

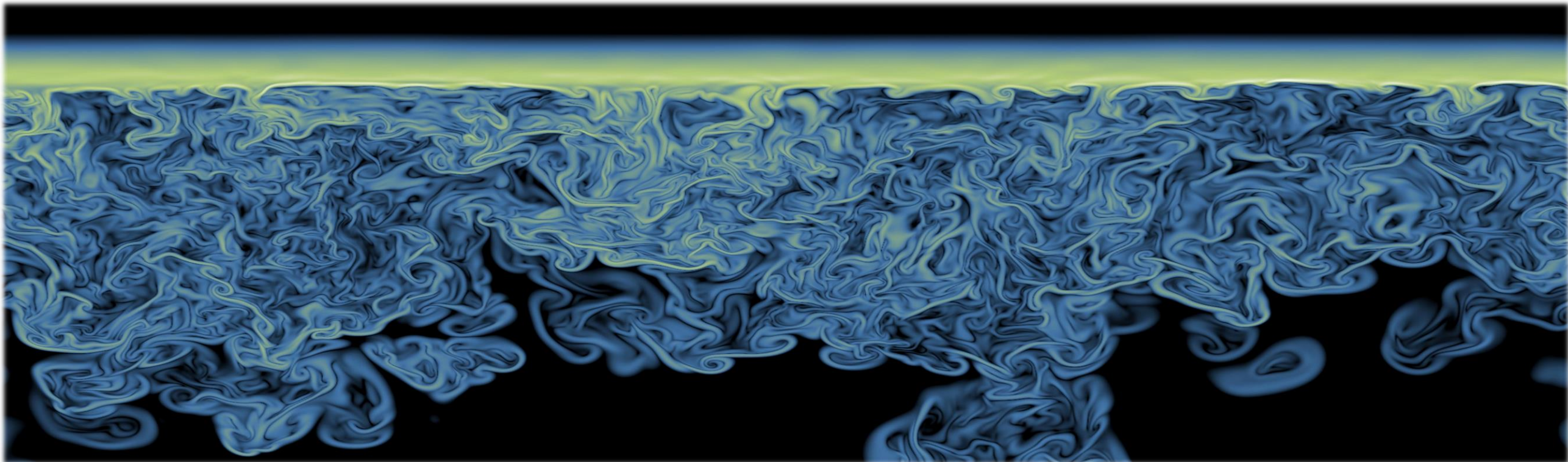
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Performing in Turbulent Times

Brief outline

- ❖ Introduction
- ❖ Setting the scene and provoking thought
- ❖ Dealing with turbulence and resulting complexity
- ❖ Suggestions to help lead and manage through it
- ❖ Final thought



Introduction

- **40+ years in engineering, construction and major projects**
- **Chartered Engineer & Certificated PM – FIMechE, FAPM**
 - **Programme and Project Experience**
 - **Heavy Engineering & Power, Oil & Gas, Pharmaceuticals, Defence**
 - **Infrastructure (Airports, Rail, Water)**
 - **Worked for contractor, consultant and client organisations**

“Soap Box”

- **All programmes and projects are unique – the way to manage them, however, isn’t**
- **Passionate about promoting the fundamentals of effective Project Mangt. & Controls**
- **Feel PM&C has become too compartmentalised , poorly integrated and resource hungry**
- **Relentless drive for unnecessary detail feeds a culture of greater detail = greater control**
- **Early obsession with pin point accuracy for budgets and completion dates is misguided**
it just obscures a focus on desired outcomes and what success really is

Thought Provoker

1982

- Mainframe computing – no PC's
- Negligible IT/No internet
- No remote working
- Numerous meetings culture
- Command & Control the norm.
- PM by “legends”
- APM was just an idea
- Risk Mangt. non existent
- Oil/Defence/NASA & PERT
- Oil was king
- Nuclear a dirty word
- Climate change unheard of
- Social unrest in UK
- High unemployment
- High inflation
- Thatcherism politics
- Change slow, but accelerating

