Reporting Templates

Introduction

In any organization there are things you can deal with and there are things you can't deal with. Communicating your status (Progress), schedule (Plans) and risks/issues (Problems) to other parts of the organization or stakeholder community in a succinct, fact based, clear and concise manner is an essential skill of any manager or leader. Report templates are well tested vehicles for highlighting the specifics of achievements and particular problems, they ideally describe the issue/problem in sufficient detail so everyone can understand it and then outlines what has been done and what still needs to be addressed. It provides the focus for further team actions and escalations to higher authorities. Reporting templates come in many forms (formal and informal), such as:

o Analysis Reports	o Risk and Opportunity Reports
o Business/Financial Reports	o Benefits Realization Reports
o Daily/Weekly/Monthly Progress Reports	o Lessons Learnt Reports
o Project Status Reports	o Compliance and Audit Reports
o Project Dashboards	o Feasibility/Proposal Reports
o Problem/Incident Reports	o Situational/Artefact Reports

They generally follow the same type of structure, have consistent styling with a date stamp, paint the big picture and provide sufficient context (balance of quantitative and qualitative data), provide intuitive and simple navigation, and provide a balanced view of high-level perspectives and drill-down details. In life, to improve your performance you need to know what to do and practice it, whilst at the same time also know what not to do and reduce/stop doing those activities. You should stop using bespoke reports and always use the corporate standardized templates, avoid poorly organized structures (make it easy to read through and easy to present), whilst not attempting to cover too many items (overloading the reader) or using too many acronyms that may not be unfamiliar to your audience. Remember that once created in an electronic format and distributed accordingly, you will be judged on the content alone, and may not have the opportunity to explain, answer questions or provide additional context or background.

The problems with RAG Status

Organisations typically request that managers report status as either Red (serious issues affecting the project schedule or budget), Amber (potential issues that can be avoided if corrective or mitigation actions undertaken immediately) or Green (on schedule, on budget and no major issues). Senior management don't worry about the green status, and tend to get emotional about the amber and especially the red status. Questions get raised about competency, why wasn't this seen coming and avoided or what went wrong. This missing the point that not all events can be predicted or planned, not all tasks identified at the start, change happens along the journey and the cone of uncertainty increases the further into the future you go. Projects by their very definition are 'unique, temporary endeavours undertaken to create new products, services or outcomes. We haven't done this thing before so there will always be risks, unknowns, wrong assumptions made, undesirable outputs generated and unexpected events waiting to happen, so green today does not mean green tomorrow. Green only means everything seems on track today. Amber should mean that there are no major issues but there is a high risk that something could still go wrong mid-flight. Red on the other hand means an issue has surfaced that 100% project

success will not be achievable, and one of the iron triangle elements will be missed, exceeded or not delivered (desired date, approved budget, desired scope). [Ref 2]

Does your organization have a well defined, agreed, published and readily available project status definitions, as shown in the example in Table 1?

Communicating Project Status

Make sure your organisation is using a common approach with an agreed definition set

Status	Definition	Action & So What	Innov8or Solutions Comment
Red	There are significant issues with the project. The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project manager or project team. One or more aspects of project viability — time, cost, scope — exceed tolerances set by the project board	The matter should be escalated to the project sponsor and project board immediately	Red' items can be used to raise major concerns and escalations; it is important to clarify what is within your control, authority and responsibility areas, and what is externally influencing your project
Amber	A problem has a negative effect on project performance but can be dealt with by the project manager or project delivery team. Action is taken to resolve the problem or a decision made to watch the situation. One or more aspect of project viability — time, cost, scope — is at risk. However, the deviation from plan is within tolerances assigned to the project manager	The project board should be notified using a progress report or scheduled briefing with the sponsor	'Amber' items often mean additional actions and resources need to be brought into the equation, so what does this mean to the rest of the plan and activities currently underway; can they be run independently in parallel, or will effort need to be taken off existing tasks?
Green	The project is performing to plan. All aspects of project viability are within tolerance. However, the project may be late or forecast to overspend	No urgent action needed at the board level, but still verify independently	Green' items do not mean you just carry on regardless, you still need to undertake proactive monitoring to watch for icebergs ahead

Some organisations have this status additional :

Status	Definition	Action & So What	Innov8or Solutions Comment
Blue	Completed, finished and handed over to another responsibility	What does this mean at the programme and protfolio level?	What can realistically be accomplished with this opportunity? Released resources don't come back!!

