

Scope Creep: Identifying and Reducing this HUGE Project Management Pitfall

Presented for:



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Purpose and Learning Objectives

Purpose: To provide you with strategies to avoid or minimize scope creep in your projects.

In this session, you will learn how to:

- Ensure the project scope is clearly communicated to all team members
- Identify scope creep as early as possible
- Create a work breakdown structure to ensure work stays within scope
- Run an effective kickoff meeting to minimize scope creep



Nothing is less productive than to make more efficient what should not be done at all.



Peter Drucker

Introduction – Anthony Fasano, PE, AEC PM

- B.S. & M.S. in Civil Engineering
- Licensed Professional Engineer
- Found success at a reputable firm at a very young age
- Attended iPEC – the top ranked executive coaching school in the world
- Wrote the best-selling book ***Engineer Your Own Success*** and started providing career coaching and speaking services to engineers



Poll Question:



How many years of experience do you have as a Project Manager?

- a. 0-2 years
- b. 3-5 years
- c. 6-10 years
- d. 11+ years

Scope Creep: What & Why?



What Is Scope Creep, Anyway?



Scope Creep: an unwanted event that occurs when the original project scope expands with additional features and functionality without the corresponding adjustments to time, budget, or other project resources.

What's the difference between **Scope Creep** and **Scope Change**?



Defining Scope Creep and Scope Change

Scope Creep

Adding features and functionality (project scope) without addressing the effects on time, costs, and resources, or without customer approval.

Scope Change

A project management decision made by the parties involved in a project to change a feature, reduce or increase functionality, or adjust an overall project.

Discussion:



Why does Scope Creep happen?

Causes of Scope Creep

1. Scope isn't as clear as it needs to be.
2. Team members aren't clear on scope and their part - AND their personal budget.
3. PM doesn't hold a kickoff meeting. Kickoff meeting topics: project scope, schedule, budget, client expectations, how to identify and handle out-of-scope work.
4. If new team members come onboard, PM doesn't make sure new members are fully briefed.
5. PM doesn't consider all the players who can cause or impact scope creep.

Causes of Scope Creep

6. Team members don't notify the PM that the client has asked them directly to execute a change.
7. Team members don't record time correctly: wrong task, wait until Friday and try to remember, etc.
8. PM doesn't keep tabs on charges.
9. PM or team member overpromises.
10. We've allowed the client to fall into the habit of getting extra work "for free."

Examples of Scope Creep





Examples of Scope Creep



What is the toll of scope creep?

- 1 Financial Impact
- 2 Schedule Delays
- 3 Resource Strain
- 4 Quality and Risk
- 5 Client Relationships

1

Financial Impact

- Extra work outside of the original scope erodes profit margins
- Consumes unbudgeted time and resources
- Over 50% of projects face scope creep (PMI study)
- Millions of dollars lost annually due to unapproved extra work



2

Schedule Delays

- Added tasks extend project timelines
- “Small” changes ripple across design iterations, permitting, procurement, and construction schedules
- Resulting in missed deadlines & liquidated damages



3

Resource Strain



4

Quality and Risk



5

Client Relationships

Poor scope management = tension & mistrust

- Clients expect “free work”
- Undermines long-term profitability



What is the toll of scope creep?

- 1 Financial Impact
- 2 Schedule Delays
- 3 Resource Strain
- 4 Quality and Risk
- 5 Client Relationships



Type in Chat...

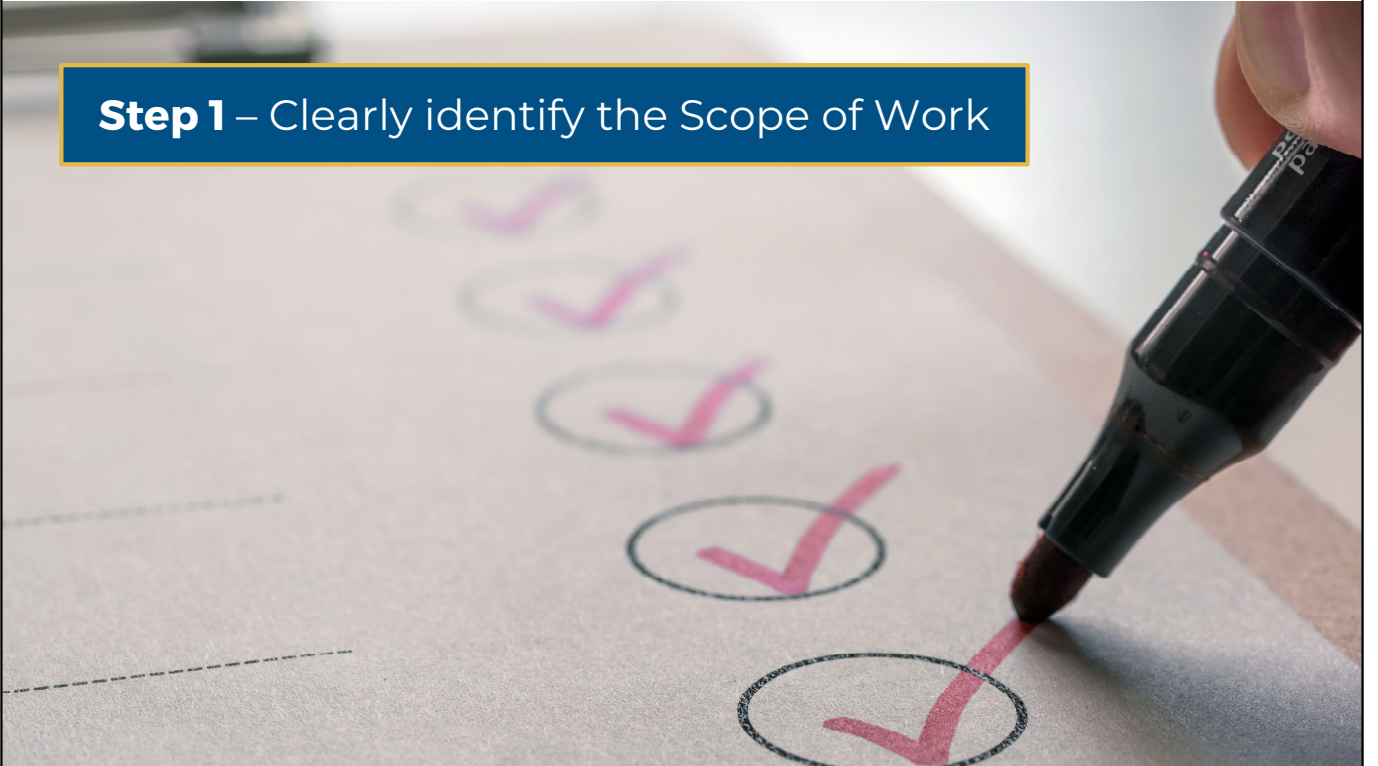


How can we minimize or avoid Scope Creep?

Four Steps to Reducing Scope Creep

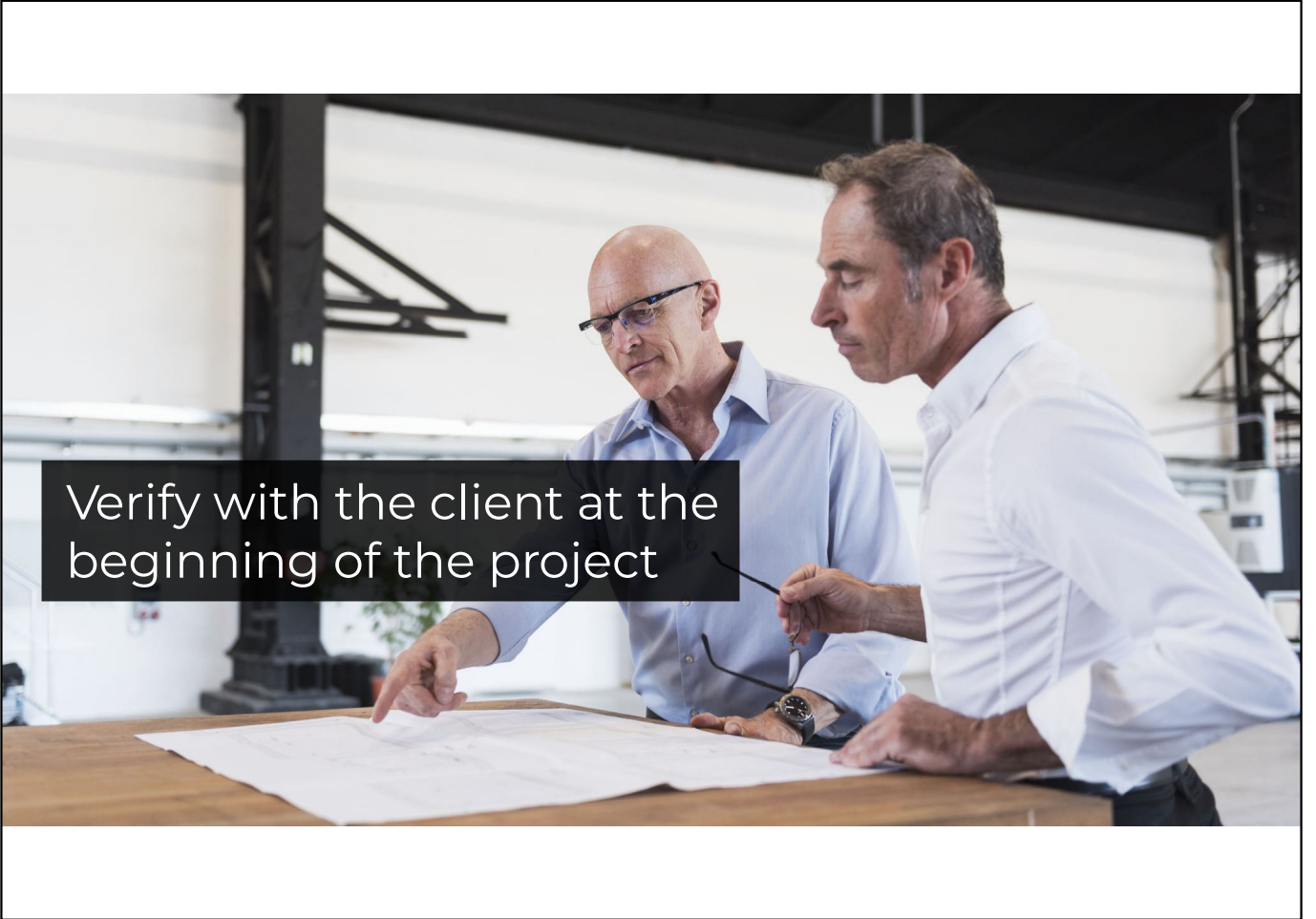


Step 1 – Clearly identify the Scope of Work



Scope:
The Fence Around Our Project





Confirming Project Understanding: **The 13 Questions**

1

History,
background -
Why?

2

What is
the final
deliverable?

3

What is in
scope?
Out of scope?

4

Interim
deliverables?
Approvals?

Confirming Project Understanding: The 13 Questions

5

Acceptance
criteria?

6

Sub-
consultants?
Stakeholders?

7

Timeline?
Flexibility?

8

Inter-
dependencies?

9

Budget?
Flexibility?
Other funding
resources?

Confirming Project Understanding: The 13 Questions

10

Known
obstacles?
How to help?

11

Risk of NOT
doing the
project?

12

Constraints?