2022

- Ubiquitous devices personal/corporate
- IT everywhere – world totally dependent
- Significant remote working/flexibility
- meetings culture, still prevalent
- Command & Control not now the norm.
- PM by trained, aware professionals
- APM now Chartered Body
- Risk Mangt. – central to PM
- Wide uptake of professional PM
- Energy now a crucial issue
- Nuclear power – inevitable
- Climate change/sustainability
- Gap between haves/have nots wider
- High employment – lack of resources
- Inflation climbing – huge current issue
- Politics -- significant disillusionment
- Change rapid across most areas of life

The future

- Who knows?
- Cost/Time/Quality/Sustainability
- The world of work changing
- The world of travel changing?
- Aging population & health care
- Values are changing
- Pandemics, WW III – hope not!
- International vs local politics
- Climate change
- Population growth
- Resources – eg Water
- AI & machine learning *

According to Elon Musk – AI will overtake our total collective human intelligence by 2025

Turbulence

- Turbulent times are more than likely here to stay, that's not necessarily a bad thing
- Doing the same things and expecting a different result, is the definition of insanity
- A greater focus on desired outcomes will be more important than traditional “iron triangle” thinking
- Bold and decisive leadership at all levels will be more crucial than ever



Complexity

- Complexity will overwhelm us if we are not careful – we must challenge where we can
- We are adept at implementing levels of bureaucracy and control that are just mind boggling
- We struggle with ambiguity --- leads to analysis paralysis and decision avoidance
- We are too often at the mercy of “stuff” which is overly complex and just too sophisticated
- Listen to what Mark Wild will probably say later today how complexity impacted Crossrail

Dealing with it

No individual or organisation has all the answers, but projects must have:

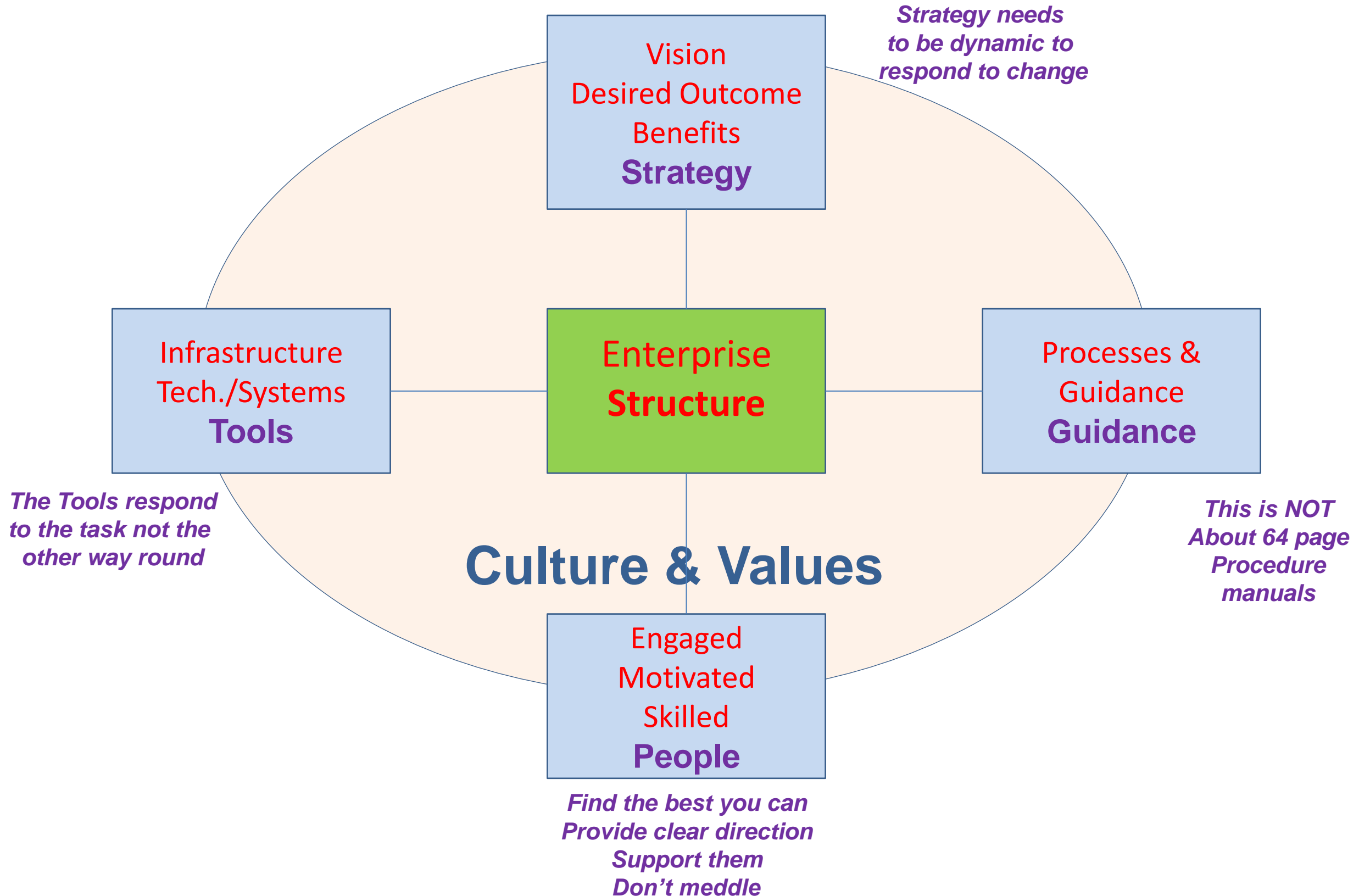
- ❖ The structure, strength, skills and resilience to survive inevitable twists and turns
- ❖ Be sufficiently vigilant and flexible to adapt to sudden change and grasp opportunities
- ❖ Have crystal clear, dynamic and flexible strategies to achieve desired outcomes
- ❖ Ensure all the players have a clear understanding of why they are here and their role
- ❖ Keep everything is as simple as it can be wherever possible – keep asking WHY?

