A blurred green landscape seen from a train window, with the train's interior structure visible on the right side.

# Project Controls : Are we really managing performance in more turbulent times?

Marco Frisenda





# What Is Project Performance

The overall measurement of whether a project has met objectives and requirements of scope, cost, and schedule. A periodic measurement during the monitoring and controlling phases of a project performed to observe project execution and identify variances

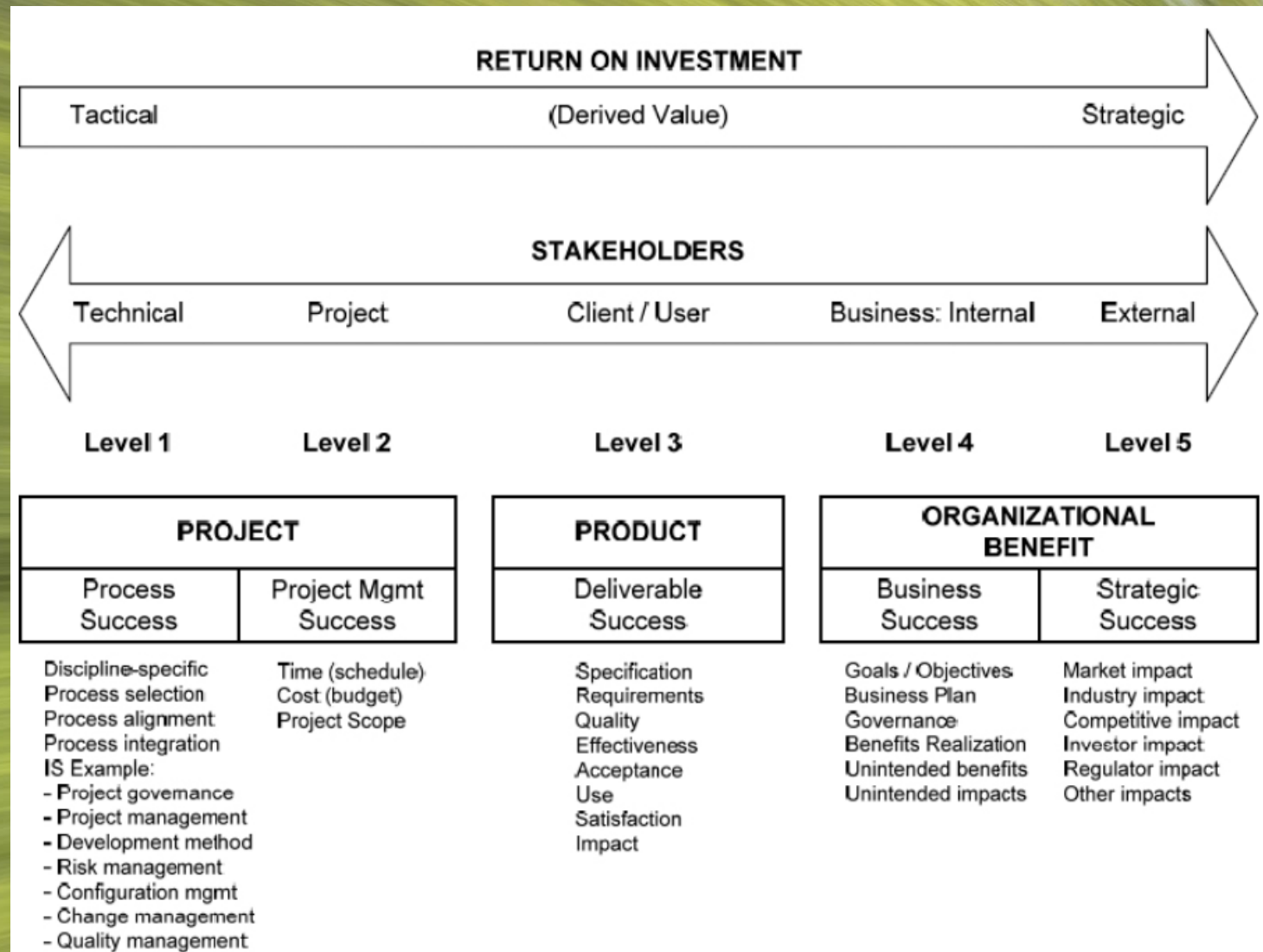
Achievement of Timescales, Costs, Quality, Scope, Benefits, and Risk

But

- ✓ For your team, time, cost, scope and the quality of work is important.
- ✓ For your senior management, a project's capacity to contribute to the company's overall strategy is important
- ✓ For your client, meeting their commitments with their external parties and customers is important



# So..... Project Performance can be looked at different levels with different outcomes





# Are we delivering projects in more turbulent times?



- Complexity
- Political environment
- Markets uncertainties
- Scope Uncertainty

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# Key for Project Control to be able to manage project performance

