Conditions for Successful Projects (CSPs)
Mitigate Restraining Forces

Identify restraining forces and develop a plan to mitigate their influence as much as possible.

1 Understand

Each condition is described in detail to demonstrate how it is connected to project success. You will learn why the condition is important, how to assess your status within the condition, how to document your current condition, and how to use this information to develop a project plan.

2 Reflect

Once you understand the value of each condition, we invite you to reflect on how your project fares on the rating scale. During this reflection, consider what evidence supports your rating and if you are where you want to be. If not, what would it take to move across the continuum? We offer a self-assessment worksheet for each condition. Additionally, if you are having trouble determining your current state, we have a resource library to help you.

3 Act

Once you identify your current state and determine what to change, you are ready to add your next steps to your project plan. In the future, the CSPs can serve as a checkpoint to help you maximize your project's likelihood of success. Review your CSP work regularly to determine if you have improved your condition ratings and see if those changes have helped move your project forward. Write down your action steps in the table.

Before You Begin…

» List all interested parties/groups. Include both direct and indirect for the entire education delivery chain impacted by the project and involved in achieving desired outcomes
» Research evidence-based practices that might apply to your project's goals
» Scan for relevant policies/legislation that may influence project implementation

① Understand

Charting Your Course: Navigating from Present Position to Future Destination

Unlike driving forces, restraining forces can impede project progress and even halt implementation. Early identification is crucial for devising mitigation strategies to keep the project on track. Proactive communication and securing collaborator buy-in are essential, as collaborators are motivated to intervene and counteract restraining forces. Assess the severity of these forces—are they inconvenient but manageable, or significant roadblocks that could significantly slow down or halt the project? Determine how relevant parties can be strategically deployed to advocate for the project's success in the face of restraining forces.

Building Your Case: Gathering Evidence for Your Current Position

Assess the project context for potential restraining forces by examining competing organizational priorities that may overlap in resource usage. Document potential conflicts that could arise from these overlaps. Evaluate the priorities of interested parties who may not be fully invested in the project's outcomes and identify possible points of contention. This proactive evaluation helps anticipate and address potential obstacles before they impede project progress.

Once you've gathered and assessed the evidence, use the following scale to identify your current position. Remember that this rating is a benchmark, not a fixed position. If you find yourself at the Emerging stage, don't worry. You now have a clearer understanding of the steps needed to progress toward the advanced stage.

② **Reflect**

Guiding Questions for Reflection

» Does the client have the capability to do the work right now? If not, what do they need to increase capability?

» Do we have the influence and resources to mitigate restraining forces with collaborators in the delivery chain?

» Can driving forces be leveraged to mitigate any restraining forces?

State of the Project

Rate the current state of the project:

Emerging	Developing	Advancing	Mastery
The key project collaborators are unable to mitigate restraining forces	The key project collaborators are mostly unable to mitigate restraining forces	The key project collaborators are mostly able to mitigate restraining forces	The key project collaborators are fully able to minimize all restraining forces

Reflection/Evidence:

Potential Evidence Sources

Client meetings, collaborator meetings, relevant resources

Supporting Tools/Resources:

» Force Field Analysis Tool

3 **Act**

Guiding Questions for Action Planning

What other conversations can you have to move along the continuum?

》 What obstacles prevent the mitigation of restraining forces? Are there any conversations that can address some or all of these obstacles?

》 Are there individuals within your larger organization or at other similar organizations who might have worked on a similar project and can share insight as to how they might have mitigated similar restraining forces?

》 Are there individuals who are not currently involved in the project who can support mitigating restraining forces? What would it take to get them involved?

》 If there is no current capacity to implement the project, what is needed to increase capacity?

Action Plan: