand the range of people who benefit