Project Definition

Deliverables vs Outcomes

Deliverable   Also called ***Product*** or ***Output***, the things that the project produces (physical things or events).

Outcome   Outcomes are the real world changes – beneficial, we hope – that result from the ***integration*** of our deliverables into how we do things.

Goals and Objectives

Goal   States the over-arching purpose of the project. Also known as Aim.

Objective   Sets constraints on the ***Goal*** – typically in terms of time, cost (or budget, or resources), and quality standards

Scope

Scope   All that the project must do and create. Ultimately articulated by the ***WBS***.

Scope Creep   The tendency for people to sneak extra work and ***deliverables*** into the project's list of responsibilities. Can cause a project to fail under the burden of additional work, without the corresponding resources.

And…

DCARI   The acronym DCARI reminds us to also include the ***dependencies*** between our project and other activities, the external ***constraints*** upon our project, the ***assumptions*** we have had to make and will need to test, the ***risks*** or threats to our project, and any ***issues*** that we need to resolve.

Stakeholder   Anyone with an interest in your project – whether affected by its outcome or process, or with an ability to affect its outcome or process. Look out for Mike Clayton's 2014 book about stakeholder engagement, ***"The Influence Agenda"***.

Project Definition Statement
(also called Project Charter or Project Brief)

Project Goal:

The aim of the project. Also describe its purpose (why the project is needed), and what it sets out to do; its benefits, and how the project will support your organization's/client's mission, strategy and goals.

Objectives:

These are your key measures of success. Make them **SMART**
Specific – **M**easurable – **A**chievable – **R**elevant - **T**ime-bound

In Scope:

State what is to be included in the project

Out of Scope:

State what is to be excluded from the project

Key Deliverables

Project Team and Key Roles

Stakeholders/Stakeholder Groups

Dependencies and Constraints

Major Assumptions, Risks and Uncertainties