

## TL Note – Streamlining Project Activities

Outcomes could come from a wide variety of things from informal discussions, formal meetings, results of undertaking project activities, etc. This TL Note discusses simple ways to manage outcomes. It aims to prevent the application of processes and use of registers and logs, becoming too heavy, convoluted and/or duplicated. If you are logging something generic and obvious, that does not follow from deliberations against your project brief, you are probably wasting time. If you think you are wasting time, do not disband the artefact, think about it, reflect on what is truly useful to note down, and approach again. If what you are noting down is not the result of a team discussion, with input from your client and line manager, you probably should not be writing it down.

Action	Where a meeting outcome is a simple action to be taken by one or more participants, it should be recorded in the minutes and reassessed for completion at the next meeting. The minutes should be sufficient for the project records.
Task	Where the outcome results in a significant task – i.e., one that will consume the time of team members, then it should be input to your task management process and reflected in your task board (such as Kanban).
Decision	Decisions should be made after applying an agreed decision-making process. Traceability for a decision outcome is dependent on the type/impact of the decision. Decisions relating to any of the other items in this table (such as actions, tasks, requirements etc) should just be handled as per the entry for that item. <b>In addition</b> , consideration should be given to whether a decision should be included in the Decision Log. Decisions should <b>only</b> be included if significant to the client/teams who will be involved in ongoing/future maintenance and/or development. The Decision log provides the background information to inform the future participants. It could well be appropriate to attach research outcomes or other justification to a decision log entry. Note that a decision log is a record of decisions made, and hence no “status” is relevant.
Risk	If a new risk or change to a risk or its status is identified, then the outcome traces to the Risk Management Process and the Risk Register should be updated. Note that a review of the risk register should be a standing (regular) agenda item for team and client meetings. A risk should in turn have action and tasks defined for the purpose of monitoring or mitigating it as appropriate, and these should in turn be handled as per the entry for that item in this table. Supposing something substantially impacts the project that has never been considered by the team. Your team's reflective processes should, over time, help the team identify and mitigate such things from happening, by identifying and managing risks. We want you to get better at this, over time.
Issue	If an issue is identified or its status or impact changes, then it should trace to the issues management process and the Issues Register should be updated. An issue should in turn have action and tasks defined for the purpose of resolving it as appropriate, and these should in turn be handled as per the entry for that item in this table. Note that an issue may originate from an identified risk that is actually occurring and hence has become an issue.
Change	The purpose of documenting the basis for the commitments in the SoW is so that the reason for a change can be tied to some sort of variation in that basis, and hence justify re-negotiation of the commitment as appropriate. Changes that cannot be related back to the basis for the commitment as documented in the SoW may be harder to negotiate, and such negotiations should be conducted with best endeavours and in good faith by all parties. A change outcome should be traced to change management process and change log.
Reflection	Outcomes can sometimes lead to learning and impact on how things might be done differently in the future. If so, they should be captured into the reflection process and Reflection Log. The Reflection Log should be considered an important aspect for team improvement and individual career development.