Table 1: Reference definition of RAG-B Reporting Status plus comments

Trust is a big element of reporting as shown in Table 2. How can people believe what is being reported is accurate and represents the true reality? Depending on the people involved, their character, competencies, experience and skills, the involvement and understanding they have of the situation tied in with their biases and mental reference points, coupled with the corporate culture, environment, pressures, personalities and agendas being played out, all these factors will influence what is being reported. The levels of confidence, risk, optimism and honesty underlying the critical thinking that went into the assessment, are deeply personal to how each individual person sees the world around them and then communicates their view to others.

Levels of Trust of Transactional Information

Not all data or reporting has the same level of precedence level, integrity, veracity, fidelity, precision or trustworthiness

Status	Definition	Action & So What	Innov8or Solution Comment
Trust Level 5	Full Trust/Willingness to commit to an ongoing relationship	Unconditional Relationships	Tuckerman Stages of Group Development = ADJOURNING
Trust Level 4	Trust associated with handling sensitive or financial information	Cooperative & Partnering Relationships	Tuckerman Stages of Group Development = PERFORMING
Trust Level 3	Trust associated with handling personal information	Cooperative & Contractual Relationships	Tuckerman Stages of Group Development = NORMING
Trust Level 2	Assess risk - Interest and preference over other options	Conditional Relationships	Tuckerman Stages of Group Development = STORMING
Trust Level 1	Baseline relevance and trust that needs to be met	Communication Relationship	Tuckerman Stages of Group Development = REFORMING
Trust Level 0	No trust established yet	Distrust and Cautious Approach	Tuckerman Stages of Group Development = FORMING

Table 2: The Trust Level Table

RAG is not a good tool to report on activities such as finished early - ahead of schedule and under budge, not yet started/on-hold, new opportunity has been identified, issue entered project quality checking system, or any factors relating to measuring performance or value. Issues and risks once detected or identified need to be assigned an owner, assessed and a resolver identified to fix, solve or complete the desired actions. This all takes time between the initial identification/start state and the end state. When senior management sees a critical issue there is a natural tendency to dive straight in and resolve it as quickly as possible, and this can have the effect of creating more turmoil, more misunderstanding and more chaos, when knee-jerk decisions are made, fire fighting team are quickly deployed or actions taken just to be seen to be doing something. When there is a major disaster or fire, you don't see all the firemen grabbing a hose and charging into the burning building, they have set processes and procedures that they follow and everyone knows what they should be doing. Unfortunately, this does not seem to be the case in the corporate world, as we typically see all the senior managers chasing after the ball just like junior school children at a football match all running after the ball, not running to where the ball will be in the future.

EVM Status Reporting

Earned Value Management (EVM) is a proven project management technique for measuring project performance and progress in an objective manner, based on Planned Value (PV) and Earned Value (EV) to provide a Cost and Schedule Variance. As it requires quantification to the project plan, it doesn't readily lend itself to agile/software development projects, projects that uncover opportunities, have lots of level of effort tasks or those that have spread costs across a number of projects making actual true cost data difficult to obtain. Plans typically are designed in a linear fashion based on the judgement of the project manager. Projects typically start off on track but as the complexity of work increases, more and more problems are uncovered that need to be addressed that require more unplanned work. The Ninety-ninety rule applicable to software development states that "*The first 90 percent of the code accounts for the first 90 percent of the development time. The remaining 10 percent of the code accounts for the other 90 percent of the development time*" (Tom Cargill). Complex projects are similar to climbing a mountain, the higher

you go the harder it gets, however we collectively fail to anticipate or de-risk the hard parts, and get surprised when they appear and start getting reported.

