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Project Closure

DISCUSSION

Does your organization END projects or does it CLOSE projects?



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When is a project complete?

All tasks accomplished?

Client acceptance?

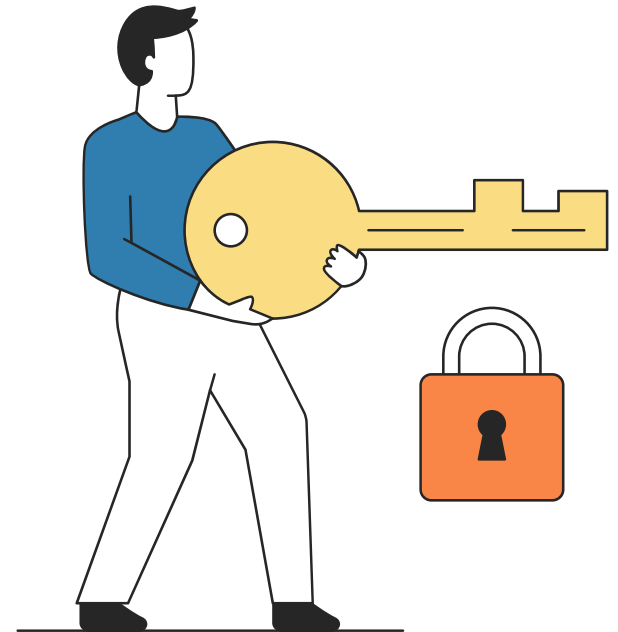
Paperwork archived?

Project review completed?

Warranty period ends?

Outcomes are realized?

The party?



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Client Acceptance

Verify deliverables

Internal approval conducted

Client walk-through

Clarify uncertainty

Disclose risks

Formal sign-off



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Unsuccessful Projects

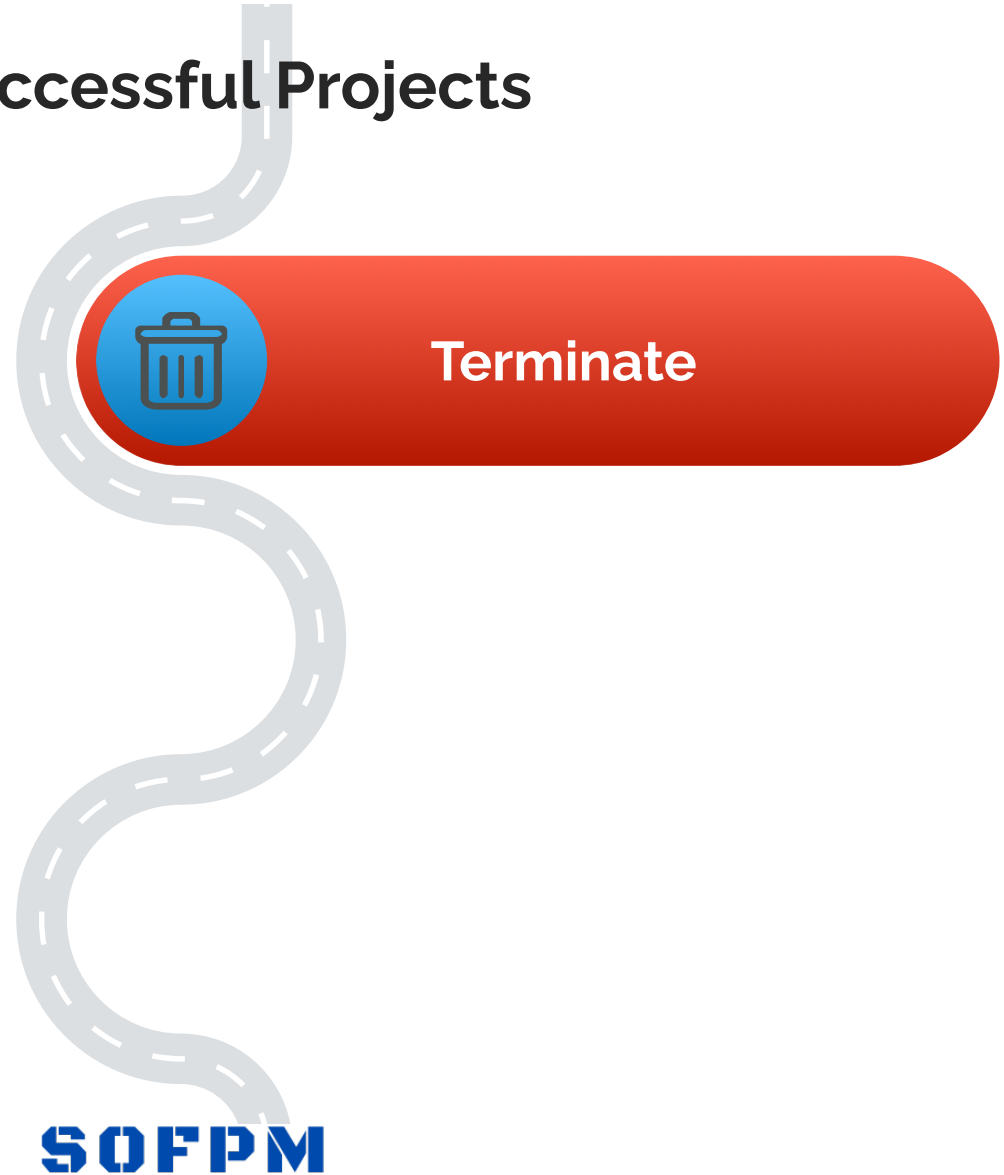
Unsuccessful Projects

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?

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Unsuccessful Projects



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Unsuccessful Projects

Write off the time and resources
spent on the project

**Stop throwing good money after
bad!**

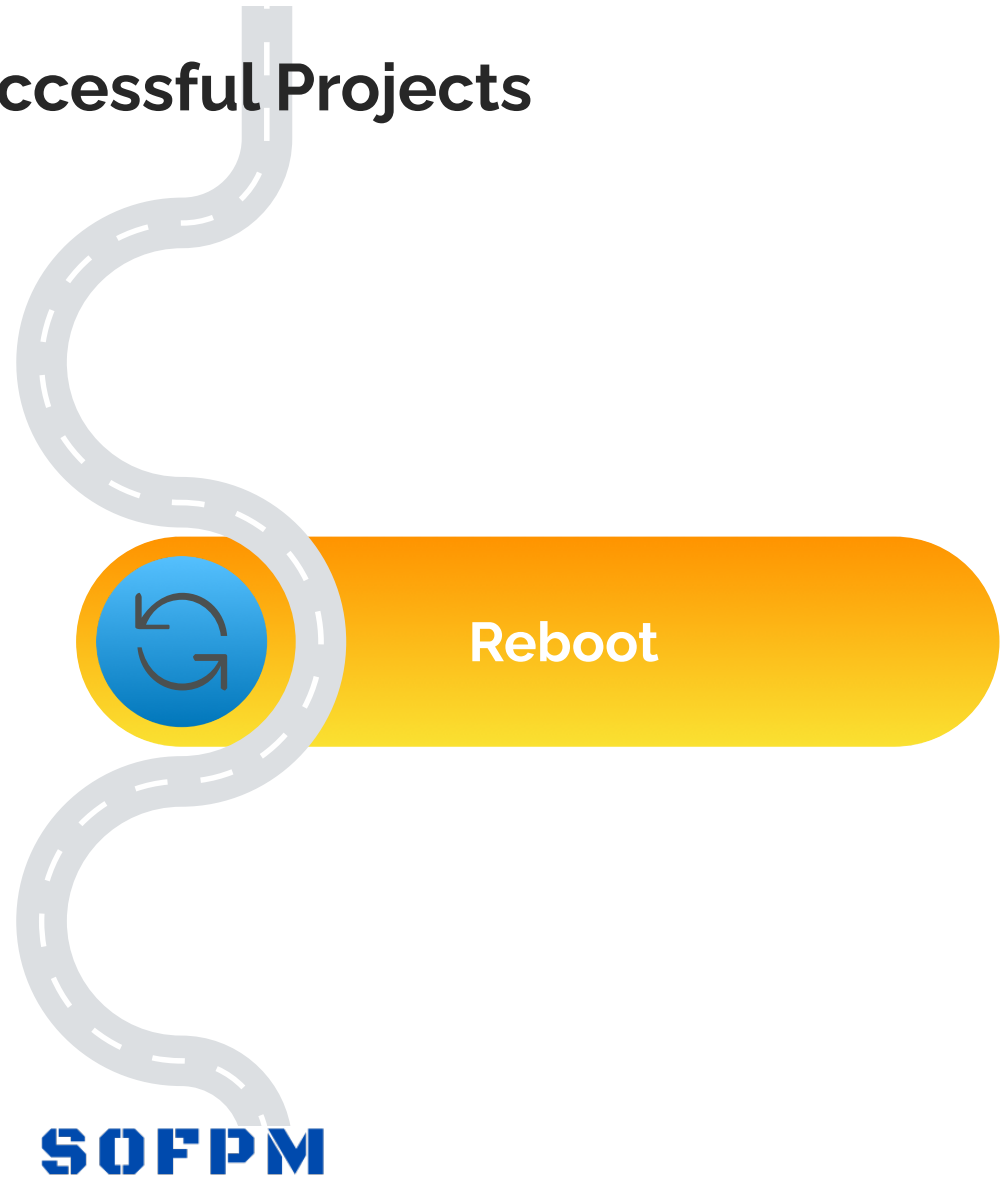


Terminate

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Unsuccessful Projects



Unsuccessful Projects

Stop and re-plan (maybe even re-visit the business case)

Often involves bringing in a new project manager / team



Reboot

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Unsuccessful Projects



Unsuccessful Projects

**Finish and deliver the project
as-is**

**Expectations / outcomes need
to be adjusted to reflect this**



Unsuccessful Projects



Terminate



Reboot



Salvage

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Sunk Cost Fallacy

The sunk cost fallacy occurs when we feel that **we have invested too much to quit.**

This psychological trap causes us to stick with a plan even if it no longer serves us and the costs clearly outweigh the benefits.



