



A call to arms: Raising the bar for Project Controls!

Simon Taylor & Carolyn Browning

Who are we.

A call to arms: Raising the bar for Project Controls!



Carolyn Browning

Managing Director, Browning Consultancy
Director & Company Secretary – ACostE



Simon Taylor

Co-Founder & Executive
Director, th3rdcurve

A call to Arms.



“Every year, approximately \$48 trillion are invested in projects. Yet according to the Standish Group, only 35% of projects are considered successful.

The wasted resources and unrealized benefits of the other 65% are mind-blowing”.

Harvard Business Review

Holy Cow



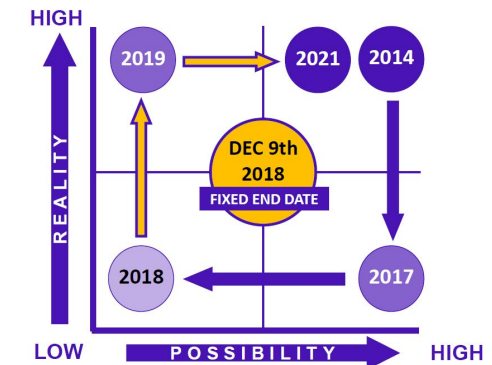
EVA 27: Mark Wild.

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“Crossrail was the greatest programme in the world, until it wasn’t....” Tony Meggs



Perspective 1: Risk and Uncertainty



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WHAT WENT WRONG?