13

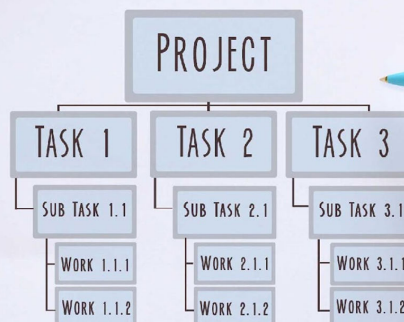
What keeps
you up at
night?

**Overwhelmed?
Break It Down!**



Task List
aka Work Breakdown
Structure (WBS)

WORK BREAKDOWN STRUCTURE

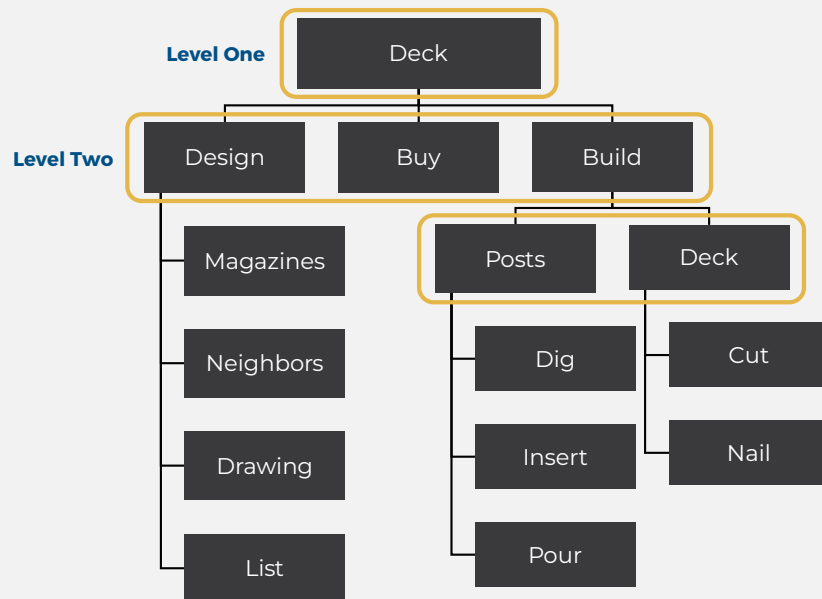


List Format

Deck

1. Design
 - a. Magazines
 - b. Neighbors
 - c. Drawing
 - d. List
2. Buy
3. Build
 - a. Posts
 - i. Dig
 - ii. Insert
 - iii. Pour
 - b. Deck
 - i. Cut
 - ii. Nail