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DISCUSSION

What is your technique for getting to the root of a problem?



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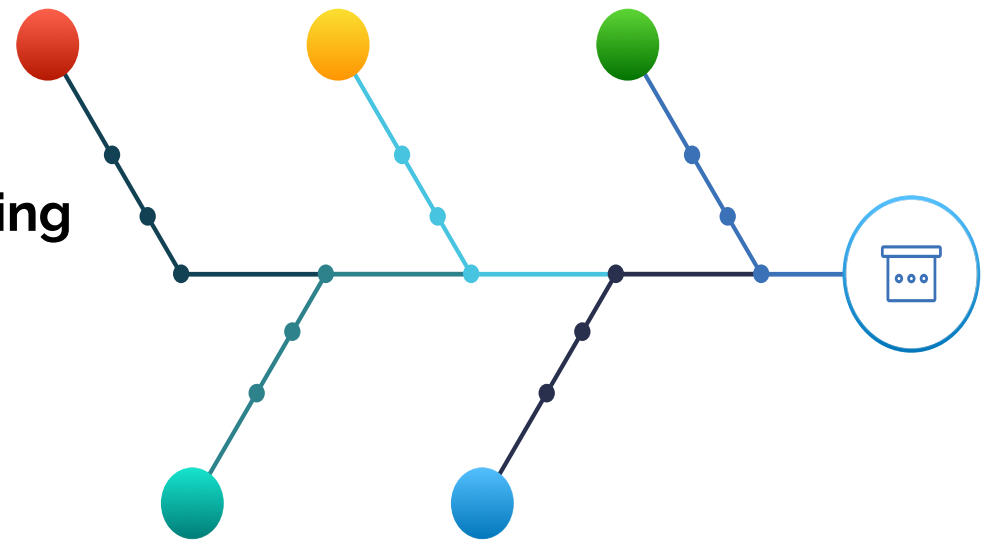
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Root Cause Analysis

Root Cause Analysis (RCA)

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



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Root Cause Analysis (RCA)

The process of:

- 1: **Identifying** the problem
- 2: **Breaking it down** into its contributing causes
- 3: **Isolating the root cause(s)**: the ones that, if resolved, would prevent recurrence
- 4: Implementing **corrective actions** to eliminate the cause
- 5: **Verifying** the fix is working



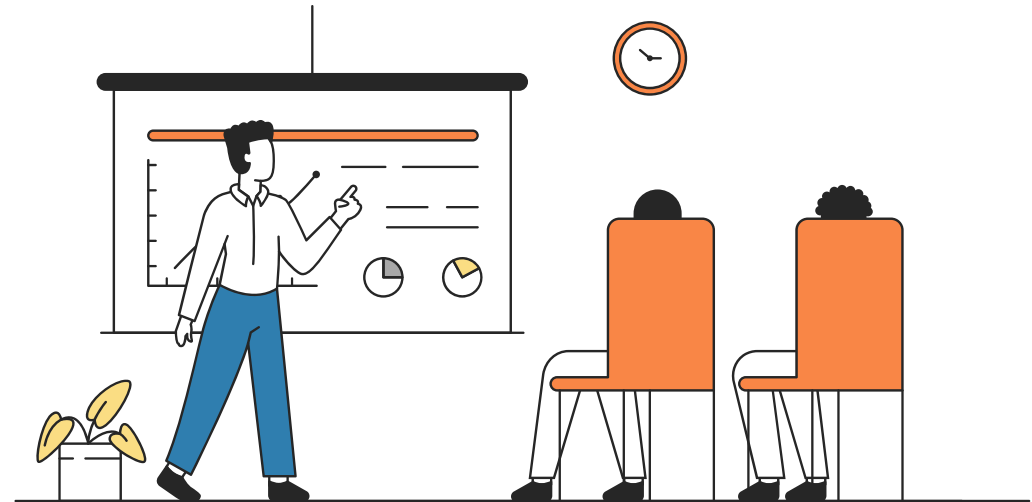
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3 Ways to Conduct a Root Cause Analysis (RCA)

