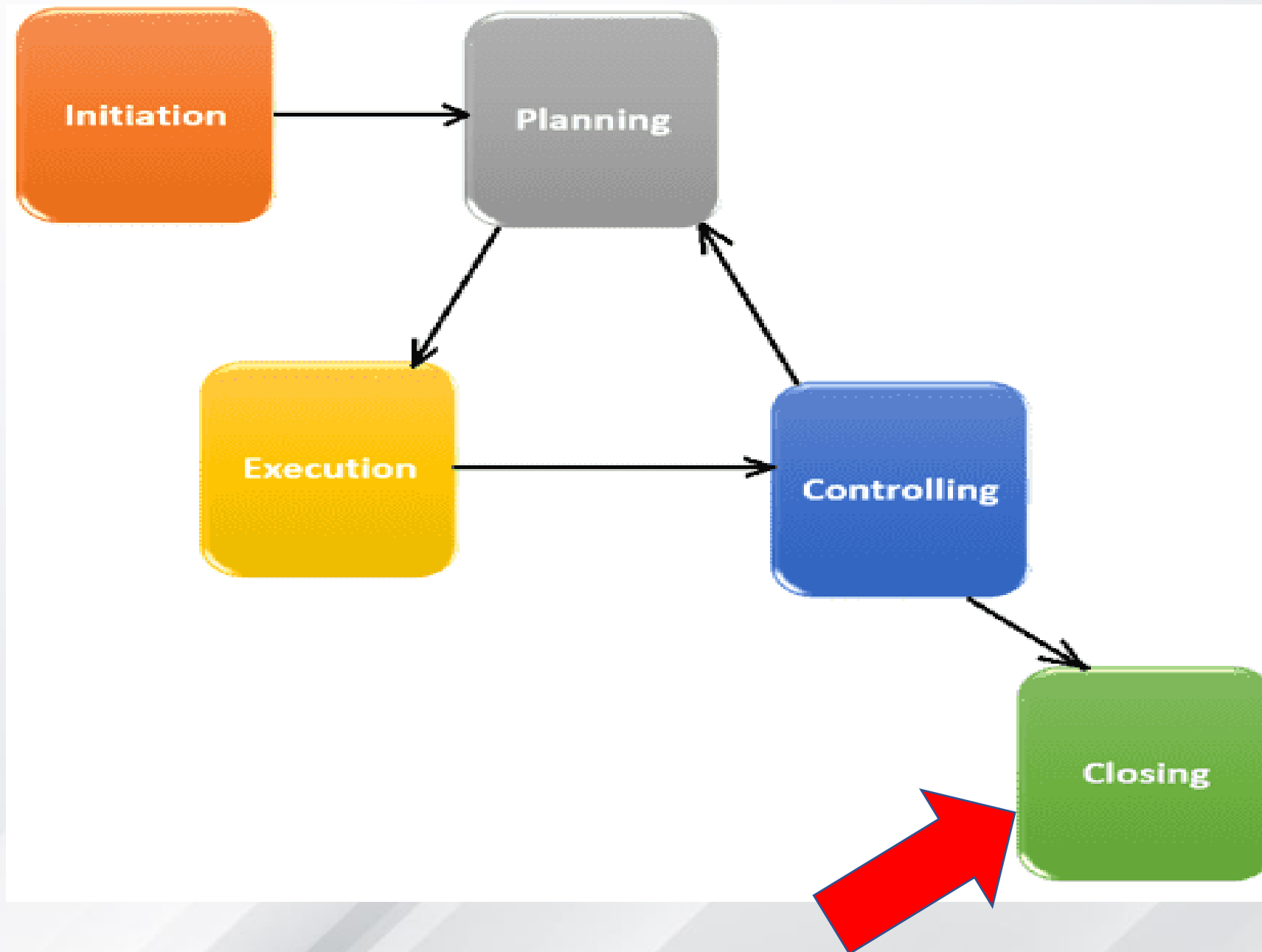


Project Planning

Lecture 10

PMG202
Project Closure

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- 1) The Project Closure definition**
 - 2) Why Is Project Closure Important?**
 - 3) The 3 Phases of the Project Closure Process**
 - 4) What Are Project Closure Deliverables?**
 - 5) Project Closure Best Practices**

1) The Project Closure

- Project Closure defines **a Project's success**.
- Project Closure is the **critical last phase** in the project management lifecycle.
- During project closure:
 - the team **reviews the deliverables**,
 - then **compares and tests its quality** to the **intended project outcome**.
 - Then they **share the deliverables with the project's client**.

Project Closing is the combination of the following when applied to a Project:

1. Assurance that **all agreed** upon project **management processes have been executed**, and
2. Reviewing whether or not **all organizational governance processes have been executed**.
3. **Formal recognition** of the completion of a project—**everyone agrees that it is completed**.
4. **Obtaining approval** by the project's **sponsor and customer** (whether internal or external) for the **work completed**.
5. **Capturing of lessons learned**: What was done well, and should be documented so it can be repeated in the future? What could have been done better? And if so, how can it have been done.



