

THE CONNECTED OUTCOMES FRAMEWORK

The Success Factors Sourcebook

DISTILLED INSIGHTS FROM THOUSANDS OF EXPERTS



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Hello, I'm Greg Krawczyk

Lead Author | Founder at Confluity
Chartered Project Professional

I have spent the last 15 years leading complex projects and transformations across industries, and seeing first-hand how success often comes down to the same hidden factors.

After delivering and overseeing hundreds of projects, I realised the tools most teams were using weren't the factors I knew to be true. So, I built Confluity to simplify proven, Nobel Prize-winning insights and give people practical ways to make "highly successful" the norm.

Along the way, I became a Chartered Project Professional, got numerous qualifications from Agile to PRINCE2, worked as a consultant, and in-house, volunteered with the APM and PMI, and led thinking on Strategic Misrepresentation and Human Behaviour for the APM's Governance Network.

Today, I work with project leaders, changemakers, and teams who want to deliver smarter, faster, and better, with less stress and more impact.

This Sourcebook is a shortcut to some of the biggest lessons I've learned.

Thanks for being here.

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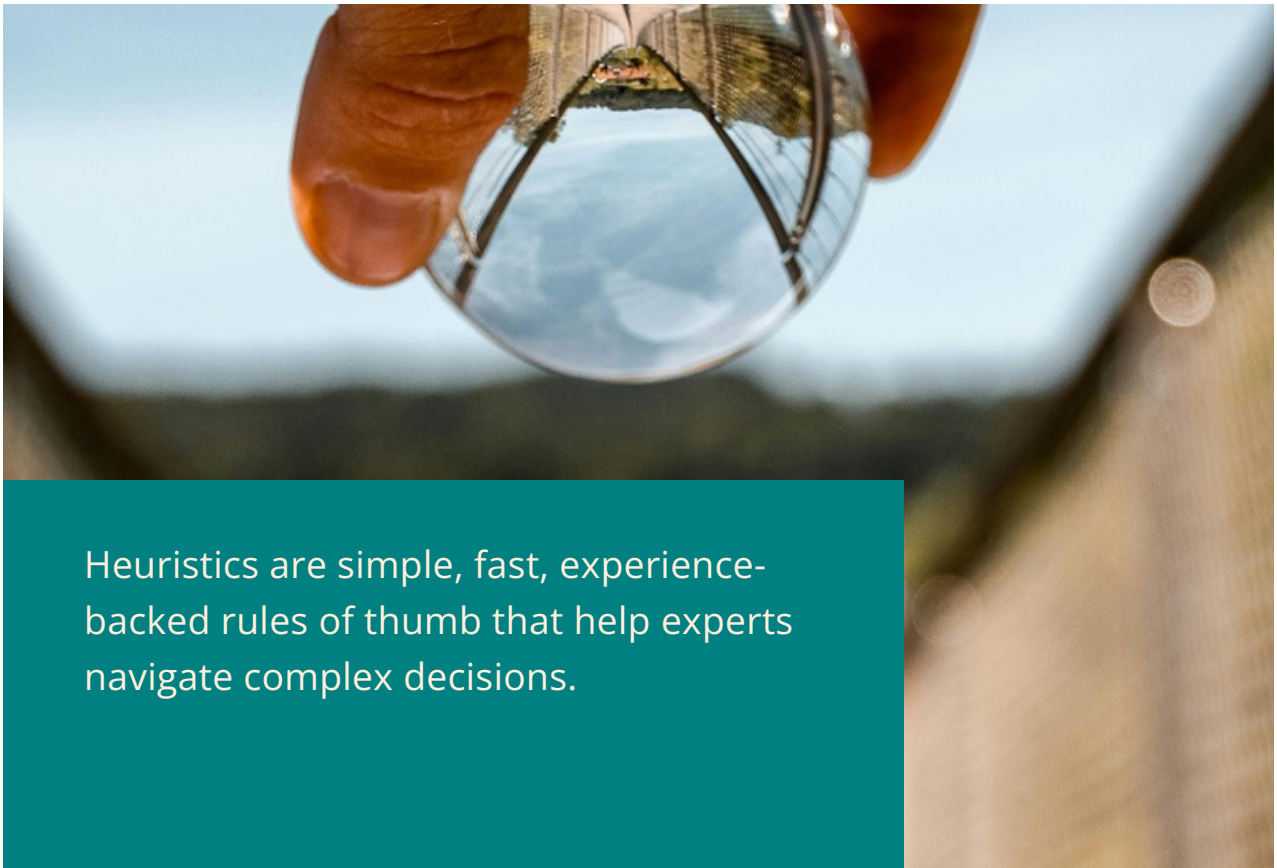
Welcome & Why This Matters

About 10 years ago, a NASA cost estimator suggested I read a book: Thinking, Fast and Slow.