5 Why's

**Change Analysis / Event
Analysis**

**Cause And Effect (Fishbone)
Diagram**



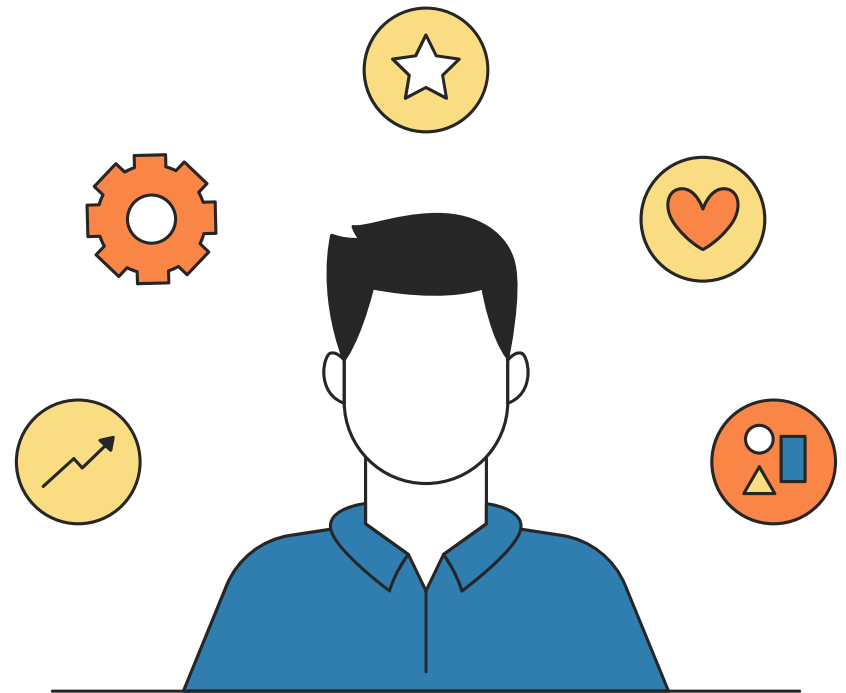
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5 Why's

Map all known causes

Think critically.

Also known as the “toddler”
approach to problem solving.



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Change Analysis / Event Analysis

Analyzes the changes leading up to events.

Causes and precursors

Often maps to cognitive bias in planning.



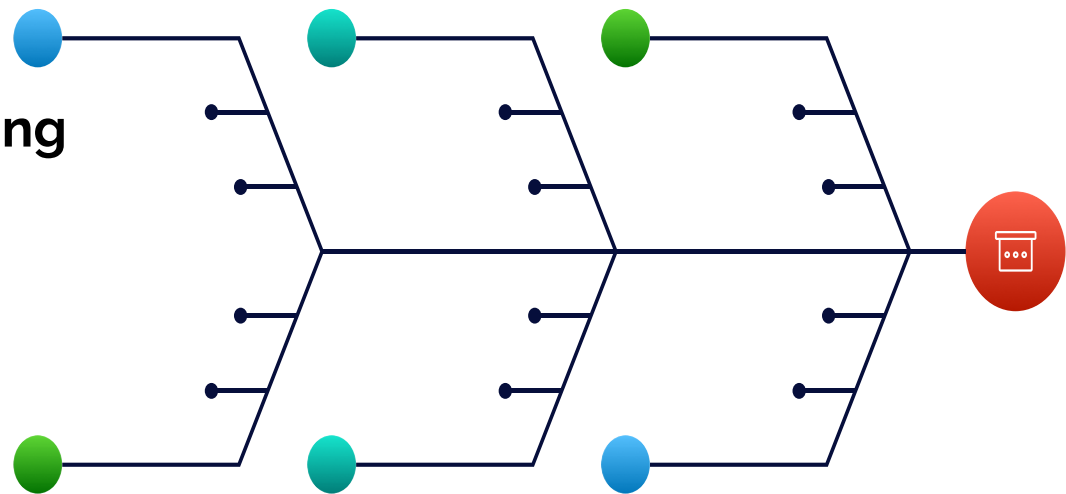
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Ishikawa (Fishbone) Diagram

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



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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



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Success with Root Cause Analysis

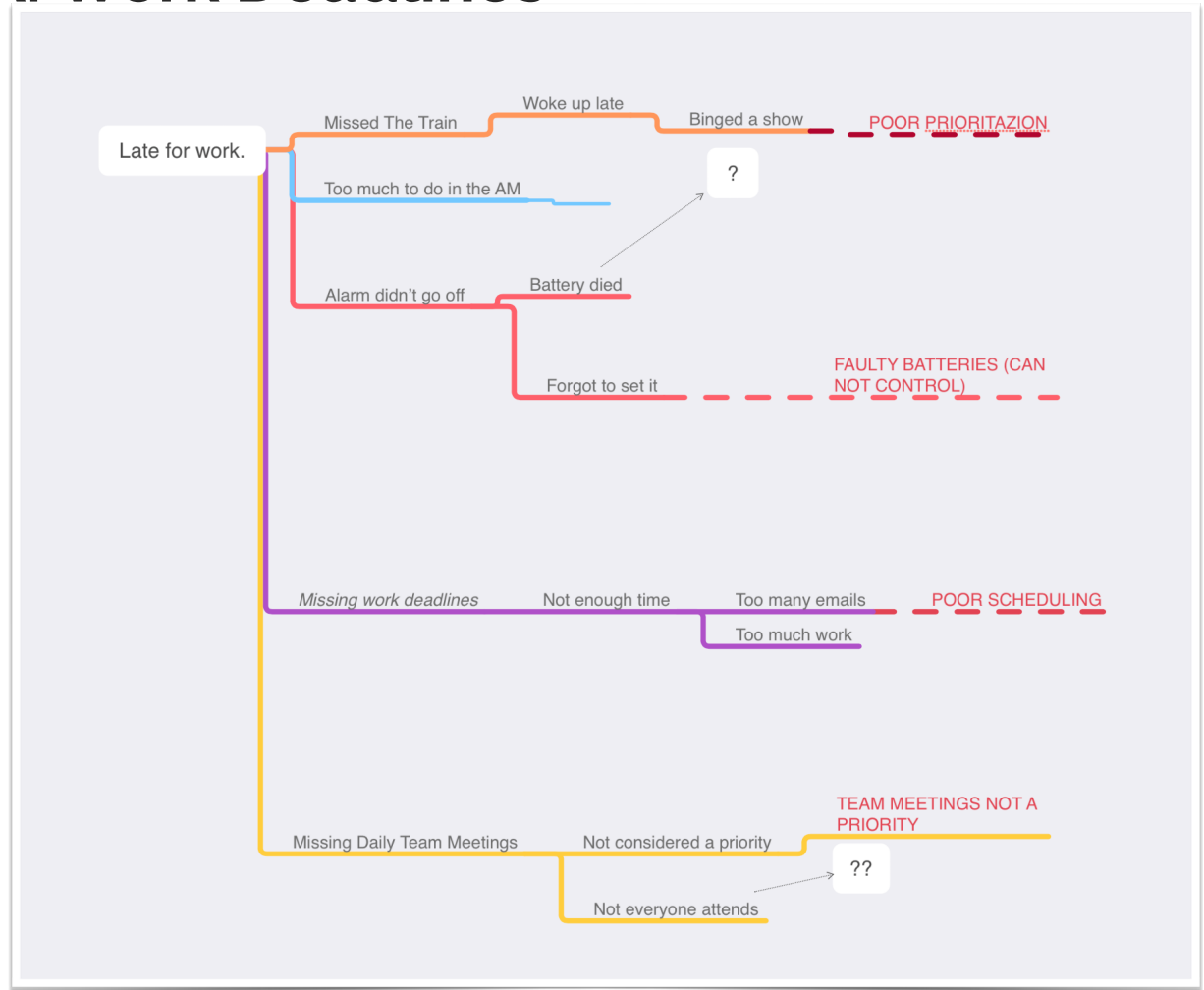
Be prepared to challenge **your own beliefs.**



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RCA: Work Deadlines

It's not hard to get to the **bottom** of a problem



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DISCUSSION

On a scale of 1-10 (10 being highest) how important to you is it to learn from what you've done at moments within the project?



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After Action Reviews

The After Action Review (AAR)

Step 1:

What did you intend to happen?

Roughly 25% of the time allocated



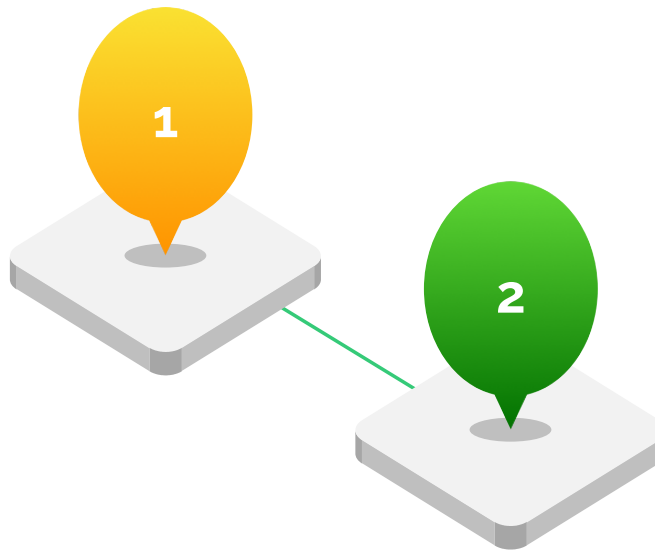
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The After Action Review (AAR)

Step 2:

What actually happened?

**Roughly 10% of the time
allocated**



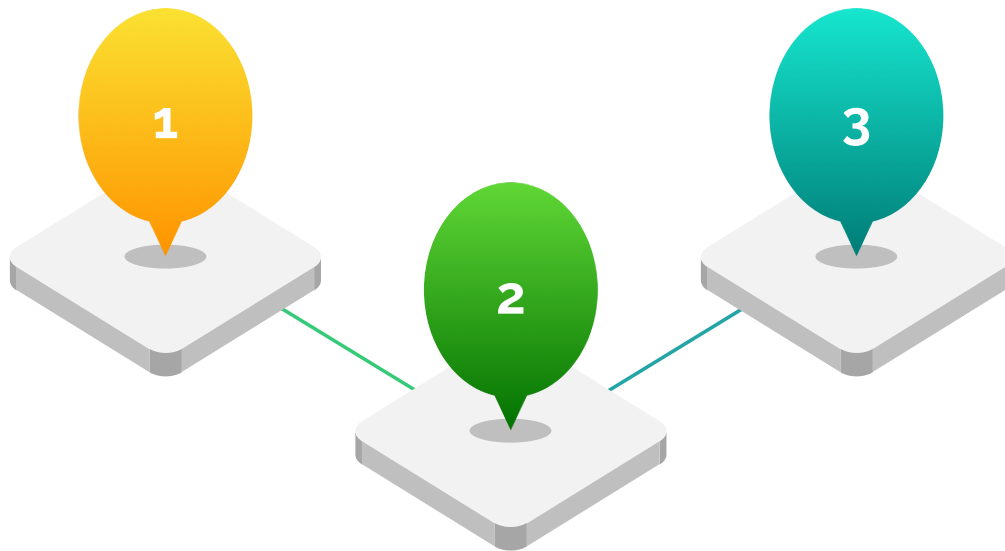
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The After Action Review (AAR)

