



This guide aims to empower Project Steering Committee (PSC) members to meaningfully contribute to achieving optimal governance outcomes and project success.

The efficacy of governance bodies, such as PSCs (sometimes called Project Boards), hinges not only on well-structured frameworks and processes but, crucially, on the actions and behaviours of members. This one-page guide encapsulates essential practices for PSC members, emphasising that the value provided by a PSC is heavily dependent on the effectiveness of human activities. PSCs play a crucial role in supporting the Project Sponsor and ensuring effective decision-making. By adhering to the outlined practices, and by embodying the essential behaviours, members can significantly enhance their effectiveness. Benefits include improved decision-making and risk management, increased accountability and transparency, stronger stakeholder relationships, and enhanced project outcomes.

## Essential Behaviours



- **Cooperative Work:** Cooperate with members and stakeholders, maintaining a constructive and productive attitude.
- **Conduct:** Manage emotions and behaviour with accountability.
- **Active Listening:** Listen to others' views without compromising group effectiveness.
- **Win/Win Outcomes:** Strive for collective decisions that are beneficial for all stakeholders.
- **Informed and Impartial Decisions:** Make decisions that are fair, informed, and aligned with project and organizational best interests.
- **Commitment:** Dedicate appropriate time to group activities and meeting preparations.
- **Attendance and Delegation:** Attend meetings consistently or provide suitable delegate if unable to attend.
- **Ethics and Confidentiality:** Uphold ethical standards, declare conflicts of interest, and maintain confidentiality.
- **Focus on Decision-Making:** Prioritise governance decision-making over mere information sharing or updates.
- **Material Matters:** Focus discussions on critical decisions, risks, escalations, stakeholder recommendations, and exceptions.

## Pre-Meeting Practices



- **Purpose Understanding:** Understand the purpose, function, and responsibilities of the group and their own role.
- **Stay Informed:** Keep abreast of the business, relevant issues, and activities affecting the group.
- **Agenda Setting:** Actively contribute to the agenda to cover critical and strategic topics.
- **Review and Preparation:** Review all pre-distributed materials to contribute effectively to discussions.
- **Stakeholder Engagement:** Engage with stakeholders to gather insights, especially in agile environments, including a review of product backlogs and upcoming sprints.

## During Meeting Practices



- **Active Participation:** Actively participate in discussions, providing insights and facilitating collaborative decision-making.
- **Follow Chair's Lead:** Understand and follow conduct expectations set by the chair.
- **Decision-Making:** Engage in constructive debate and consensus-building; in agile contexts, support iterative development and incremental decision-making.
- **Leadership and Influence:** Guide discussions to ensure strategic alignment and encourage participation by other members.
- **Embrace Change:** Be open to changes based on new information and feedback.
- **Conflict Resolution:** Address conflicts, facilitating respectful resolutions that benefit the project.
- **Documentation:** Ensure documentation of decisions, rationales, and assigned actions.

## After Meeting Practices



- **Action Follow-Up:** Complete and report on assigned actions in a timely and effective manner.
- **Communication:** Communicate meeting outcomes promptly to relevant stakeholders.
- **Mentorship and Support:** Provide guidance to project managers and team members based on decisions and changes.
- **Continuous Improvement:** Continuously learn and improve individual and collective governance practices.
- **Inspect and Adapt:** Review governance practices against value metrics and agile outcomes and make necessary adjustments.
- **Performance Review:** Review and improve the PSC's effectiveness and decision-making processes.