

NO	QUESTION	POSITIVE	NEGATIVE
1	Is what you want to achieve with your projects quite clear from the beginning? Is this goal absolutely clear to everybody?	5	15
2	Is there agreement in the organization about what projects should achieve? Is there full support from everybody in connection with achieving these goals?	3	17
3	Does the management support the projects and do what it can to pave the way for projects?	4	16
4	Do you prepare a stakeholder analysis before beginning a project? Do you find out who has an interest in the project?	2	18
5	Do you prepare a risk analysis before beginning a project? Do you discover the potential risks that could affect the project, and do you estimate the probability and consequences of a given risk?	1	19
6	Is there usually a good team spirit in your projects? Is there good cooperation and does everybody pull in the same direction – toward the project's goal?	13	7
7	Is work on the project given sufficiently high priority in relation to other tasks?	5	15
8	Is the right person always chosen as project manager, or is there another employee who is better qualified to take on this demanding job?	6	14
9	Do you feel that the project manager has the support of the principal, the project owner, top management? Does there appear to be respect for the project manager and his/her position?	0	20
10	Do you feel that the organization's management supports the project manager and the project to a satisfactory extent? Does the project manager receive the necessary help?	1	19
11	Were the necessary resources (budget, manpower, equipment, etc.) made available to the project – from the beginning?	7	13
12	Has the project schedule been realistic – from the beginning?	9	11
13	Was a detailed project plan with a realistic division into activities and allocation of resources for these activities prepared from the beginning?	9	11
14	Was everybody involved in the project fully informed of the project's goal, schedule, and budget – from the beginning?	12	8
15	Was a kick-off meeting held at the beginning of the project, during which its goal, schedule, and budget were reviewed and were the routines for monitoring and controlling the project, project meetings, and project administration agreed on?	13	7
16	Has the project group celebrated subsidiary results under way – by having a meal together, for instance – or did it just stop and acknowledge the success?	8	12
17	Are the project participants' efforts monitored and controlled – do they feel that attaining goals is decisive and that divergences are odious?	18	2
18	When divergences inevitably arise in the project – are they handled sensibly – and does/do the project manager and project participants work purposefully to get back on plan?	19	1
19	Is prestige attached to being a project manager in the organization – is there respect for project managers?	0	20
20	Does the organization use the experience gained from previous projects efficiently – do you learn from your mistakes and from the things that succeed?	1	19
21	Do you feel that your organization is becoming better and better at handling projects – or is the opposite true?	10	10

FIGURE 5.3
Result of survey using the questionnaires >.