Graphic Format

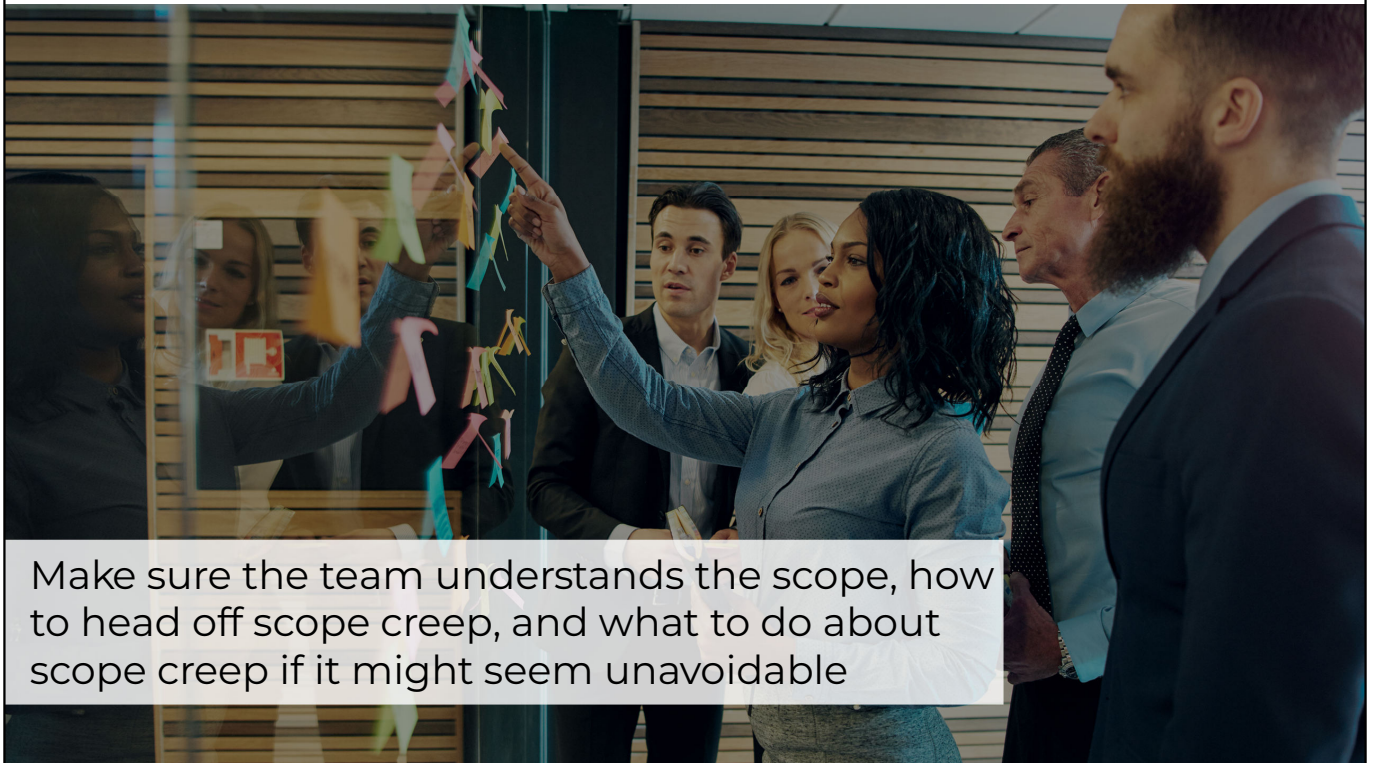


Step 2 – Communicate the Scope of Work to the Project Team

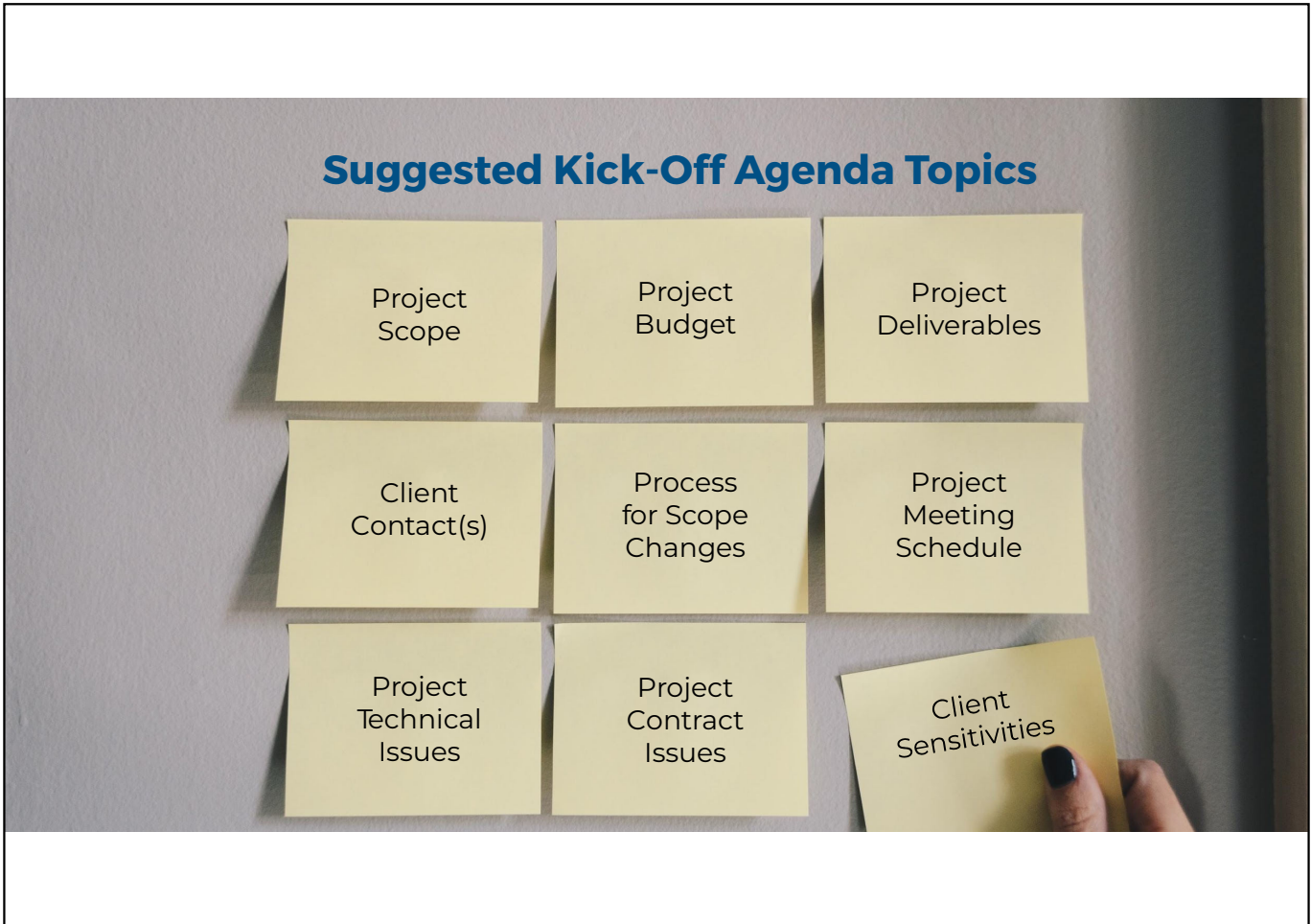
Use a common project platform where team members can see the allocations for the project



Deltek



Make sure the team understands the scope, how to head off scope creep, and what to do about scope creep if it might seem unavoidable



Example Kick-off Meeting Agenda

CALL-IN NUMBER IF YOU CANNOT ATTEND IN PERSON: _____ [Date]
_____ [Time]
_____ [Location]

Client: _____ Project Number: _____

Project Manager: _____ Note taker: _____

Timekeeper: _____

Attendees: _____

Please read: _____

Please bring: _____

□ AGENDA ITEMS

Topic	Presenter	Time allotted
-------	-----------	---------------