This moment introduced me to behavioural science and heuristics as fast, effective shortcuts for success.

What is a Heuristic?

Example: 'Start small before you scale big.'



Heuristics are simple, fast, experience-backed rules of thumb that help experts navigate complex decisions.

Where It Gets Interesting...

Why the best heuristics feel like Eureka moments.



Eureka

The word "Eureka", the famous cry of discovery, actually shares the same Greek origin as "heuristic."

We used to call it "heurēka"



Wisdom

Every time an expert says something simple but powerful like:

"Test small before scaling big,"

They're handing down a heuristic a Eureka moment they've already discovered.



Expert Secrets

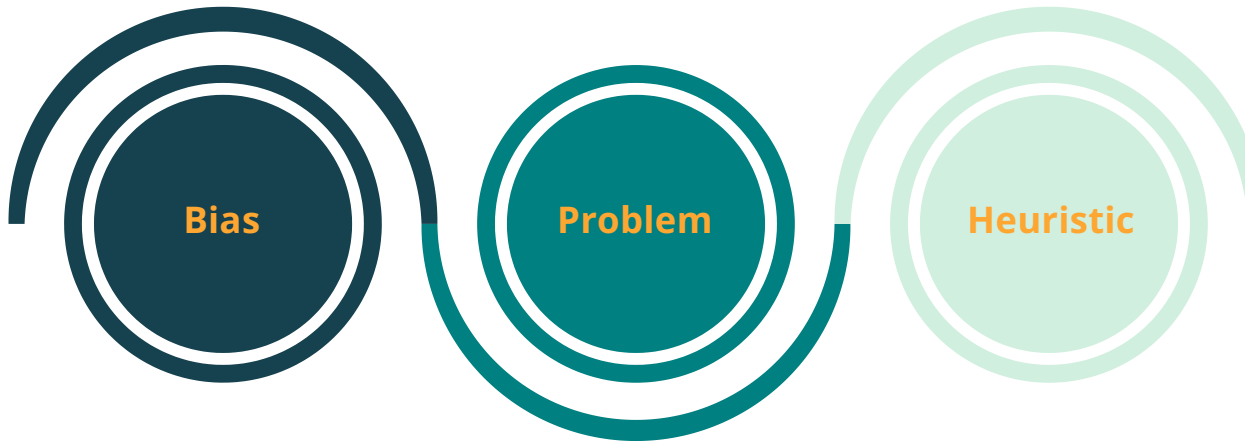
When you take thousands of these Eureka moments from top researchers, successful project leaders, executives, and seasoned change-makers, you can get something special. Clear, evidence-backed shortcuts.

You can call them hacks if that works for you, or expert secrets.



Why Heuristics?

Heuristics help us avoid common thinking traps that derail projects.



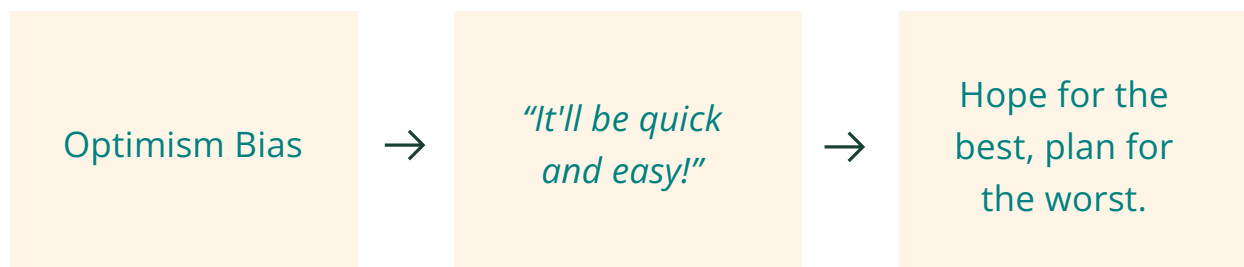
We all have mental blind spots, called biases, that affect our decisions.

In projects, these biases often lead us to underestimate risks, stick with poor choices, or rely on wishful thinking.

Heuristics are simple rules-of-thumb, drawn from experience, to avoid these traps.

→ For Example

Here's how they connect:



Heuristics help you make better decisions quickly and confidently, because they've worked before.

Heuristics in Action

Real-world examples

Heuristics aren't theory, they're practical shortcuts that successful project teams use daily.

Heuristic

Real-life Example

Ask Why

Find the goal before kick off.

**Get a
Masterbuilder**

Get advice from someone who's done it before.

**Get your People
on the Bus**

Run a team workshop to build trust and set clear roles.

These simple, proven rules give you clarity and confidence, helping your team stay focused on success.



Why Trust These Heuristics?

How thousands of expert surveys and self-assessments became factors for success.

