

1 QUESTIONS FOR PROJECT MANAGERS

Below is a set of questions organized by the profile structure we've established: Project Overview, Goals, Technologies & Innovations, Results, and Summary. These questions are designed to elicit insights, not just facts — so they go beyond specs to draw out challenges, decisions, and outcomes.

2 DURING THE PROJECT

These are great for beginning, midpoint check-ins or near-commissioning interviews.

Project Overview

- In a few sentences, how would you describe what this project is about?
- What's unique about the client, site, or location?
- What's the general scope — what are we building or upgrading?

Project Goals

- What did the client want to achieve with this project?
- Were there any operational or business problems this was meant to solve?
- How does this facility fit into the client's larger network or operations?

Technologies and Innovations

- Are there any unusual or noteworthy systems, materials, or engineering strategies in play?
- Did we use any new tools, project management methods, or construction techniques here?
- Have we integrated or modified existing infrastructure in a clever way?

Challenges and Adaptations

- What's been the biggest challenge so far — site conditions, logistics, supply chain, design changes?
- How have you and the team responded or adapted to keep the project on track?
- Are there any smart decisions you or the team have early on that are paying off now?

3 AFTER COMMISSIONING

These are best for final close-out interviews or project summary reports.

Project Overview (Confirmation)

- Now that it's complete, how would you describe this project in plain terms to someone outside the industry?
- Was there anything about the project's scope or context that changed from the initial plan?

Project Goals (Outcome Evaluation)

- Did we meet the client's goals? How do we know?
- Has the facility already demonstrated any early wins (e.g. capacity, operational uptime, safety metrics)?
- Have we received any client feedback — informal or formal?

Technologies and Innovations (Impact Evaluation)

- Which of the technologies or construction methods had the biggest impact on the project's success?
- Were there any design or build solutions we're particularly proud of?

Results

- Did we hit key milestones like schedule, budget, safety, or performance or safety targets?
- Were there any standout metrics — early commissioning, zero lost time, X% throughput increase, etc.?
- What part of this project would you hold up as a model for future work?

Summary Reflections

- How would you sum up this project's impact — for the client and for us?
- If you had to describe what made this project a success in one sentence, what would you say?
- What lessons from this project are worth carrying forward into similar future builds?