Project scope and proposal		
Project budget; hours budgeted for each team member		
Project deliverables; schedule for completion		
Client contact(s); procedures for communicating with client		
Process for identifying and analyzing scope changes		
Project meeting schedule		
Project technical issues		
Project contract issues (e.g., allowable charges)		
Client sensitivities		
Project quality assurance procedures		
Confidentiality requirements		
Interfacing with prime		
Interfacing with subcontractors (if applicable)		
Health and safety plan and procedures		
Action items		
Date of next meeting		

Kick-off Meeting Agenda Template Example



Step 3 – Create a Regular Scope
of Work Review Action Item

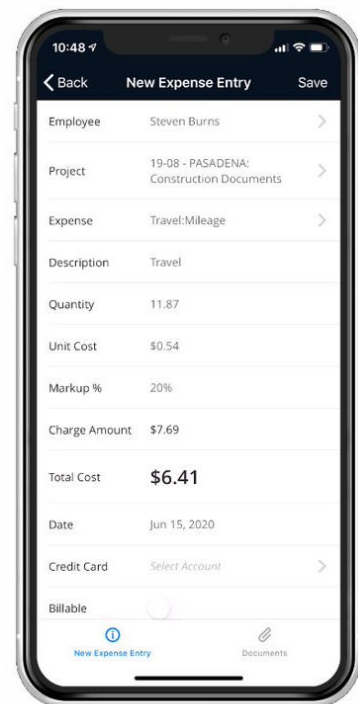
Develop a Bar (Gantt) Chart...

