

# White Paper

## Project Strategy

One of the elements missing in much of the discussion around project management is a focus on the key early decisions that determine the project delivery strategy. Decisions on using Agile or Waterfall, pre-fabrication or on-site assembly don't change the required project deliverable but have a major influence on how the project is delivered and its likely success<sup>1</sup>.

One size does not fit-all. A good definition of strategy is: *Strategy is the planning that people above you in the hierarchy do and tactics is the planning that people below you in the hierarchy do.* This rule applies irrespective of where you are in the hierarchy. So a strategy to improve a city's bus system would be a tactic within a strategy to improve transport in a region. But this strategy to improve transport in a region would be a tactic within a government's national strategy to improve the wellbeing of its citizens.

Using this model, the project delivery strategy is defined early by the project manager and sponsor and it defines the tactical processes of budgeting and scheduling used to plan the work of the project.

### Setting targets

**Key performance criteria** are needed to support the planning and quality assurance (QA) processes. These can include safety targets, staff development targets, environmental impact targets, etc. Meeting key performance criteria may have a fundamental impact on the way the project is done.

**Key success criteria** extend the *performance criteria* to clearly define what success looks like at the end of the project (and frequently their relative priority). They are the standards by which the project will be judged at the end to decide whether or not it has been successful in the eyes of the stakeholders:

- **Project management success criteria:** Related to the professional job of running the project, on-time, on-budget, quality, etc.
- **Project deliverable success criteria:** Related to the things delivered as a result of the project, did the deliverables 'do the job' the stakeholders expected effectively and efficiently?
- **Project success criteria:** Related to the business benefits and value proposition contained in the business case, was the organisation's investment in the project worthwhile.

### Developing your project delivery strategy

Some of the key steps in designing a strategy for success include:

- Understanding and aligning with the organisations strategy<sup>2</sup>
- Familiarisation with the overall requirements of the project and its stakeholders<sup>3</sup>
- Determining the key elements of value and success for the project<sup>4</sup>
- Understanding the environment the project is operating within
- Determining the delivery methodology and agreeing this with the key stakeholders

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