Future RAG Status?

The RAG tool can be a very effective tool if used in the right way, however there is a tendency to simplify the output to such an extent that it does not paint an unambiguous picture and is open to interpretation. Table 3 proposes a number of new categories that takes into consideration some of the grey areas that arise in the real world (i.e. items not started, opportunities identified, items entering review or checking, and aspects of measuring/recording performance and value). The new categories also recognize the timeframe between issues being identified, owners being assigned and a resolver assigned to close out the issue or risk, and shows how this could be displayed on to the coloured status. You will notice that each symbol is named in order to reduce any misunderstandings arising from people mistaking any of the colours.

Proposed Dashboard Colour Scheme (RAY-PIBGEM)

Identification of an Issue or Risk

RED	Issue has surfaced that will negatively affect project success
Ra	Red Issue has been detected (Tolerance >10%) Migitation and Resolver yet to be informed or actioned *Halt, something is off track and needs investigating*
Rg	Red Issue has been detected (Owner/Resolver Assigned) Resolver has acknowledged issue and working within OLA *(OLA set as either scope/quality, budget or timescale)*
Rr	Red Issue has been detected Resolver has either not acknowledged issue or is working outside OLA *(Halt and re-evaluate approach)*

AMBER	Issue or risk identified with minimal damage/impact
Aa	Amber Issue has been detected (Tolerance 6-10%) Migitation and Resolver yet to be informed or actioned *Can control the damage/impact with proper measures in hand*
Ag	Amber Issue has been detected (Owner/Resolver Assigned) Resolver has acknowledged issue and working within OLA *(OLA set as either scope/quality, budget or timescale)*
Ar	Amber Issue has been detected Resolver has either not acknowledged issue or is working outside OLA

YELLOW	Warning that an upcoming issue or risk has been identified
Ya	Yellow Issue/Risk has been detected (Tolerance Unknown) Migitation and Resolver yet to be informed or actioned *Still a high risk that something could go wrong*
Yg	Yellow Issue/Risk detected (Owner/Resolver Assigned) Resolver has acknowledged issue and working within OLA *Proceed with caution or change approach*
Yr	Yellow Issue/Risk has been detected Resolver has either not acknowledged issue or is working outside OLA

Taking Other Actions & Measurements on Issues

GREEN	No known issues or critical risks at the moment
G	Green status means on schedule, on budget, internal labour hours all good at this time or within the prescribed tolerances (1-5%) *(No specific or directed action to be taken)*

GREY	Issue not started yet
E	Objective, Issue or Risk intentionally not started yet or not yet being actively addressed. Placed in a holding pattern until either actioned, discarded or becoming obsolete

INDIGO	Opportunity has surfaced that can positively affect the project
I	Opportunity has been detected that can counter or reduce the impact or probability of an issue or risk

PINK	Measuring **Performance** of an Operational Level Agreement (OLA)
P25	Issues are not generally negated or mitigated by individual tasks but through pieces of work with each assigned a percentage confidence on their ability to provide the results

| BLUE	Issue or risk has entered Project Quality Checking System
Ba	Issue is considered resolved by the Resolver, and has yet to be officially signed off as completed to the required quality or performance level (Done)
Bg	Issue is considered resolved by the Resolver and is signed off as completed to the required level (Done Done)
Br	Issue is considered resolved by the Resolver Issue has not yet been signed off as completed to the required quality or performance level (Rework or Rethink)

MAGENTA	Measuring **Value** of the decision/action to the organisation	
M	The Financial, Customer, Project/Process & Learning/Growth Measures:	
Typical Benchmark Measures that should be indexed across the piece:		
	1	Return on Investment (Net Benefits/Cost) & Capital Employed
	2	Productivity (Output produced per unit of input) & Savings
	3	Cost of Quality (Loses because it was not done right first time)
	4	Cost of Performance (Earned Value/Actual Cost)
	5	Schedule Performance (Earned Value/Planned Value)
	6	Cycle Time for Project and Processes
	7	Requirements Performance (Best Quantification Fit Criteria)
	8	Employee Satisfaction/Turnover/Training Time/Productivity
	9	Customer Satisfaction/Retention/Acquisition/Profitability
	10	Alignment to Strategic Goals (Are the right projects being run)

