

# FROM OUTPUT TO OUTCOME - CAN PROJECT MANAGEMENT MAKE A DIFFERENCE?

**From Output to Outcome**  
**Can Project Management make a difference?**

November 18, 2022 @ 1400 UTC

**CHAPTER EXCHANGE**  
A PMI CHAPTERS COLLABORATION

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Chief Operating Officer at  
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Session Moderator  
USA, North America

**Joe Pusz**  
Panelist  
USA, North America

**Janani Liyanage**  
Panelist  
Sri Lanka, Asia

**Fernanda Bartelle**  
Panelist  
Brazil, South America

**Rebecca Teiko Sabah**  
Panelist  
Ghana, Africa

**Vikram Srivastava**  
Panelist  
Netherlands, Europe



**Event Recap**  
**Ayanda Nyikana**

## EXCHANGE

Key takeaway is the acronym "EXCHANGE"  
#pmichapterexchange

**E - EMPOWER:** Empower ourselves as project managers, become part of operations and part of the strategy.

**X: XCHANGE:** Co-build everything that's done in pursuit of increasing cohesion and collaborative productivity. Output, Outcome and Impact.

**C - COMMUNICATE:** Communicate your vision to ensure you meet your mission

**H - HUMAN & CULTURE:** Communicate your vision to ensure you meet your mission

The goal is to create a team where "team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one another individual differences."

**A - ADAPT:** Adapt to uncertain environments, have courage to pivot, clear sense of prioritization.

**N - NOT THE HOW BUT THE WHY:** Communicate from the inside out rather than the outside in. Instead of telling people what or how you do it, tell them why you do it. Starting with why enables a broader perspective and provides the opportunity to rise above the competition and even yourself.

**G - GOALS:** Goal setting is a critical part of preparing for personal change and accomplishing project objectives. Well written goals provide motivation, focus attention, serve as a basis for managing performance, and evaluating change.

**E - ENGAGE:** How to improve the outcome is to plan properly, look at the level of engagement of stakeholders.



**Asia**  
**Janani Liyanage**

### Question:

How to measure project Outcomes?

### Answer:

Before measuring outcomes, it's important to understand what outcomes that you want to have from projects. Then have a conversation with your stakeholders and teams why those outcomes are important to you, your team and especially to users. Once you figure out the outcomes, you can define metrics to measure. This needs a good conversation once again with your team and stakeholders. Ask few questions such as:

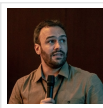
- Does the metrics It gives your team clarity and alignment on what the team needs to be achieving ·
- Does it communicate the impact and progress to the rest of the team – resulting in more support and acceleration of achieving the end goal. ·
- Does it hold the project/product accountable to an outcome.

### Question:

How can you improve the Outcome of the Project? (Top 3 factors to consider)

### Answer:

- Having intentions and objectives of the project aligned between key stakeholders and customers ·
- Clear communication on the project outcomes ·
- Start measuring team/ project success based on outcomes and not only on outputs ·
- Have frequent reflections if outcomes are still valid, and meaningful. Also discuss what are the blockers to measure outcomes and how to motivate teams to focus on outcomes.



**Latin America**  
**Fernando Bartelle**

### Question:

How to measure project Outcomes?

### Answer:

Before we can talk about the measuring of outcomes, it's really important to reflect on how project outcomes are defined. It is adamant that projects are designed to pursue results aligned with the strategy of the organization. Having clear objectives to run after, establishing clear goals is the next big thing. Setting SMART objectives is still a smart (huh..) way to get that done. With outcomes aligned with the strategy and a set of indicators connected to them, having follow-ups and close monitoring is a good way to keep everything under control.

### Question:

How can you improve the Outcome of the Project? (Top 3 factors to consider)

### Answer:

The first step is to reach the minimums. Your project has set success criteria and that must be observed before you think about going over that. The price of not observing this number one tip would be falling into the gold plating trap. After you have observed the success criteria and made sure it is still meaningful and reachable, you can start thinking about all the improvement opportunities that have arisen and how to explore the ones that make the most sense.