Over 10 years of deep research and practical experience form the backbone of these heuristics. Sources include:

Nobel Prize winning behavioural science



PMI Pulse of the Profession reports



APM's Dynamic Conditions for Success



Oxford University's SAID Business School



You could spend hundreds of hours going through all these yourself. Or, you could work with The Connected Outcomes Framework community and help build the shortcuts to success, and apply these insights

Success Factors

Success Factors connect your idea, project or change to underlying factors for success.



TCOF distils thousands of expert interviews and academic research into the top heuristics.

Curated by experts, we call them
Success Factors.

There are 4 Success Factors, and 12 steps to achieve them, similar to the Heuristic Examples you saw earlier.

This PDF introduces you the Success Factors. If you're looking for the detail and how to deliver them, you will need to buy The Connected Outcomes Framework.

[Get, The Connected Outcomes Framework →](#)



Success Factor 1: Get The Right People

Give a great idea to a bad team and they will mess it up. Give a bad idea to a great team and they will make it work.



Success Factor 2: Look Outside

Many projects fail by believing they are unique or jumping into solutions too early.





Success Factor 3: Plan for Speed

Think slow, act fast. Shorten the window for things to surprise you and cause disaster during the expensive and highly risky stage of delivery



Success Factor 4: Get Big Decisions Right



The biggest risk is you. Our natural optimism and in-ability to let go can lead to poor choices.



Why Sequence Matters

Applying success factors in this order boosts their effectiveness.



Example: Ask Why (step 1), then use that insight to make the case for hiring great people.

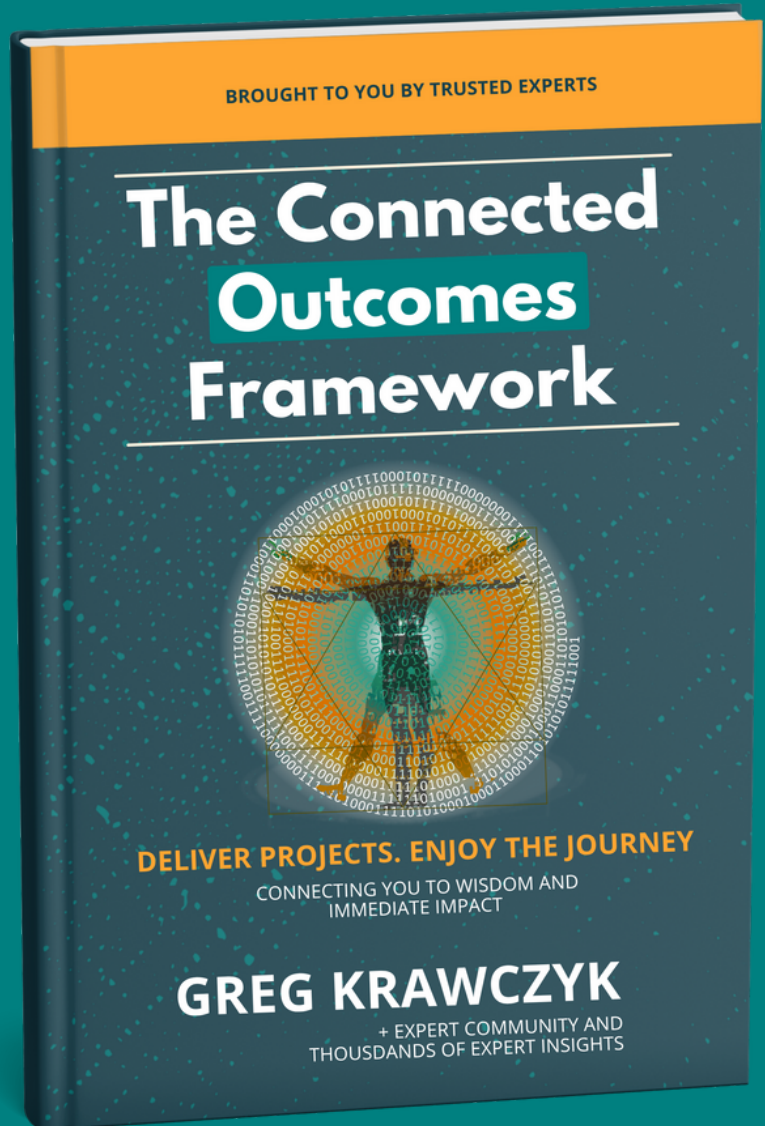
If it's that important, you'll find the money.

Ready to go?

Want the ready-made approach?

Deliver any project and gain more support and recognition, using simple success factors

The Connected Outcomes Framework is the #1 playbook for Applying Wisdom From Thousands of Experts



With Success Factors, you get the steps to get the support and resources your project needs. You get the steps to deliver highly successful outcomes, and have fun along the way.

Get



The
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This publication is brought to you with thanks from the community who supported the development of The Connected Outcomes Framework.