A Project Manager will close a Project for many reasons.

- Those include **completing a Project on time** and finishing it **early**.
- Projects can also get **canceled** or **fail completely**.

2) Why Is Project Closure Important?



There are three big benefits to ending a project the right way.

1. A formal closure is also **a clear closure**, which means you can properly **hand over the project and responsibility to the client**.
2. It lets you **disband** the project **team**, so the **project doesn't incur further costs**.
3. It ensures **the project met all the original objectives**.
4. It teaches **lessons** by identifying and addressing any objectives that weren't achieved.

- **Failure** to conduct thorough **Project Close** out could potentially:

Put the Organization at a considerable amount of **Risk**.

Prevent the Organization from realizing the anticipated **benefits** from the Deliverables of the Project.

Result in **significant losses** to the

Organization
Undermine the **Project Manager** and **Project Management Team's** credibility.

3) The 3 Phases of the Project Closure Process



The **3 phases of Project Closure** are **Technical**, **Learning**, and **People**.

During the **Technical Phase**, clean up loose ends.

For the **Learning Phase**, evaluate **what did and didn't work**, as well as **how to**

In the **People Phase**, **appreciate** Team Members.

1. The technical phase

The technical phase **creates a true sense of finality (and success)** among the team and the organization.

A great project lifecycle enables you to do the following:

- **Tie-Up Loose Ends:** Make sure **everything is in order** (e.g., all vendors and workers are properly paid) and the paperwork is complete.
- **Show Appreciation for Supporting Departments:** Give **hearty thanks to everyone** who helped with the project.
- **Hold a Project Outcomes Meeting:** Gather **upper-level managers and supervisors** and **thank** them for giving the project the green light. Use this time to report on **the deliverables and summarize lessons** learned, emphasizing **the foundation laid for future successes** for the organization as a result.
- **Create a Repository of Digital Project Resources:** Make **these materials available for future reference**.



2. The Learning Phase

The learning phase of project closure enables you to:

1. **Dedicate Time for Team Reflection:** Consider what you've done, how you've done it, and what you've learned now that the project is complete.
2. **Document Lessons Learned:** The learning phase brings lessons learned to the forefront and documents them for the benefit of your team today and for future reference when you or a colleague initiates a new project.



2. The Learning Phase

The learning phase of project closure enables you to:

3. **Respond to Questions about the Current Project:** One way to ensure you've addressed all issues is **to respond to questions about the current project**, then make that **information accessible** to all relevant parties.



3. People Phase

Take the time to commemorate what you've accomplished as a team

4) What Are Project Closure Deliverables?



Project closure deliverables are items identified as the outputs of the project. Deliverables may take many forms, depending on the project at hand, including the following:

- **Competitor market share analysis**, including opportunities for growth
- **New, streamlined team or resource** management processes
- Processes for **matching and maximizing talent** and organizational needs
- **Software** for tracking new leads and existing **client contacts**
- **System for analyzing values-driven investments relative to costs**

5) Project Closure Best Practices

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1. **Focus on Interactivity:** Take the time to show how much **each person mattered to the project's success**. Whether you're focused on technical, learning, or people phases of closing a project, involving each team member affirms their roles and ensures the project is meaningful from start to finish.
 2. **Be Open:** Project closure requires professionalism, but that doesn't mean rigidity. Make sure **the team feels safe sharing and participating** in each phase of project closure. Each team member brings their own skills, experience, and perspective to the project, so be sure to set the stage for an open conversation that encourages everyone to contribute in ways they feel comfortable.

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3. **Create Space for Best Team Member Performance:** If your team works **best in the morning, schedule project closure phases on staggered mornings** over the course of a week.
 4. **Realize Inclusivity Is Essential:** If some team members **work remotely**, be sure they are **fully acknowledged**, engaged, and contributing as actively as team members who may be in the same physical space. Furthermore, over the course of the project, you've probably figured out that each team member's style is different.



- 5. Communicate in a Purposeful and Clearly Defined Manner:** Set the stage for project closure and each of **its phases** through **clear communication**.
- During your last meeting before project closure begins, inform the team what project closure is, why it's important, and how you'll accomplish project closure as a team over each phase.
 - Provide a review of project closure goals and your process for accomplishing them in writing.



6. Assign Closing Tasks to Team Members:

- You're the project manager, but that doesn't mean you have to or should be doing all the project closure work.
- Keep the strongly **collaborative nature** of the project going throughout each phase of project closure:
 - Assign roles, ask for volunteers to keep track of project closure outcomes

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7. **Embrace the Opportunity to Acknowledge and Promote Talent:** You've also built in a morale boost that creates **more enthusiasm for future project** participation with high-quality outcomes.

SUMMARY



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Project Closure Phase

All
deliverables
exit criteria
are met

Transfer of
deliverables
to customer &
support
functions

PIR report
records
recommend-
ations &
lessons learnt
for future
projects

CLOSE-OUT REPORT

PROJECT SUMMARY

→ Did it reach completion & meet initial expectations?

