Table 1: TEMPLATE and GUIDELINES to Develop "Constraints to Avoid Negative Outcomes"

1) Positive Outcomes Desired	2) Considerations and Consequences	3) Negative Outcomes to Avoid	4) Constraints to Avoid Negative Outcomes
GUIDELINES: **-Before** Project execution (as well as prior to approved Project changes), gather together the Project Team to prepare entries in this Table. -Use this Table Template, Fishbone Diagrams, and Brainstorming to determine key Positive Outcomes desired for your Project. -Start with the Project Charter and Scope to determine objectives. -Tag each objective, e.g. A), B), C) etc., to correlate entries in other columns with each objective. -Follow the logical sequence of columns: 1, then 2, then 3, and then 4. Do not jump ahead.	GUIDELINES: -What are some of the considerations that could affect the Positive Outcomes desired? -What are the perceptions and expectations of the Stakeholders regarding these Positive Outcomes? -What resources do you plan to use? What are their training, attitude, funding and availability? -What alternate behaviors could be displayed by the resources? -Use categories in Fishbone Diagrams, and 5-Why-Questions tools to help understand and brainstorm these Considerations and Consequences regarding Positive Outcomes Desired.	GUIDELINES: -State the opposite of each Positive Outcome in column 1, i.e. the corresponding Negative Outcome. Determine if any of the causes and considerations of the Positive Outcomes definitely will not be available to the Project. -What would the reactions now be of the Stakeholders? -What resources would be affected when a Negative Outcome occurs? -Use the Root Cause Analysis & 5-Why-Questions tools for each of the Negative Outcomes to Avoid.	GUIDELINES: -Review the C-TANO definition. -Take the results of the Root Cause Analysis and determine what Constraint you can identify to be 100% sure to avoid each Negative Outcome. -List all 100% sure Constraints (even if anyone objects). -After listing all potential Constraints, discuss the effect of each on the Project and on the Project Sponsor and Stakeholders. Remove Risks and unnecessary Constraints from this list. -Through the process of Consensus, arrive at the final list of Constraints and list the reasons for each.