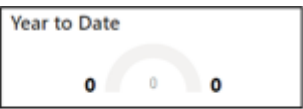
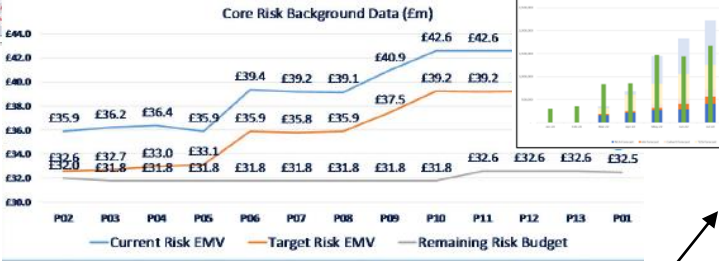
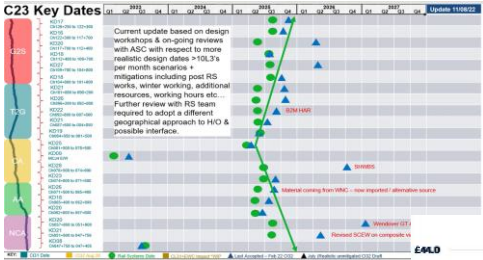
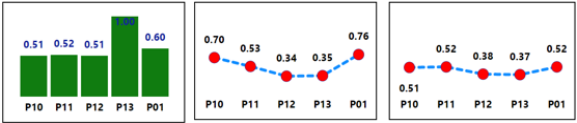
➤ Data Integration and alignment

➤ Processes

✓ Communication

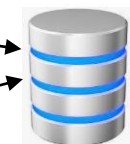


# Data Integration and alignment (1)



Contractors

Partners



Planning



Risk



Cost



Finance

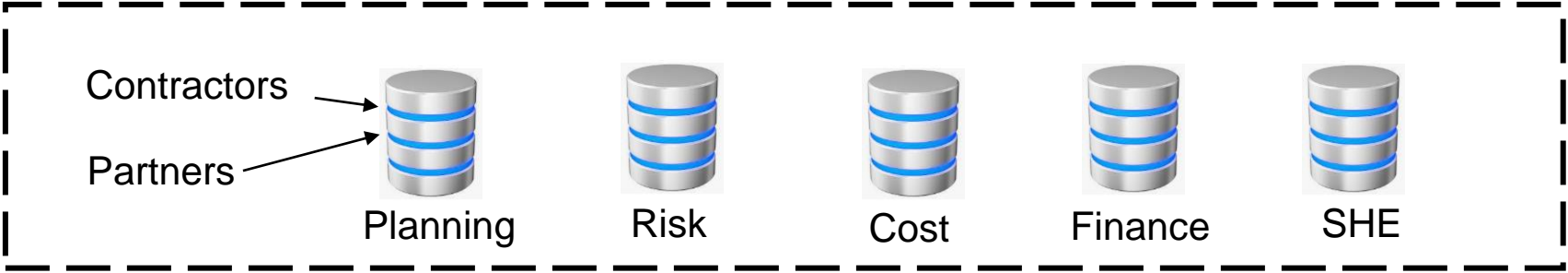
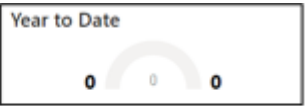
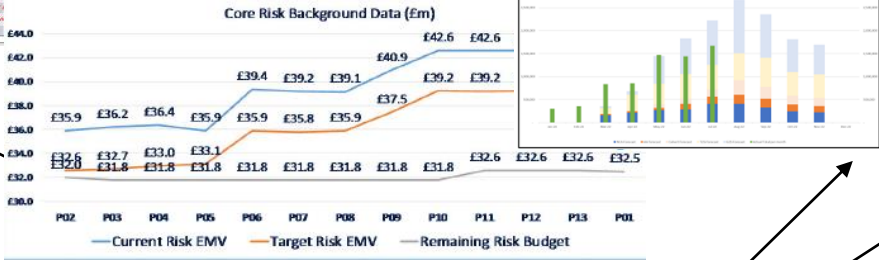
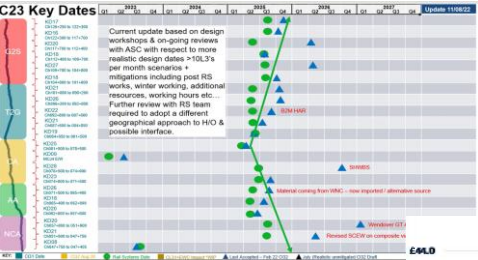
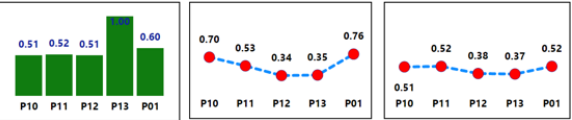


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# Data Integration and alignment (2)



## Processes

- ❖ Common datasets periods (Cut offs)
- ❖ Process flows (who does what, when and how)
- ❖ Cost managing (loaded Schedules, outside tools.....excel??)

## Communication and people

- ❖ Where can the performance management dashboards and KPI located
- ❖ Within the team and outside





**Managing performance in turbulent times or in very quiet times is not  
different from a project control point of view  
BUT  
With a shift in focus**