Step 3:

What can we learn from what happened?

Roughly 25% of the time allocated



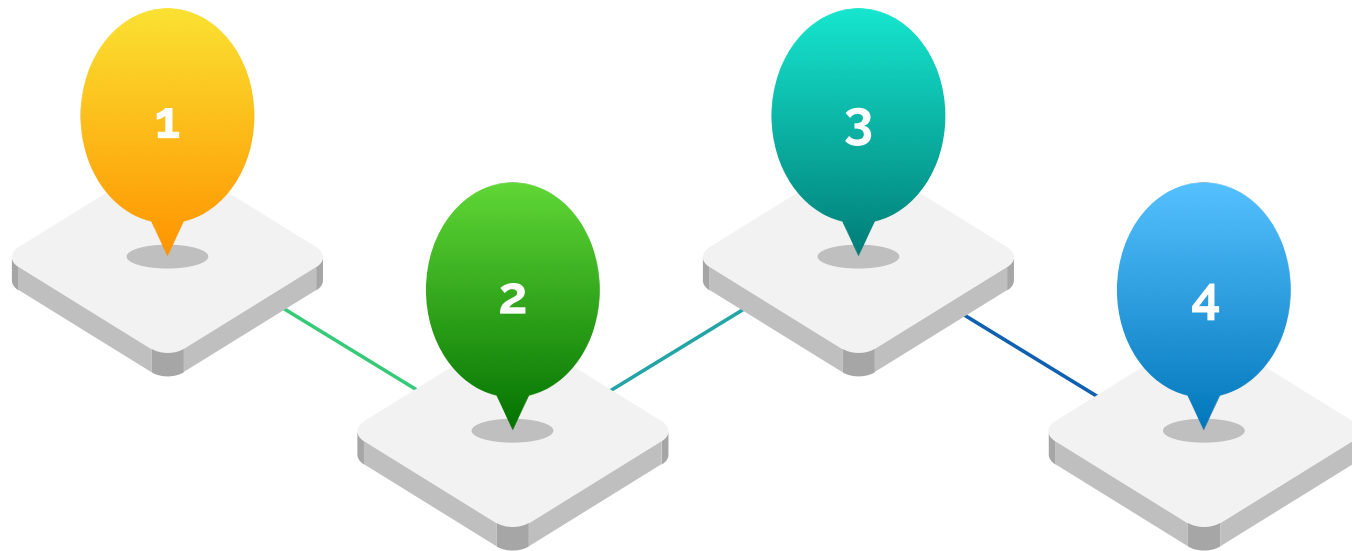
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The After Action Review (AAR)

Step 4:

What should we do next time?

