What are Project Objectives?

Project Objectives ... *are observable capabilities that certify project success.*
- May be proven or measured
- Identified throughout the project
- Recognizable to the customer

While not required, Project Objectives should link to clear Project Goals.
What are Project Goals?

Project Goals are general statements identifying improvements desired from a project.

- Establish the business reasons for the project
- Convey a clear vision for the project
- May link to organizational strategic goals

Project Goals should be written so they may be approved and validated by the Project Owner.

Why are Project Goals and Objectives Important?

Clearly stated Project Goals and Objectives benefit the total project by:

- Gaining organizational consensus
- Creating an empowerable environment
- Identifying needed skills and knowledge resources

Project Goals and Objectives set the boundaries for Project Scope definition.

Why are Project Goals and Objectives Important?

If clear Project Goals and Objectives are NOT defined...

- The Project Team may be easily distracted
- The Project Owner remains uncommitted to the total effort
- The total organization fails to see the value of the project
- Project success is left to individual interpretation

Provable project success depends on asking the right questions necessary to identify and document Project Goals and Objectives.
How to define Project Goals?
When creating effective Project Goals, we should identify...
• The target for the improvement
• The type of desired improvement
• The beneficiary of the improvement

Blending these factors into sound, declarative statements can explain “why” a project was initiated.

Project Goals...
Improvement Target
A Project Goal should specify an desired improvement for an organization’s...
– Markets
– Products
– Processes
– Customers
– Employees

Each Project Goal should focus on only one improvement target.

Project Goals...
Improvement Type
Every Project Goal should explain one or more type of improvement for the target. These factors include...
• Speed: Accelerate performance or reduce delay
• Financial: Save money or find new revenue
• Quality: Enhance performance or reduce error
• Size: Expand or compress

Improvement types may be clarified by identifying the relative strength of the improvement.
Project Goals...

**Improvement Beneficiary**

To make each Project Goal tangible to the total organization, identify...

- Who will benefit directly from the improvement?
- Who will benefit indirectly from the improvement?
- What new capability will this improvement allow the benefactor to achieve?

Listing multiple beneficiaries from your Project Goals helps establish a broad base of support for the project.

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**For Example**

<table>
<thead>
<tr>
<th>Target:</th>
<th>Home curb addresses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement Type:</td>
<td>More visible both day and night (Speed, Quality)</td>
</tr>
<tr>
<td>Beneficiary (D):</td>
<td>Homeowner – Greater safety</td>
</tr>
<tr>
<td>Beneficiary (I):</td>
<td>Delivery companies – Easier location.</td>
</tr>
</tbody>
</table>

**Result:** Make curb painted addresses more visible so that law enforcement and delivery companies may more accurately locate an address providing homeowners faster and more accurate response.

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**How to define Project Objectives?**

Project Objectives should identify capabilities the project will deliver including...

- Stated success factors
- New requested capabilities
- Improvement on benchmarks

A well-defined "punch-list" will allow objective validation of project success.
Project Objectives...

**SMART Objectives**

Project Objectives should be...
- Specific to ensure clear meaning
- Measurable to prove the objective
- Agreed upon to validate consensus
- Realistic to insure reasonableness
- Time based to establish boundaries

“SMART” Project Objectives allow you to prove the project delivered on realistic expectations.

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Final Thoughts

Project Goals and Objectives should be...
- The focus of early discussions with the Project Owner
- Validated by the Project Owner before the project is launched
- Recorded in the Project Charter
- Refreshed throughout the project
- Confirmed during Project Completion

Project Goals and Objectives are the key to provable project success.