This is a tool to define and focus the project. It is used at the beginning of the project to take the project from a general “fuzzy concept” to a clearly defined Project Mission which leads to a scope statement and defined goals for the project. An downloadable version of the tool follows. This tool is designed to be developed by the Project Manager (or the Project Team) jointly with the customer. The customer provides the answers about what is a need and what is a want.

**Beginning Point**
Every project starts somehow. Many things are the Beginning Points for projects. Some typical ones are:
- a market demand
- a business need
- a customer request
- a technological advance
- a legal requirement (PMBOK, 1997)

**Done Looks Like This**
This is the heart of this tool. Dividing all the things a customer wants in a project into “needs” and “wants” is key to the development of the scope. It is essential that the Project Manager be completely clear on “What Done Looks Like” as early on in the project as possible. It is always best to know before the project starts, although, in many, such as, knowledge work projects, software projects, and new product development projects it is difficult to have a crystal clear picture of “What Done Looks Like” until partially or even well into the project. In such a case, the project will require “Phased Project Planning and Management”. When using this tool, get clarity on “done” for the entire project or at least for the next phase of the project.

**Project Mission**
The first steps of this tool finally lead us to the “Project Mission”. This is a statement of what the project will do – satisfy the “Beginning Point”. And how – by changing current reality into “Done” which “Looks Like This”.
Focus Arrow

Beginning Point

Done Looks Like This

Needs

Wants

Project Mission

C O N C E P T

D E F I N I T I O N

C L E A R

C O N C E P T

P