Roughly 40% of the time allocated

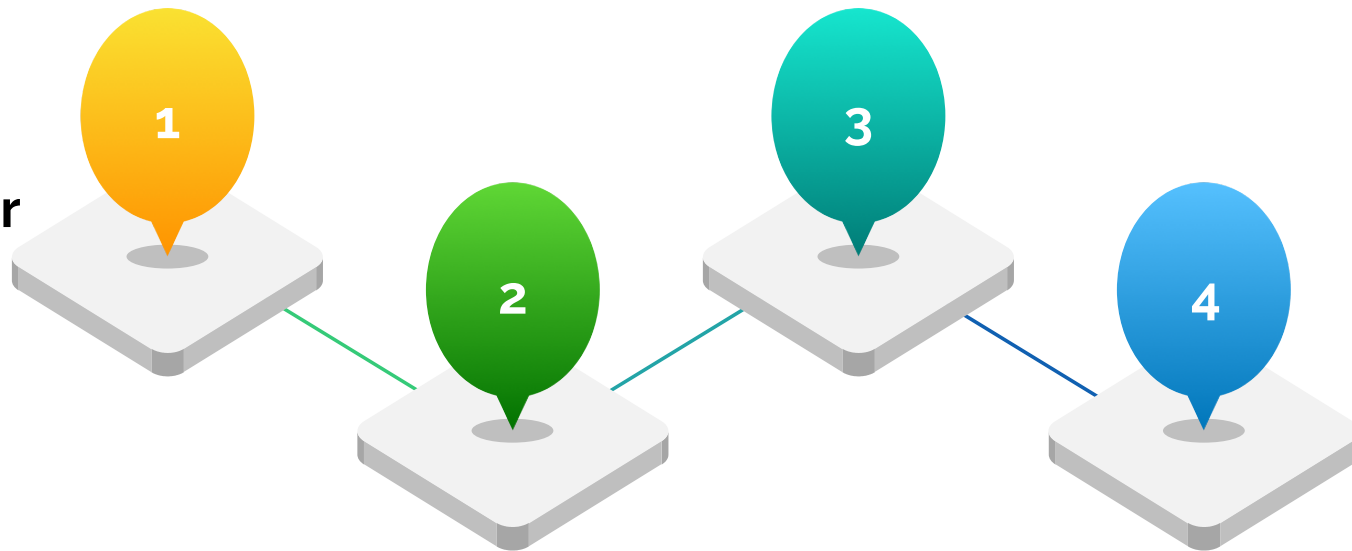


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The After Action Review (AAR)

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

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



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Administrative Project Close

Business case
Project plan
Registers / logs
Status reports
Change requests / logs
Contracts
Meeting minutes & **Correspondence**

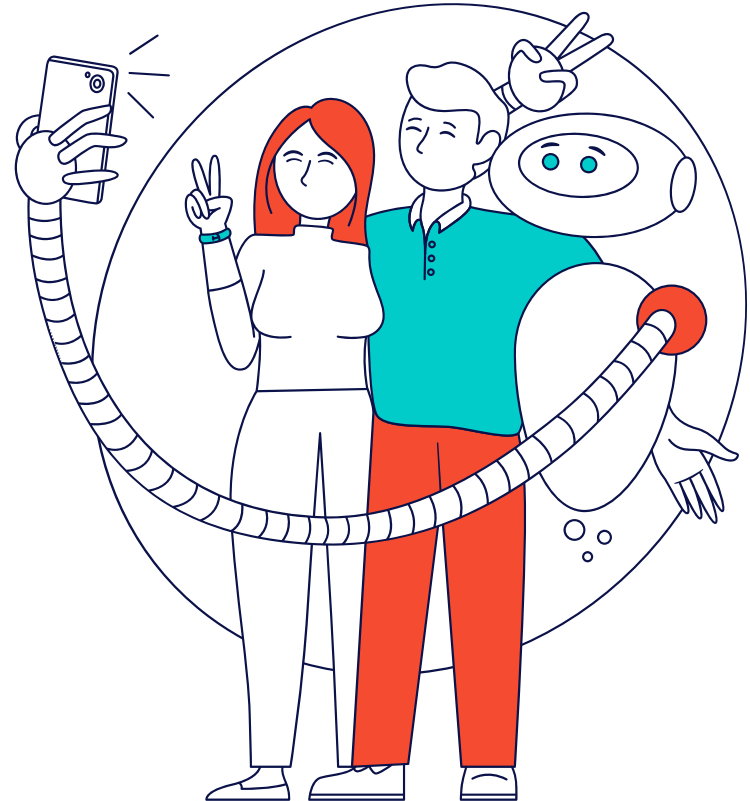


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Administrative Project Close

**Finalize and transfer resources,
assets & liabilities**

Re-assign project team members
(think functional organizations)



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Don't forget to celebrate.