Table 3: A proposed updated RAG Dashboard with more granular criteria

Organisations recognise that issues, risks and artefacts rarely go from open to closed. There are workflows needed to independently assess outputs to make sure they have obtained the right quality to be deemed closed. There are a number of states that issues, risks and artefacts need to typically go through with different people/roles involved in each of the different action or decision states. These states are normally recorded in fabric of the organisations governance structures illustrated in Figure 1, and follow a typical lifecycle as shown in Figure 2.

Policy

A **Policy** are the guidelines or laws that drive the Processes and Procedures in order to drive efficiencies through improved repeatability and create a framework to eliminate mistakes as businesses scale and flex their workforce.

Processes

A **Process** defines the big picture and highlights the main elements of the business activity/breadth showing how a series of major actions or significant steps taken can achieve a particular end.

Procedures

A **Procedure** is an established or official way of doing something, usually by capturing main elements and adding more information through a series of actions conducted in a certain order or manner with functional responsibilities, objectives and methods identified in a lot more depth.

Work Instruction

A **Work Instruction** is a tool that provides help to someone to do a job correctly, more detailed than a procedure. There is an implies purpose that quality should be maintained and it is the worker who is responsible for ensuring that it happens.

Regulations

Regulations are the rules or directives made and maintained by an authority, based on and meant to carry out a specific piece of legislation, usually enforced by a regulatory agency formed to carry out the legislative purpose or provisions.

Standards

Standards are something that is considered by an authority or by general consent as the basis of comparison or model, example or point of reference, often established as a series of rules for measures, weights, extent, values or quality.

Principles

Principles are comprehensive fundamentals, general laws, doctrines, assumptions, truths, norms, rules, propositions or values that serve as the bedrock for a system of desireable and positive belief or behaviours, for a chain of reasoning or are facts of nature underlying the working of devices.

Guidelines

Guidelines are general rules, principles or pieces of advice that is generated with the intention of advising people on how something should be done or what something should be.

Figure 1: Organisational Governance Ways of Doing Business
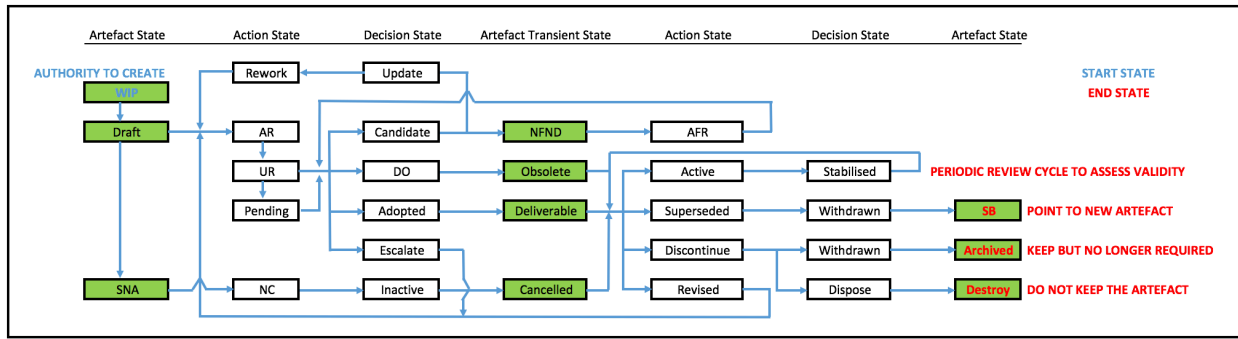
The Lifecycle of an Artefact from Start State to End State

