

# Checklist: 10 sure-fire ways to avoid scope creep

In today's world, advancement of new, changing technologies and increasingly complex stakeholder demands, it's almost impossible for a project to avoid changes along the way. But that doesn't mean acknowledging yourself to scope creep. Instead, follow these proven steps to manage, monitor and control scope from the outset of a project, working off each item as you go:



## 1. Clearly define the project's objectives

- Document your project's aims and specific product outcomes.
- Define exactly what it is you are trying to do through this project, and the steps you will take to achieve success.
- Bring these objectives to key stakeholders and ensure they are clearly understood and agreed upon.



## 2. Be clear and measurable with your intentions

- Avoid using ambiguous terms in your project documentation – such as 'better', 'faster', 'cheaper' and 'more efficient'.
- Use clear, agreed-upon metrics that can be used against end-line of outcomes for validation.



## 3. Implement Work Breakdown Structures (WBS)

- Break down the project into smaller components to fully clarify key deliverables.
- Assign which stakeholders are 'in' and 'out' of scope.
- Get your team members on board to outline what the project should be doing and what it should not be doing.
- Share the WBS with stakeholders to encourage project buy-in.



## 4. Identify and document product specifications

- Ensure requirements for each deliverable are documented and agreed to.
- Document and agree the acceptable quality criteria for every deliverable.
- Assign team members to be the 'champions' and 'sponsors' for each deliverable.



## 5. Create a change control process

- Implement a change control process that allows for change requests to be submitted before being approved or denied.
- For requests that require senior management approval, ensure you have conducted an impact analysis. This allows the approver to examine the change request together with options and recommendations.
- Ensure all approved changes are documented.
- Re-inforce the project to incorporate approved changes.
- Consider using a support function to help (such as PMO or external experts).



## 6. Assign team members to a Change Authority

Often it can take a long time to obtain formal change request approvals, which may hold up the project.

- Consider having a Change Authority in place to manage innovation.
- Ensure you have the right people on the Change Authority who can make decisions and can contribute technically and pragmatically.



## 7. Consider the value of a change budget

- Consider a change budget if you are managing a different project where you expect lots of changes. This will help to ensure the budget doesn't blow out.
- Keep the 'pot of money' separate – make sure it's ring-fenced.
- Communicate the golden rule to stakeholders: if they want to make a change, they must fund it. (Contributing into your contingency reserve for 'unchartered' changes that weren't agreed on.)



## 8. Keep stakeholders engaged over the project's life

- Set up an initial kick-off meeting and then subsequent project catch-ups with stakeholders to gain support and clarify the project's scope (and what's out of scope).
- Use those who analyse change requests, conduct impact analyses and manage approvals to stay in regular communication with stakeholders.
- Communicate the changes to all stakeholders. Remember not all changes are bad, and stakeholders will be happy to hear about positive shifts in the project.



## 9. Carry out an assurance review on the project

- Ask those within your project to highlight the project's strengths, and ask a series of questions to clarify how the project is faring:
  - Where are we along the project's journey?
  - Where should we be at this stage?
  - Is all the documentation up-to-date and representative of the current baseline?
- Consider an external project health check by the PMO to make sure you stay on top of targets or speak to PMO partners for an unbiased assessment.



## 10. Develop a culture of continual learning and development

- Ensure everyone on your team understands project management, as well as the definition of risk, uncertainty and change.
- Create a project delivery framework or methodology – or adapt what you have – to better suit your environment.
- Encourage team members to grow their knowledge of project management processes.



Scope creep can happen even the most straightforward project. To master your複雜性 as a project manager, for your clients, ensure all stakeholders agree on what is delivered, and processes in place to keep inevitable changes in check.

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