BUDGET EXPECTATION

→ Did the project hit the original estimated budget? Include estimations, reasons for going over, and any other surprises.

SCHEDULE EXPECTATION

→ Did the project follow the expected timeline? Why or why not?

RISKS

→ Were there any unexpected risks you didn't include in your risk management plan?

LESSONS LEARNED

→ What did your team learn?
Where are lessons learned being stored?



Questions

During this phase, the team reviews the deliverables, then compares and tests their quality to the intended. project outcome:

Closure Phase

Initiating Phase

Execution phase

Planning Phase

It defines a team's and an organization's culture:

Effective project closure

Effective project planning

Effective project execution

Effective project monitoring

Questions

The Phases of the Project Closure Process are:

All answers are correct.

Technical Phase

Learning Phase

People Phase

----- creates a true sense of finality (and success) among the team and the organization

Technical Phase

Learning Phase

People Phase

All answers are correct.

Questions

----- Consider what you've done, how you've done it, and what you've learned now that the project is complete

Learning Phase

Technical Phase

People Phase

All answers are correct

----- Take the time to commemorate what you've accomplished as a team

People Phase

Learning Phase

Technical Phase

All answers are correct

Questions

Which of the following part of the technical phase?

All answers are correct.

Tie-Up Loose Ends

Show Appreciation for Supporting Departments

Hold a Project Outcomes Meeting

The learning phase includes:

All answers are correct.

Dedicate Time for Team Reflection

Document Lessons Learned

Respond to Questions about the Current Project

Questions

A Project Manager will close a Project for----

All answers are correct.

Those include completing a Project on time and finishing it early.

Projects canceled.

Projects fail completely

The Project Closure Deliverables include:

All answers are correct.

Competitor market share analysis

Software for tracking new leads and existing client contacts.

System for analyzing values-driven investments relative to costs.

Questions

Which of the following is not Project Closure Best Practices

Miscommunication

Focus on Interactivity

Create Space for Best Team Member Performance

Realize Inclusivity Is Essential

During project closure-----

All answers are correct.

the team reviews the deliverables,
compares and tests its quality to the intended project outcome.
they share the deliverables with the project's client.

Questions

تساعد كل مرحلة من مراحل إغلاق المشروع في خلق ثقافة تنظيمية من التقدير والامتنان والإنجاز.	Each Project Closure phase helps to create an Organizational Culture of appreciation, gratitude, and accomplishment. True
بالنسبة لمرحلة التعلم، يجب علينا تقييم ما نجح وما لم ينجح ، وكذلك كيفية التحسين.	For the learning phase, we must evaluate what did and didn't work, as well as how to improve. True
في مرحلة الأشخاص، يتعين علينا إنهاء جميع الأعمال الخاصة بالمشروع عن الإغلاق.	In the People phase, we have to clean up loose ends. F
في المرحلة الفنية، يجب على مدير المشروع تقدير أعضاء الفريق .	In the technical phase, the Project Manager must appreciate team members. F
تتكون عملية إغلاق المشروع من 5 مراحل .	The Project Closure process has 5 phases. F
مراحل إغلاق المشروع هي: المرحلة الفنية ، والتعلم ، والأشخاص.	The project closure phases are: technical, learning, and People. T
تتمثل الخطوة الأخيرة في إغلاق المشروع في الانتهاء من تقرير إغلاق المشروع وأرشفته بحيث يكون في متناول جميع الأطراف ذات الصلة.	The final step in Project Closure is to finalize the Project Closure Report and archive it so that it's accessible to all Relevant Parties. True

Questions

تتمثل الخطوة الأخيرة في إغلاق المشروع في الانتهاء من تقرير إغلاق المشروع وأرشفته بحيث يكون في متناول جميع الأطراف ذات الصلة.	The final step in Project Closure is to finalize the Project Closure Report and archive it so that it's accessible to all Relevant Parties. True
التعلم ليس نتيجة حاسمة/ هامة لإغلاق المشروع .	Learning ISN'T a critical outcome of project closure. F
يعد الإغلاق العاطفي خطوة مهمة في إغلاق المشروع.	Emotional Closure is an important step in the Project Closure. True
خلال مرحلة التخطيط ، يقوم الفريق بمراجعة المخرجات ، ثم يقارن ويختبر جودتها بنتائج المشروع المقصودة .	During the Planning phase the team reviews the deliverables, then compares and tests its quality to the intended project outcome. F
من المهم اغتنام فرصة الاعتراف بالموهب وتعزيزها أثناء إغلاق المشروع.	It is important to embrace the Opportunity to Acknowledge and Promote Talent during the project closure. T
قد يؤدي الفشل في إجراء إغلاق شامل للمشروع إلى تعريض المنظمة لقدر كبير من المخاطر.	Failure to conduct thorough Project Close out could potentially Put the Organization at a considerable amount of Risk. T



THE END

THANK YOU FOR YOUR ATTENTION



Thank You