

## **Defining moments table**

### **Introduction**

The defining moments table is the third substep in ESTEEM Step 1 . The aim of the defining moments table is to extract important moments in time and significant trends from the project narrative and make important attributes of these moments and trends explicit<sup>1</sup>. Building on the project narrative and context analysis, this table then enables a more strategic reading of the relationship between the project and the context of its development. Specifically, it provides insight into the level of ‘path dependence of the project’ and also possible points of intervention to re-shape the direction of the project.

### **Process**

The project narrative and the context analysis are the basis for developing the defining moments table\* The consultant first drafts a list of key events and turning points (the second column in the table) on the basis of the narrative and the context analysis. This table is then discussed with the project manager and the remaining columns are filled. The project manager can also suggest additional defining moments, or suggest removing others. After the interview the consultant makes the final version of the table and sends it to the project manager for a final check and approval.

The defining moments table can be discussed together with the actor and context tables in a meeting.

### **Interview questions for constructing a defining moments table**

The defining moments table is the base for the interview questions. The consultant fills in all the empty cells of the table in a structured way. The following table is an empty defining moments table.

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<sup>1</sup> See Appendix 3 for further details on the defining moments table and its role in the wider Create Acceptance process.

\* a defining moment table is a table listing key events and turning points in the life of the project. For further definition see vocabulary of terms

<b>Date</b>	<b>Description of defining moment</b>	<b>Description of cause</b>	<b>Internal or external cause</b>	<b>Internal consequences</b>	<b>External consequences</b>	<b>Process and Irreversibility</b>
	Defining moment 1					
	Defining moment 2					
	Defining moment 3					
	...					

### **Description of columns**

#### Date

What was the date the defining moment took place?

#### Description of defining moment

Can you give a short description of the defining moment?

What happened?

#### Description of cause

Can you describe the cause of the defining moment?

Why did the defining moment happen?

What are the underlying reasons?

#### Internal or external cause

Did the defining moment emerge from decisions or events internal to the project?

Or was the defining moment caused by external events?

#### Internal consequences

How was the project effect by the defining moment?

- Positively or negatively

What changed in the project?

- *i.e.* change in project design
- *i.e.* change in technology design
- *i.e.* change in actor involvement

*External consequences*

Where there any external consequences of the defining moment?

Were others affected by the defining moment, if so how?

*Process and Irreversibility*

To what extent can the defining moment be reversed?

Is irreversibility 'low', 'medium' or 'high'?

