

## Consolidated project reporting is key to proper decision making.

### *Transparent and honest*

Reports should contain transparent, fact based and honest information of the consolidated work of the teams. It should reflect the actual health of the project. Hiding and/or masking problems is killing trust.

### *Frequent and actual*

Reports must be easily available so reporting can be frequent and show current information. This supports the decision making process and increases agility.

### *Fact based*

Reports must contain objective, fact based, information preferably based on a set of project metrics that are fixed for the project. This helps to see trends that can be acted upon

## Levels and check points for reporting

The levels for *Report* are typified as follows:

- **Forming:** *Transparent and honest*
- **Norming:** *Frequent and actual*
- **Performing:** *Fact based*

Please find the checkpoints below.

### Forming

1. Project reporting responsibility is clearly defined
2. Status reports are available and sent to all stakeholders
3. A basic set of project metrics is in place to support consistent reporting
4. Reporting is transparent, fact based and honest and caters for the information needs of its stakeholders

### Norming

1. Reporting contains information about project – and product risk.
2. Reporting frequency is in line with the demand from its stakeholders and shows current information
3. Project status is visible to all (eg. project dashboards)
4. The project manager acts upon the project metrics

### Performing

1. Improvement progress is part of reporting
2. Metrics are aggregated to project steering information
3. Trends on metrics are analyzed and acted upon

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