Finally, some factors to consider throughout the project duration would be (1) a detailed analysis of change, since the stakeholders can change, success criteria can change, project deliverables can change, everything can change, (2) a complete risk analysis connected to change management monitoring, and (3) a stakeholder engagement plan that is also very susceptible to change.



## Europe Vikram Srivastava



### Question:

How to measure project Outcomes?

### Answer:

Firstly, define the outcome in relation with your business strategy, make it SMART and quantifiable. Then, understand the link between outputs towards the outcome. Lastly, monitor the progress and the impact.

### Question:

How can you improve the Outcome of the Project? (Top 3 factors to consider)

### Answer:

For me the first factor is detailed planning which will give us enough confidence towards success, secondly, right level of engagement with all key stakeholders and thirdly timely mitigation of risks.



## North America Joe Pusz



### Question:

How to measure project Outcomes?

### Answer:

I'd like to answer this by using the answer which was provided to me by one of the greats in our industry. I had Dr Harold Kerzner on my show and he answered the question, How do you define success on a project?

His response was, "You do not define success in terms of time, cost and scope. The only true definition of success is whether or not you've created Business Value."

To measure your outcomes, you need to know what business value is to be generated by the project.

### Question:

How can you improve the Outcome of the Project? (Top 3 factors to consider)

### Answer:

This is a really difficult question to answer without additional context as delivering a project in construction is quite different than a healthcare project. In general, as an industry we've not historically done a great job delivering projects so we have plenty of opportunity to improve the outcomes on a project. The starting point for me on outcomes or project success is the Sponsor. Engaging with them early and often to ask the question, what does success look like to you? When you have that answer then be sure you deliver what they're seeking. Without that knowledge we're guessing what success looks like. After knowing what we are targeting for success, I next turn to the team and working to empower them and trusting one another. Give the team the direction and tools they need to succeed and turn them loose.

Finally, communicate in terms of the outcome rather than the outputs. We can learn from the Sales department as to how organizations respond to communication. The sales team talks about deals closed or revenue generated, the outcomes of their efforts. Not the updates to the CRM system or adherence to process.



## Africa

### Rebecca Teiko Sabah



#### Question:

How to measure project Outcomes?

#### Answer:

We can define an output as the direct and immediate consequence of an action (input). on the other hand, an outcome is a higher level result that occurs as a consequence of several outputs linked to one or more actions. Thus outcomes are higher level results. Whilst project outputs are easily measurable and within the control of the project manager, outcomes may not be fully within the control of the project manager and thus we cannot use the same metrics that measure outputs to measure outcomes.

To measure outcomes may require more objectively verifiable indicators that focus on the value that beneficiaries receive from the project and can be found in third party neutral spaces such as annual reports, independent surveys and changes in beneficiary behaviour. The PM requires skill to be able to identify these indicators and therefore analyse them effectively.

#### Question:

How can you improve the Outcome of the Project? (Top 3 factors to consider)

#### Answer:

1. Proper planning and making a good business case for project implementation improves the possibility of having a desired outcome. This will include a proper baseline, identifying the right tools, techniques and stakeholders that are required for project buy in.
2. Stakeholder communication cannot be over emphasised. The PM must ensure that all stakeholders needs and responsibilities are properly mapped out and strategies for communicating with them fully outlines and followed. This will improve the probability of sustainability of project outcomes. it is important that participation and inclusion be part of every step of the project, to the extent possible.
3. Finally the key metric to improving project outcomes is ensuring that the project is aligned to the overall business or organisational goals and is designed to support an overall team process of achieving the overall goals of the organisation.

## From Output to Outcome Can Project Management make a difference?

November 18, 2022



# Thank you for Participating

608

Attendees

56

Countries

6

Continents

5

SME's

Missed the event?  
Watch the Recording!



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Have a suggestion?

Feel free to drop a note to the PMI Chapter Xchange team by sending email to:  
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