Figure 2: The Lifecycle of an Artefact from Start-State to End-State (definitions are provided in Table 4)

Artefact Version Control Status (Artefact/Action/Decision)

Make sure everyone understand the lifecycle of project artefacts from beginning to the end

Status	Definition	Action & So What
Active	Valid and Current: Identifies an artefact that is currently in use and can be used for the purposes specified within the system, federation or enterprise	Current
Adopted /Authorised	Run all the way through the review process and has been accepted for release	Move to become Baselined
Archived	No Longer in Use: Identifies am artefact that is no longer current, however a copy of the artefact is retained for legal, technical, baseline, contractual, business reasons	No Longer Active
Awaiting Review (AR)	The artefact has been scheduled to be review and is waiting to go into the review progress	On Hold
Awaiting Final Review (AFR)	The current status of the artefact indicates that it is with the editor/approver, and they are evaluating it to arrive at a decision that can be either acceptance with major or minor revisions or rejection	With Approver
Not for New Design (NFND)	Outdated: Identifies a current artefact that is not recommended for use for New Design. However it can still be used for Older Designs as detailed by the design/supporting documentation or publishing Activity/Organisation. It may also be needed due to legislative issues or safety reasons	Valid but Obsolescent
Cancelled	No Longer in Use: Identifies an artefact that is no longer current. These artefacts should be reviewed for possible replacement or superseding artefacts	No Longer Active
Candidate	Has been accepted in principle by the organisation but is currently in a period of implementing, checking or testing by a community and final adoption awaits the successful outcome of the evaluation	Preliminary Version
Deliverable	An artefact is one of many kinds of tangible by-products produced during the development of project with the result of each phase being described by a set of project management deliverables or artefacts. No	Releasable Baseline
Destroy	Artefact marked for destruction and enters the Disposal Lifecycle Process	Destroy Artefacts

Status	Definition	Action & So What
Dispose	Authorise the destruction of the artefact	Trigger Disposal
Discontinue	No Longer Being Published/Requestable: Identifies an artefact that is no longer being published or able to be requested/ordered	No Longer Active
Draft/Working Draft	Preliminary Version: Indicates that a final version is expected to be published or create. This artefact should not be cited except as determined by the publishing activities/organisations	Preliminary Version
Draft-Obsolete (DO)	Draft version is no longer valid: A more current Draft/Version of this artefact should be available for review	No Longer Valid
Escalate	If decisions can't be made they need to be escalated to a higher authority and go into a higher review cycle	Further Approval
Inactive	No Longer Active: Identifies an artefact that is no longer active and is provided for historic purposes only	No Longer Valid
Non-Current (NC)	No Longer Current: Identifies an artefact that is no longer current. Artefacts are Non-Current should be reviewed for possible replacement	No Longer Valid
Obsolete	No Longer Being Developed: Identifies an artefact that is no longer being developed. Artefacts that have been identified as obsolete should be reviewed for possible replacement or superseding artefacts	No Longer Valid
Pending	Used for Bib-Only entries: Identifies artefacts that are pending approval by the publishing or	Pending Approval
Revised	Historical: Identifies an artefact that has been amended to correct, update, or improve it and is no longer active. A newer replacement version of the artefact should be available	Update Artefact

Status	Definition	Action & So What
Rework	Make changes to an artefact, especially in order to make it more up to date or modify to add/remove requested changes	Rework Artefact
Stabilised	Valid and Current: Artefact has been reaffirmed at least once and at least ten (example number) years have passed since the approval or last revision of the artefact. The artefact is required for use in connection with existing implementations or for reference purposes	Revision Unlikely
Status Not Available (SNA)	Status cannot be validated: Identifies an artefact where the status is not available or cannot be validated by the publishing activity/organization. This artefact is provided for historical purposes only and should not be referenced or cited in official correspondence and removed form the list of active artefacts	Non-valid Status
Superseded By (SB)	Defined as to have taken the place of something and it is very often useful to be able to point to the artefact that taken the place of the superseded artefact, thereby allowing people to get re-directed to the active artefact	Supersede By
Under Review (UR)	The process is a continual review and improvement cycle, whereby artefacts are continually reviewed by competent persons against requirements and performance in order that any unjustifiable	Under Review
Update	Process of incorporating changes and amendments from review	Improve
Withdrawn	Removed from Circulation: Identifies an artefact that has been removed from circulation. Artefacts that	No Longer Active
Work in Progress (WIP)	An unfinished artefacts that is still being added to or developed	In Development

