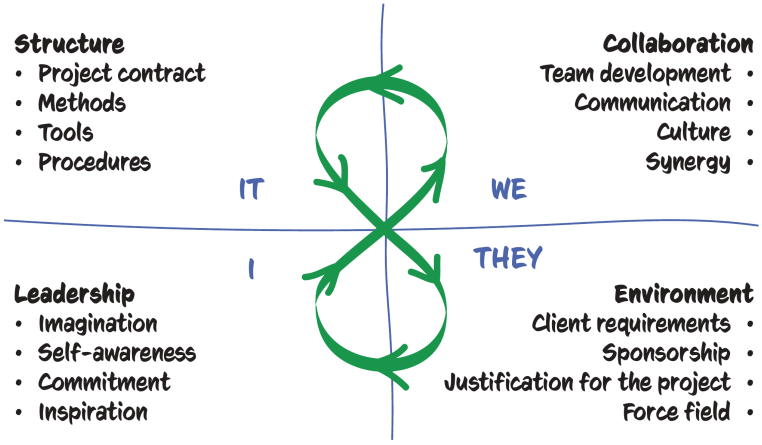
Evaluating along the PDC success factors

A diagnostic tool, with statements per group of success factors

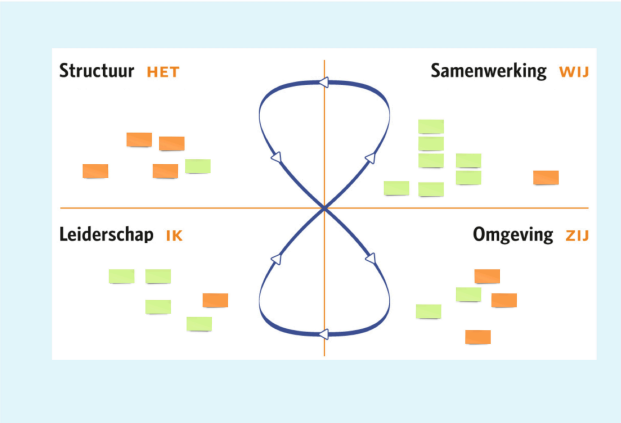
Besides starting up projects, as a PDC facilitator you are quite often asked to carry out (interim) evaluations of projects. We recommend using the PDC lemniscate for this. After all, this model forms the basis of our approach and works very well as a diagnostic tool.



We teach every facilitator to explain, for each group of success factors, what happens if it is neglected. Do you still remember this explanation?

- **THEY side (environment):** products are delivered that meet resistance, are used incorrectly or are not used at all (they end up on the shelf).
- **I side (commitment):** people make individual choices about their contribution to the project that are not necessarily good for the project as a whole.
- **WE side (team collaboration):** team members work separately from each other, in silos. The project manager is the (busy) connecting factor.
- **IT side (structure):** around the project there is a lack of clarity about the agreements and decisions that have been recorded. Discussions repeat themselves and substantive mistakes are made, for example through incorrect version control.

Depending on the nature of the problems in a project, you will of course need to adjust course on the right group of success factors in order to strengthen it. The team can come up with solutions for this (whether or not facilitated by you), but that does require the right diagnosis first.



As a facilitator you can use a huge number of exercises to gather information about the project. From writing on sticky notes to scaling questions, from a world café to individual presentations. The exercise is usually not the challenge. What we do see is that facilitators are looking for the right questions to ask for each dimension of the lemniscate. That is why you will find below a list of statements that can be used for evaluating and worked into your favourite exercise. The book Project Driven Creation, chapter on evaluating, contains even more!

THEY – ENVIRONMENT

THEME	STATEMENT
1. Agreement	There was agreement between the sponsor and the project manager on the project contract.
2. Clients/users	The satisfaction of clients/users with the project results as they were realised was the guiding principle. That is why they have been closely involved from the start of the project.
3. Sponsorship	The sponsor / the sponsoring system was/were passionate about 'their' project, able in their role, authorised to take decisions and available to the project manager where needed.
4. Value	In advance, we made explicit and weighed the added value of the results and effects of the project (for example with a business case or cost-benefit analysis).
5. Prioritisation	There was clear prioritisation between the project and its sub-projects, and in relation to other work. This came about through a transparent process in which we applied unambiguous criteria.
6. Embedding	The project objectives are explicitly linked to strategic organisational objectives. Everyone involved was aware of the relationship between the two.
7. Line organisation	The line managers involved who supplied capacity for the project were sufficiently informed and behaved as full contract partners.
8. Arena	Line managers settle their differences of interest among themselves. Project team members do not have to fight for the interests of their own manager in the project team.

I – COMMITMENT

THEME	STATEMENT
1. Choice	The project manager and team members had the opportunity to choose for themselves the kind of work they contribute to. They were encouraged and challenged to do so.
2. Creativity	Project managers and team members were given plenty of room to shape for themselves the way the project is approached.
3. Expertise	There was attention and room for developing the project manager, support staff and project team members in the field of project management.

THEME	STATEMENT
4. Commitment	We took the commitment of everyone directly involved in the project seriously and regularly asked each other about it.
5. Reciprocity	There was attention and room for the team members' own professional and personal development.
6. Escalating	The project manager and other leads did not muddle on when problems arose, but asked for help in time and escalated when needed.
7. Project manager	The project manager knows his or her own qualities and limitations. The project manager is strong, commands respect from sponsors, line managers and team members, and actively maintains equal relationships with them.

WE – COLLABORATION

THEME	STATEMENT
1. Team composition	When putting together the project team(s), we paid attention not only to skills and knowledge, but also to the personal match between the project and the employee.
2. Working together	Project team members worked together intensively to shape the project. For this they used Project Startups (PSUs) and other joint working sessions.
3. Agreements	In project teams we made agreements about how we treat each other and about the collaboration we wanted.
4. Team development	We made our collaboration open to discussion. We respected each other's differences and qualities and worked together harmoniously. Where necessary and appropriate, we made use of tools such as Insights, Belbin, MBTI or Management Drives.
5. Ground rules	We explicitly described the roles, tasks, responsibilities and authorities in the project organisation. The same goes for unambiguous ground rules for the collaboration between sponsor, contractor, team member, capacity supplier, steering committee, and so on. Everyone also kept to them.
6. Force field	Project teams regularly analyse the force field around their project and actively intervene in it.
7. Learning	We evaluated the project on aspects defined in advance, both during and after the project. We consciously used the results of these evaluations to improve future performance.

IT – STRUCTURE

THEME	STATEMENT
1. Methodology	We use a specific project management method that suits the project and our organisation.
2. Consistent use	We used the same language, the same conceptual framework and the same instruments from the project management method.
3. Contract	The project had an up-to-date project contract. It contained an unambiguous and clear project definition or business case, an activity plan, a control section covering time, money, quality, organisation, information and communication, and a plan for managing risks.
4. Time	We had a clear schedule, which was always up to date. As a result, the project was delivered around the agreed deadline.
5. Money	The project had an adequate budget, and spending against it was tracked. The organisation was therefore 'in control' on this aspect. As a result, the project was delivered within budget.
6. Quality	For each result or subdeliverable we set quality standards in advance, together with a method for testing against them. Before delivery, we tested the results and subdeliverables against the standards and approved them.

THEME	STATEMENT
7. Reporting	We reported systematically, effectively and unambiguously on the progress of the projects. To this end, we agreed in advance on the frequency and form of the reports.
8. Capacity	Before the project, we estimated the input required from staff and made sure they could actually spend this time on the project.

NOTES