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



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Project Closing Thoughts

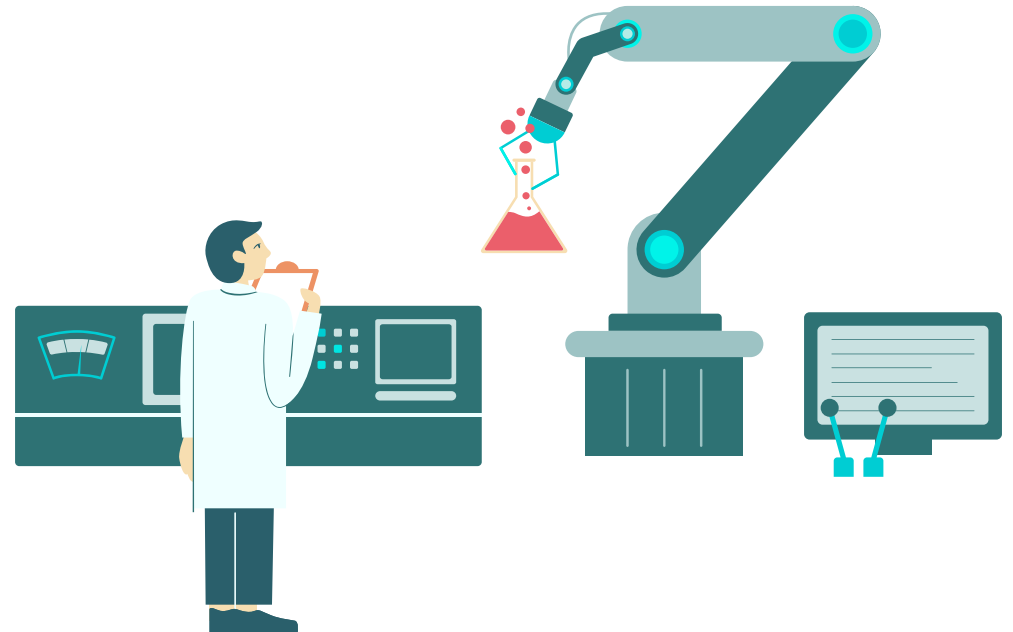
Technical or Process solutions

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



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Project Closing Thoughts

Human Solutions

Encourage and incentivize honest reflection / review

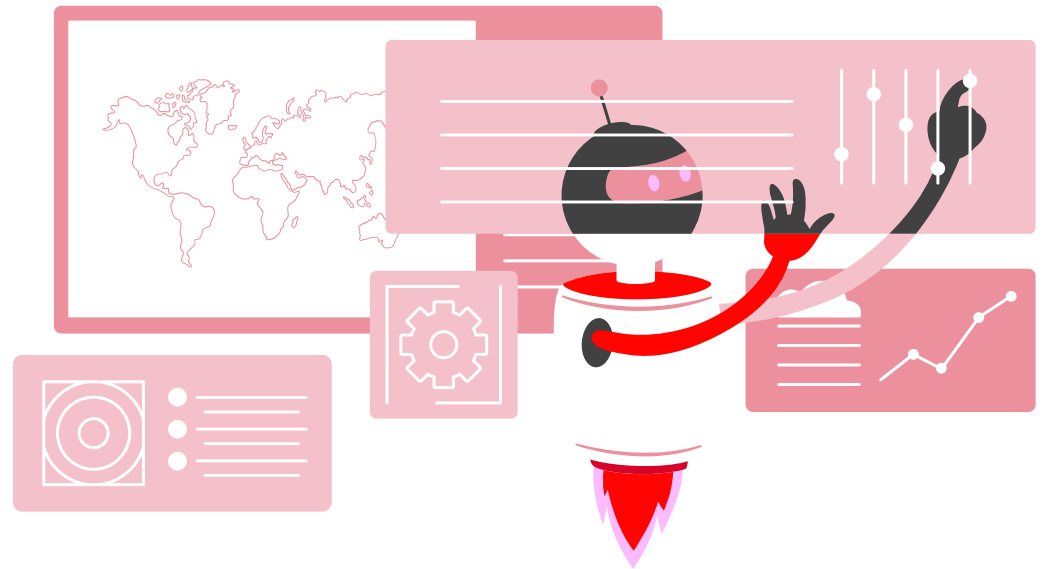
Remove your ego!

Peer review projects

Publish / present findings

Nominate for awards

Celebrate success!



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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.



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The Project Review Process

Initiate review

Define objectives and scope



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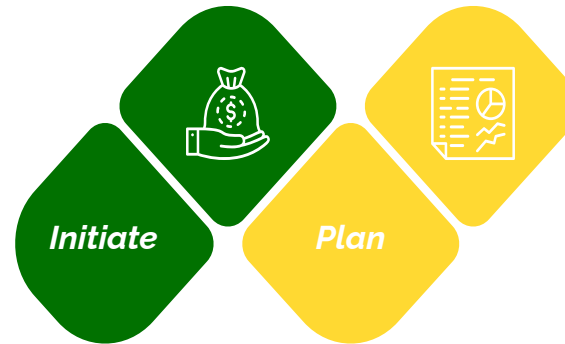
The Project Review Process

Initiate review

Define objectives and scope

Plan review

Develop methodology



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The Project Review Process

Initiate review

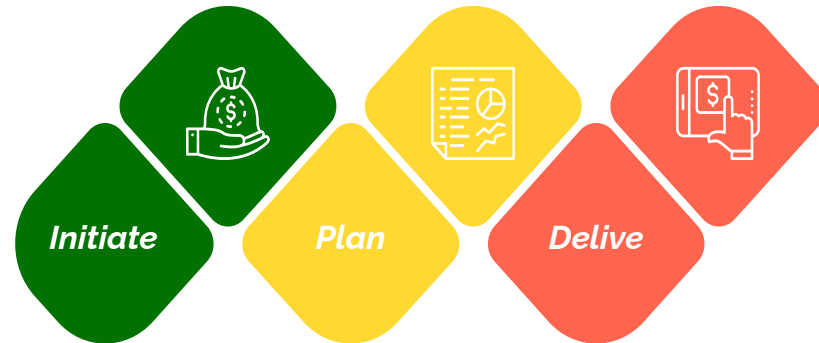
Define objectives and scope

Plan review

Develop methodology

Deliver review

Collect data
Identify issues



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The Project Review Process

Initiate review

Define objectives and scope

Plan review

Develop methodology

Deliver review

Collect data
Identify issues

Close review

Report findings
Integrate learnings



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Key Points: Closing Projects



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Too many of us END projects, we don't
CLOSE them.

Have a system.

Don't overcomplicate it.