My recommendation would be to not lose sight of the following 4 things:

- ❖ **1 - The Organisational Effectiveness Model**
- ❖ **2 - The Enterprise Structure**
- ❖ **3 - Your overall Strategy or Strategies**
- ❖ **4 - The Fundamentals and keeping things simple**

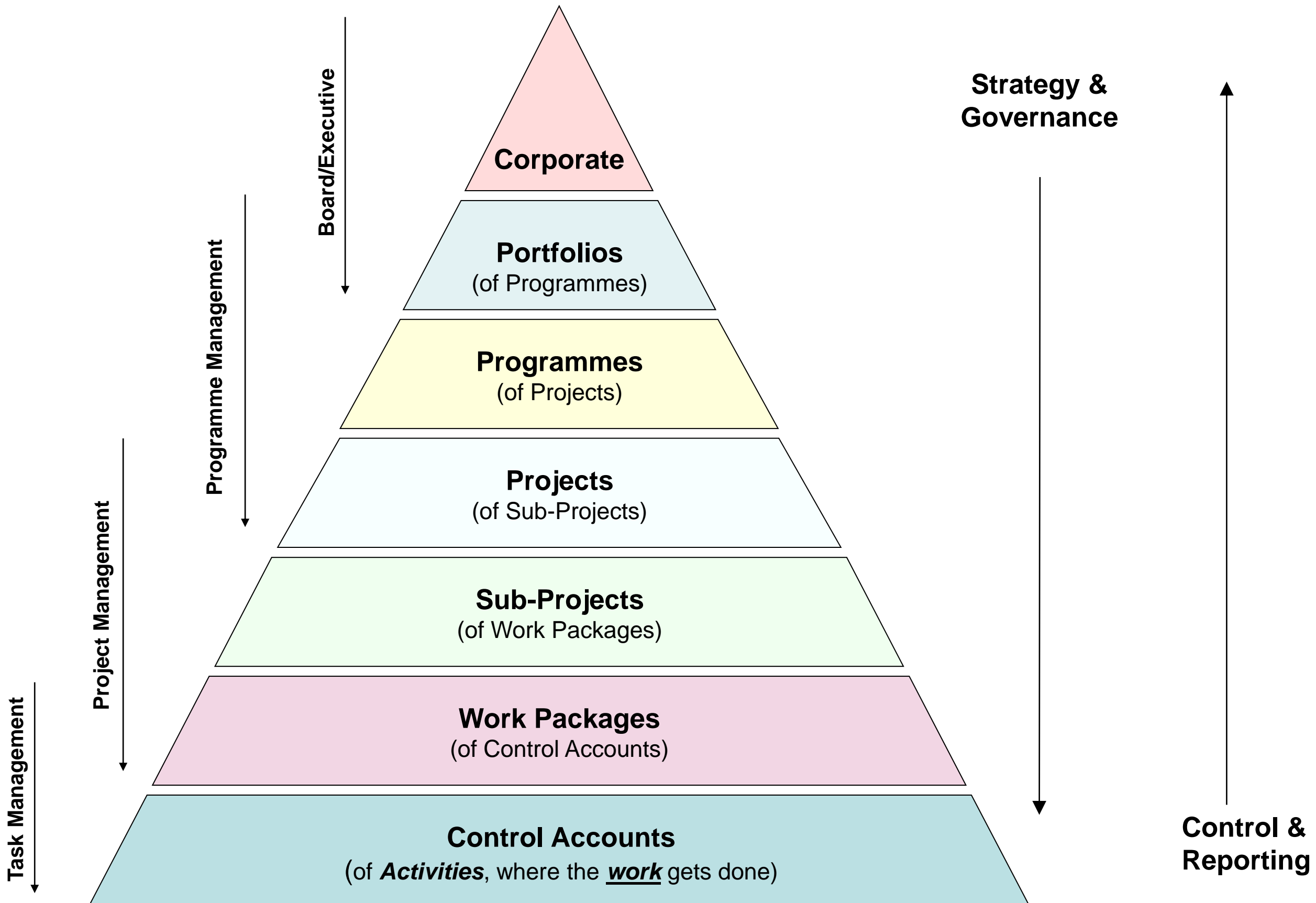


1 --- Organisational Effectiveness Model



2 --- The Enterprise Structure

The 7 Levels of Strategy, Governance & Control



3 - Strategy

The challenge --- what is your **STRATEGY** or strategies to manage a way through all this

If you can't describe your strategy in a few minutes, simply and in plain English
you haven't got one!

Oxford English Definition of Strategy:

A plan for achieving success in situations such as war, politics, business, industry, or sport, -- the skill of planning for such situations:



Simply put – what is it you will do or not do to meet the desired outcomes of the endeavour.

Good practice:

- *Involve many in the thinking*
- *Keep it flexible and relevant*
- *Communicate as widely as possible*
- *Constantly test against desired outcomes*
- *Keep it as simple as possible, 3 to 4 strategic themes*
- *There isn't a one size fits all – its as unique as the project*

4 --- The Fundamentals ----- Effective Programme & Project Controls –



To Recap

- ❖ 1 -- Use the **Organisational Effectiveness Model** as a guide
- ❖ 2 -- Design, Implement and lead on **The Enterprise Structure**
- ❖ 3 -- Develop and maintain a succinct overall **Strategy/Strategies**
- ❖ 4 -- Focus on the **Fundamentals** and keep it straightforward

Its all a bit like SATNAV

- There is a goal or **destination**
 - A location with co-ordinates, the duration and arrival time
- There is a **strategy**
 - shortest or quickest route, adhering to speed limits
 - avoid motorways or toll roads
 - View map North up or view in 3D
- A **Plan** is developed and communicated
 - Traffic bottlenecks are shown
 - Risks are analysed and presented and alternative routes displayed
- **Progress** and position are displayed all the time
 - Succinctly, only the information needed
 - NOT a hundred metrics or inch thick reports
- **Recovery** options are presented
 - If you take a wrong turn
 - Arrival time is constantly updated if progress is ahead or behind plan
- **Success** is clearly stated “ you have arrived at your destination”

So what's the difference between SATNAV and a programme or project ?

A satnav **ALWAYS** knows **EXACTLY** where you are along the journey -- most projects **DON'T**.
Unless they are doing effective EVM, and to quote Mr Steve Wake:

“ Doing EVM properly is doing PM properly” – think about it!



***Thankyou
for
Listening***