Table 4: Lifecycle Artefact Definitions

It is critical that people are aware of the different states that exist within the organisation, and how they can move issues and artefacts forward to the next stage, or escalate the issue if they don't have the skill, capacity or bandwidth to do it themselves. It is only by moving items forward will progress be truly made, remembering that it is often far more efficient to complete one item at a time rather than try and move multiple issues forward at the same time.

Forward Looking Factors

A lot of the metrics discussed to date and in the open literature are what can be termed 'backward looking criteria', in that they either assess the status of what has been achieved in the past in order to justify why the status today is as reported. Although very useful as a point of reference to say where you are today, and highlighting the risks/threats to the project going forward, they don't give an indication of what lies ahead. People tend to get very emotional and concentrate on the immediate issue/barrier in front of them, and forget to keep looking at the next 5, 10, 20 issues/barriers ahead, thus allowing them to resolve the immediate issue, only to be tripped up

by the next issue along the line. Once in this downward spiral, it is very difficult to get out of it. A modified rule of threes comes to mind, where to be truly effective one must keep activities moving in both depth (surgical tactical units or forwards pressing home the advantage and dealing with the problematic issues that stop you from reaching your next goal), breadth (BAU operational units or midfields keeping the wheels of the game moving and planning the next few goals) and resilience (strategic units or backs maintaining an overview of what is going on and adjusting the game from the back forward and reporting back to the executives/manager on the sideline). It is similar that the football match mentioned earlier, in that everyone has a role/position, knows what they need to do and gets on with the job at hand. They may adjust the game play if they are either attacking or defending using a set number of pre-rehearsed maneuvers, but the game still goes on. Listed below are a number of maneuvers that can be exercised in advance of issues arising, in an attempt to get ahead of the curve and prepare the team for the next advance.

- What are the issues and risks for the next time period and have they been updated?
- Are there any lessons learnt that should be reinforced or avoided?
- Is the project entering a new phase or undertaking new activities?
- Has any prototyping, de-risking, beta-testing or run throughs been undertaken?
- Are the right resources in place for the future activities?
- Are the right skills and experience in place for the future activities?
- Are there any gaps of critical resources, holidays booked or people unavailable?
- Is there any new training or de-training needed for the next phase?
- Are there any changes of team dynamics that need to be assessed or made?
- Are there any changes of user expectations, stakeholders that need managing?
- Have all the dependencies been squared away?
- Are the assumptions still valid or do they need to be reviewed and actioned?
- What proactive work has been done to prepare the team for the next phase?
- What reserves, backup or resilience is in place to deal with the unexpected?
- Have the team had time to step back and evaluate before the next offensive?
- What is the energy and motivation level, and when is the next relax period?
- A change can be as good as a rest, so have you swapped tasks around recently?
- Are your people focusing on moving one item forward at a time?

Visualisation

If it is not front and centre as a constant reminder, then you are more than likely to forget it and find something else to do. There is nothing worse than hiding the reports away in some deep file share that nobody can access or find. For things to improve and get better, they must be discussed in an open and frank forum, so that everyone can contribute and buy into the approach and next series of actions. Have a retrospective then add the outputs to the daily stand-up board, and review them after that to see if they are producing the expected results. Add a fun element to the proceeding by rewarding a series of funny events (i.e. worst best idea, best attempt that failed spectacularly, best idea that if it came off would mean beer and pizza for the team for a year, best near miss, best try that is still going in the right direction, best collaborative effort by people acting as a team and not as individuals) and publishing the monthly results on the team board.

