

# THE PROJECT SQUARE

Version 1.1

Project name: \_\_\_\_\_

Responsible: \_\_\_\_\_

Date: \_\_\_\_\_

Project phase: \_\_\_\_\_

Iteration: \_\_\_\_\_

The project's objective/vision is ... \_\_\_\_\_

## MIND SET

### DESCRIPTION

The project's "true mood" shaping underlying thoughts and actions as well as the culture

### QUESTIONS

- How is the mood in the project, how motivated and committed are the team members?
- How would you describe the way people involved in the project behave towards each other?
- Is cooperation in the project based on trust or rather on mistrust?
- Is there a sense of enjoyment in the project or rather reluctance and resistance?

- Are people unchallenged or overchallenged, under pressure, stressed, cynical?
- Is there a culture of long hours and acting the hero, or does inconsistency and a need for harmony at any price hold sway?
- Does the management team manage proactively or reactively – driven by day-to-day business?
- Are national and international cultural influences in the team taken into account?
- Do team members act objectively/levelheadedly or are they outspoken/emotional?
- Are the causes addressed (and not the symptoms)?

- Are the impact, quality and efficiency achieved low in relation to the energy put into the project?

### EXAMPLES

- Behaviour toward others based on trust in the case of conflicts or mistakes
- Management only deals with symptoms and not causes
- Team members come from three countries in three time zones and talk three different languages
- Conflicts are avoided; fear of making mistakes

## PROJECT OFFER

### DESCRIPTION

Scope, time and budget of the project and the main work packages that have to be accomplished to be able to deliver a product, service or result with certain functions and characteristics

### QUESTIONS

- What does the project comprise?
- Are there services that should explicitly not be included?
- What are they?
- What are the main products, services and results of the project?
- What is the planned budget for the project?
- What time frame (from start to end) is envisaged for the project?

### EXAMPLES

- Providing an IT infrastructure, developing software
- Removal of an existing system, data migration
- Total budget of 2 million euros
- Start 15 Oct. 2012, end 31. Dec. 2013 (non-movable milestone)
- Start 15 Oct. 2012, end not yet defined (still open)

## PEOPLE (INTERNAL & EXTERNAL)

### DESCRIPTION

Key partners, employees, teams, vendors, suppliers, sub-suppliers necessary to be able to deliver the work packages and thus the final result

### QUESTIONS

- What human resources, skills, partners, vendors (internal or external) are directly or indirectly involved in the project?
- Who is working on producing the project result?
- Who else is needed to be able to complete the project result?

### EXAMPLES

- Internal employees
- External employees
- Suppliers/vendors
- Sub-suppliers

## TARGET AUDIENCES

### DESCRIPTION

Main objectives and user groups or people involved in the project who benefit from its result or have a stake in it

### QUESTIONS

- Who has commissioned the project?
- Who is sponsoring the project?
- Who will use the service provided by the project?
- Who does the project result address?
- Who are other important stakeholders of the project (CEOs, line organizations, line managers, etc.)

### EXAMPLES

- Customers
- User groups
- People closely involved with the project
- People less closely involved with the project
- Senior management stakeholders

## RESOURCES

### DESCRIPTION

Key resources needed to be able to deliver the work packages and thus the project result: Tools, methods and materials

### QUESTIONS

- What key resources are used in the project?
- What is required to finish the project?
- What has to be invented or built to deliver the result?
- What is not yet sufficiently developed to ensure the necessary quality or value of the result?

### EXAMPLES

- Methods
- Machines
- Consumables
- Patents
- Energy

## DAMAGES

### DESCRIPTION

Damages that a project can cause or bring about

### QUESTIONS

What damages will the project cause?

### EXAMPLES

- Noise pollution for residents
- Destruction of a natural habitat
- Staff reductions
- Change in usability
- Damage to reputation of existing managers
- Change in service provider landscape

## BENEFITS

### DESCRIPTION

Benefits and advantages that the project result must offer user and target groups to achieve the project's objective

### QUESTIONS

- What are the direct or indirect benefits of the project?
- What advantages or benefits does it have for individual user groups?
- What advantages or benefits does it have for the customer?
- What advantages or benefits does it have for other target groups of the project?

- What advantages or benefits does it have for partners?

### EXAMPLES

- Implementing regulatory requirements
- Innovation
- Barrier-free access
- Response time behavior shorter than 2 seconds
- 5 % value increase per year
- Positive user experience
- Good reference project

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