The Best Darn Project

Project Schedule

Description	Duration	Start	Finish	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Gather Field Data	10 days	2/12/23	2/25/23	█							
Preliminary Design	45 days	2/26/23	4/28/23	█	█	█					
Preliminary Cost Estimate	5 days	4/29/23	5/5/23				█				
QA/QC Review	6 days	5/6/23	5/13/23				█				
Client Review	10 days	5/14/23	5/27/23				█				
Final Design	30 days	5/28/23	7/8/23				█	█	█		
Specifications	30 days	5/28/23	7/8/23				█	█	█		
Final Cost Estimate	6 days	7/9/23	7/16/23						█		
QA/QC Review	6 days	7/19/23	7/26/23						█		
Client Review	10 days	7/27/23	8/9/23						█		
State Submittal	1 day	8/10/23	8/10/23						█	█	
Bidding	30 days	8/11/23	9/21/23							█	█
Project Management	159 days	2/12/23	9/21/23	█	█	█	█	█	█	█	█
Project Meetings	159 days	2/12/23	9/21/23	█	█	█	█	█	█	█	█

Keep tabs on ch



Engage the client throughout the project

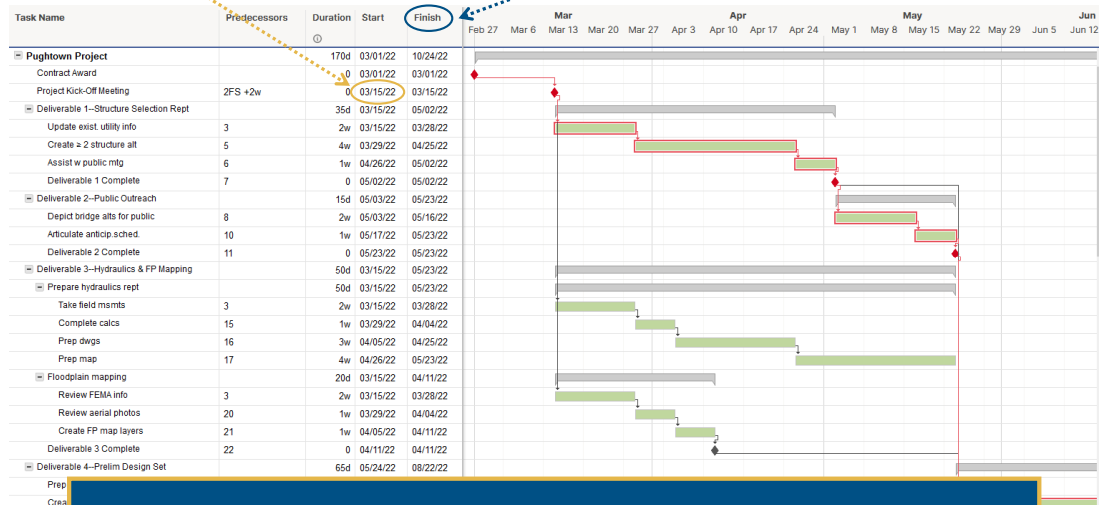


Review the following:

- Project overview
- Milestones and deliverables
- Scope and technical details
- Schedule and timeline

Set Start Date ONLY!
(1st task below summary task)

Do Not Touch!
Hide Finish Column!



Step 4 – Leverage Technology to Increase Visibility and Streamline Workflows

Record time correctly

- Do them daily
- Be honest and accurate
- Descriptions - generally describes what you did



Be cognizant that a client may see what you write someday

Summary

- Discussed the need to ensure the project scope is clearly communicated to all team members.
- Addressed the importance of identifying scope creep as early as possible.
- Highlighted the creation of a work breakdown structure to ensure work stays within scope.
- Emphasized running an effective kickoff meeting to minimize scope creep.



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