Case Study

Affordable Care Act – part of the Obama Administration's domestic policy was in danger of being

undone by an IT project gone wrong [Ref 1]

It was reported that the implementation process suffered from a lack of clear direction, repeated late changes in requirements and a severely cramped test schedule did not allow sufficient time to uncover or address integration issues. IT projects don't fail overnight, they fail one day at a time after people ignore numerous warning signs coupled with the ways individual reports misreported the status of the information technology and software projects with which they are associated, and how the recipients of those reports responded to the status information they received. This case study showed that five typical negative behaviours associate with failing reporting processes:

- Executives can't reply on project staff and other employees to accurately report project status information and to speak up when they see problems – employees don't want to be labelled problematic and tend to put a positive spin on issues for fear of repercussions or being held accountable downstream, want to be perceived as competent performers in the eyes of sensor management or downplay the negative in the hope that the problem will be resolved before its seriousness is discovered. Most organisational cultures are not receptive to bad news, so truthful reporting can be inhibited. I have heard senior management saying "bring me solutions and options, not problems" or seen examples of management shooting the messenger. Solution: Trust at face value but verify for yourself by obtaining other views from different levels across the organisation.
- A variety of reasons can cause people to misreport about the project status such as individual personality traits, work climate and cultural norms all play a role – executives tend to link misreporting to poor employee ethical behaviour, whilst in fact it is generally employees with a higher propensity for risk taking or those with higher career aspirations that are more likely to do it.   Team members with a view of the glass is 'half-full' tend to be more optimistic. Work climates that support self-interest behaviours misreport more than those where employees must adhere to rules, codes and professional codes of conduct. National cultures where people have difficulty saying no or can't shift blame to third parties can be subject to misreporting. Solution: Take time considering the team composition, especially the PM position and be wary of optimists and risk takers.
- An aggressive audit team can't counter the effects of project status misreporting and withholding of information by project staff – Once auditors are added to the mix it results in negative organisational dynamics that effectively drives teams into a dysfunctional cycle of even less openness, growing distrust and deception behaviours emerging. Solution: Don't overlook the importance of trust and try to create positive opportunities for different party interaction to allow the discussion of success, accomplishments and continuous improvements.
- Placing a senior executive in charge of a project may increase misreporting – The stronger the perceived power of the sponsor/project leader, the less inclined subordinates are to report accurately because of adverse effects on future career options, or if the project was the brainchild of someone in senior management who was championing it. Nobody likes to be told that their baby is ugly. Solution: Scrutinise your own communication to your direct reports, because employees are more truthful when they receive quality information from their superiors, then add the Project Management Office factor who can act as trained mentors coupled with training to help managers overcome the natural reluctance to report bad news.
- Executives often ignore bad news if they receive it – Powerful decision makers often don't act when pressure to go on was high or if the credibility of the bad-news reporter was low. Solution: Be wary of overconfidence in the executive suite, and take warnings serious

enough to do some investigation themselves rather than unwittingly contribute to a climate of silence or inaction.

Summary

Management perceptions can often differ from the world reality and those of the employees. The cone of uncertainty means you cannot plan to perfection, know all the tasks or issues at the start of a project or assume that any project under control today will stay under control tomorrow. Every project manager knows that green today does not necessarily mean green forever, and almost all status reporting tools are backward looking in terms of what has been achieved to date based on the planned projections. There is a natural human nature to look at things positively and be optimistic about outcomes, however certain people have a tendency to hide issues and depict green status as they address or work through issues. Flawed management styles, emotions and company cultures often punish or penalize the honest, the bearers of bad news and this triggers guilt in those reporting often unpalatable news. In order to improve reporting templates and methods, organisations should be more efficient, effective and drive the right reporting behaviours.

References

1   https://www.projecttimes.com/articles/the-problem-with-red-yellow-green-project-status.html

2   http://sloanreview.mit.edu/article/the-pitfalls-of-project-status-reporting/