# [3. PRE-PROJECT PLANNING TOOLS: THE PROJECT DEFINITION RATING INDEX (PDRI) AND ALIGNMENT (RS113-1)](https://www.construction-institute.org/pre-project-planning-tools-pdri-and-alignment)

**Report Summary:** This study produced the first project definition rating index (PDRI) (CII [IR113-2](https://www.construction-institute.org/pdri-project-definition-rating-index-industrial-projects-version-5-0)) for industrial projects and the Alignment Thermometer. The PDRI is a weighted index that is based on industry best practices. It allows users to measure the level of scope definition and to compare the scope definition to anticipated project success. The PDRI consists of 70 elements in a weighted checklist format. The weighted score of a project can range up to 1000 points, with a lower score being better than a higher score. Based on analysis of 40 projects, projects that scored lower than 200 (out of 1000 total points) were significantly more successful than those that scored higher than 200.

Alignment is the process of incorporating all of those distinct priorities and requirements into a uniform set of project objectives that meet the business needs for the proposed facility. Using the developed Alignment Thermometer, the research team analyzed impacts of the alignment among business, project management, and operations personnel of owner companies as well as the alignment between owners and contractors. The team interviewed over 100 industry participants and evaluated 20 capital projects in depth. This effort led to the identification of ten critical alignment issues that were shown to correlate positively with project success and must be addressed during pre-project planning. This work is published in Alignment Thermometer Alignment During Pre-Project Planning (CII [IR113-3](https://www.construction-institute.org/alignment-during-pre-project-planning-a-key-to-project-success-version-2-1)).

**Key Takeaways:**

## (1) Develop a culture of trust and honesty to enhance collaboration and team synergy.

## (Project Phase: Feasibility through Operate Facility)

* Establish clear communication channels to encourage openness and reduce any misunderstandings among team members.
* Promote transparency in decision-making processes to ensure that all team members understand and trust the project goals and strategies.
* Encourage active listening and respect differing viewpoints to build mutual respect and enhance team relationships.
* Set up regular, productive team meetings to provide updates, share challenges, and foster a sense of shared responsibility.
* Recognize and reward honest feedback and contributions to reinforce a culture where team members feel valued and engaged.

## (2) Encourage open communication to break down barriers and foster a supportive environment.

## (Project Phase: Feasibility through Operate Facility)

* Implement regular check-ins to address concerns and ensure that all team members are informed of the project’s progress.
* Use accessible communication tools to allow team members to provide updates, share ideas, and give feedback.
* Establish clear communication protocols to prevent misunderstandings and ensure consistency across all project phases.
* Encourage open feedback loops to address issues promptly and adapt strategies as needed.
* Provide training on effective communication skills to improve clarity and mutual understanding within the team.

## (3) Promote shared values among team members to align efforts toward common project goals.

## (Project Phase: Feasibility through Operate Facility)

* Define and communicate core project values to ensure that all team members understand and commit to them.
* Establish a project charter that outlines shared goals and values to guide team decision-making and actions.
* Sponsor workshops to discuss ways that individual roles contribute to the overarching project objectives and values.
* Encourage mutual respect by acknowledging each team member’s expertise and contributions to the project.
* Regularly review progress against shared values to reinforce alignment and address any deviations collaboratively.

## (4) Implement team-building programs to strengthen bonds and improve team cohesion.

## (Project Phase: Feasibility through Operate Facility)

* Organize regular team-building activities to foster trust and improve collaboration across function groups.
* Conduct workshops on collaboration skills to enhance team members' ability to work together effectively.
* Schedule cross-function sessions to improve understanding of each team member’s role and contributions.
* Facilitate open discussions about the project’s challenges to build resilience and collective problem-solving skills.
* Recognize and celebrate team achievements to boost morale and reinforce a unified project culture.

## (5) Recognize and reward contributions to motivate team members and reinforce commitment to project objectives.

## (Project Phase: Feasibility through Turnover)

* Establish a formal recognition program to highlight exceptional contributions that align with the project’s goals.
* Provide timely rewards for milestone achievements to encourage ongoing commitment and project focus.
* Recognize both individual and team accomplishments to foster a balanced sense of appreciation and teamwork.
* Align rewards with project objectives to reinforce behaviors and actions that directly contribute to project success.
* Offer public acknowledgment during meetings to celebrate contributions, thereby reinforcing a culture of appreciation and motivation.

## (6) Refer to the following Best Practices sections for other takeaways in this report that are relevant to team building: 2. Alignment and 7. Front-End Planning.

## (Project Phase: Feasibility through Detailed Design and Procurement)