Schedule Was Over-compressed



System Integration Complexity Was Under-Estimated



Opening-Date Fixation

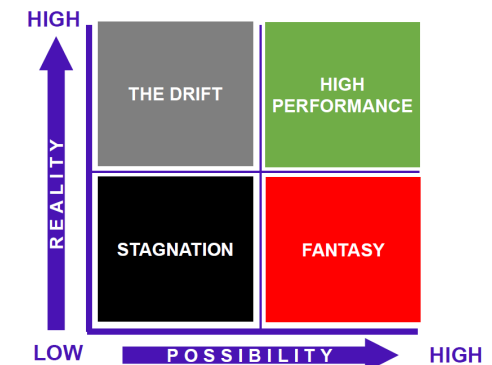


Extent of Work Remaining to Complete Railway Under-estimated



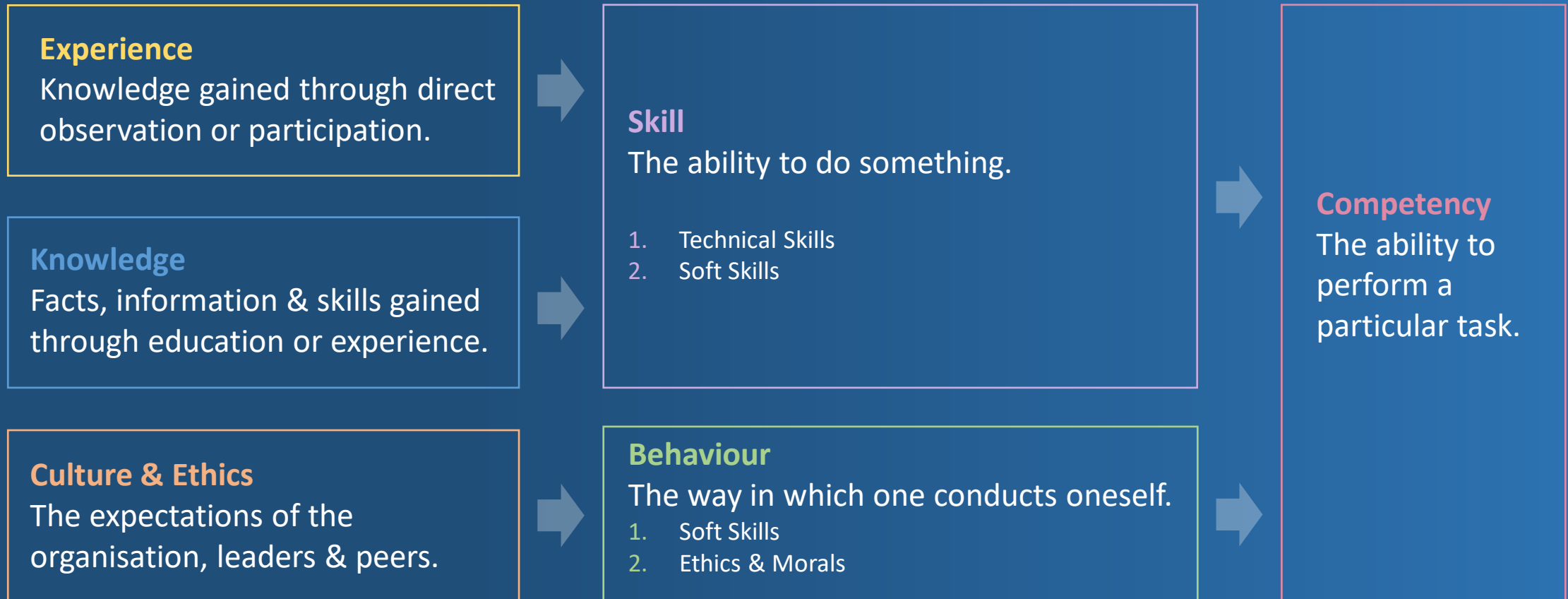
The Actual Work Done Overstated

Perspective 1: Risk and Uncertainty



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Developing Competence



Macro-Trends: The Challenge Ahead.



Macro-trends.

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World Economic Forum Future of Jobs Survey 2023

Key business transformation trends

- Adopting new technologies
- Ensuring digital access
- Environmental, Social and Governance Standards (ESG)
- Green transition

All set amid;

- Slower economic growth
- Rising cost of living

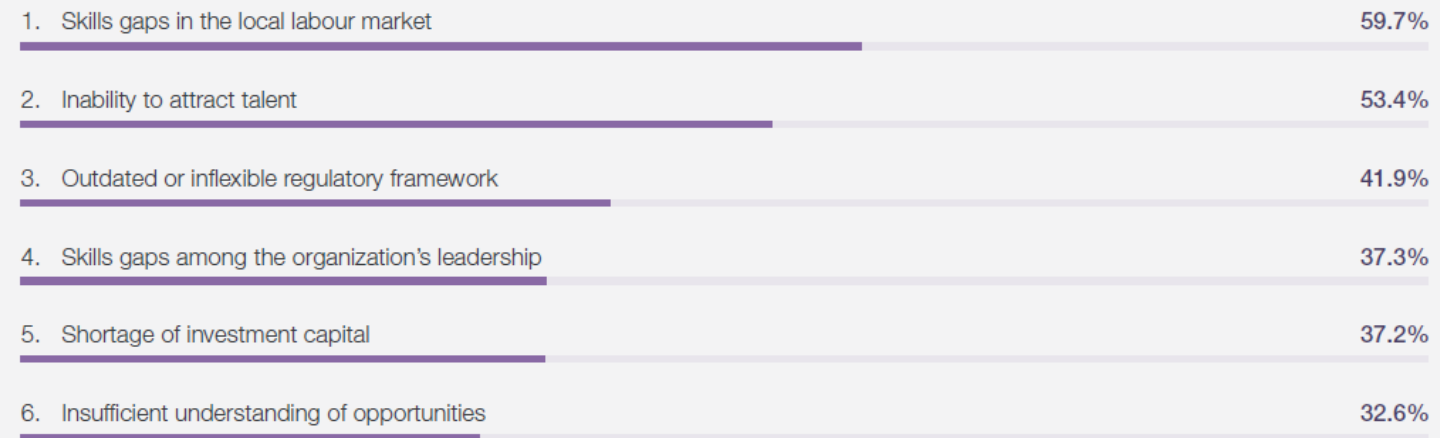


Barriers to Business Transformation

FIGURE 5.1

Barriers to business transformation, 2023-2027

Share of organizations surveyed expecting these factors will limit the transformation of their business



Source

World Economic Forum, Future of Jobs Survey 2023.

Skill gaps in teams and leadership.

Outdated regulatory, governance and assurance frameworks.

But AI is going to fix
all this right!?






Robots will tell us
what to do?



Top 10 skills of 2023

- | | |
|---|---|
| 1.  Analytical thinking | 6.  Technological literacy |
| 2.  Creative thinking | 7.  Dependability and attention to detail |
| 3.  Resilience, flexibility and agility | 8.  Empathy and active listening |
| 4.  Motivation and self-awareness | 9.  Leadership and social influence |
| 5.  Curiosity and lifelong learning | 10.  Quality control |

Type of skill

 Cognitive skills  Self-efficacy  Management skills  Technology skills  Working with others

Source

World Economic Forum, Future of Jobs Report 2023.

Note

The skills judged to be of greatest importance to workers at the time of the survey

The Challenge.

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Organisations and projects need to transform;

- Technology
- Environmental, Social and Governance Standards

Blocked By Skill Gaps;

- Cognitive and core skills
- Outdated regulatory and governance frameworks
- Technological Competence

Historically, high incentivisation on;

- Results and metrics
- No bad news
- Process and bureaucracy



Failing to address

The Future and Opportunities Ahead.





Opportunities.

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Behaviours;

Empathy, Creativity, Transparency, Embrace change, Care & Share

Collaboration;

Focusing on the core reasons for the project and adding value continuously

Data;

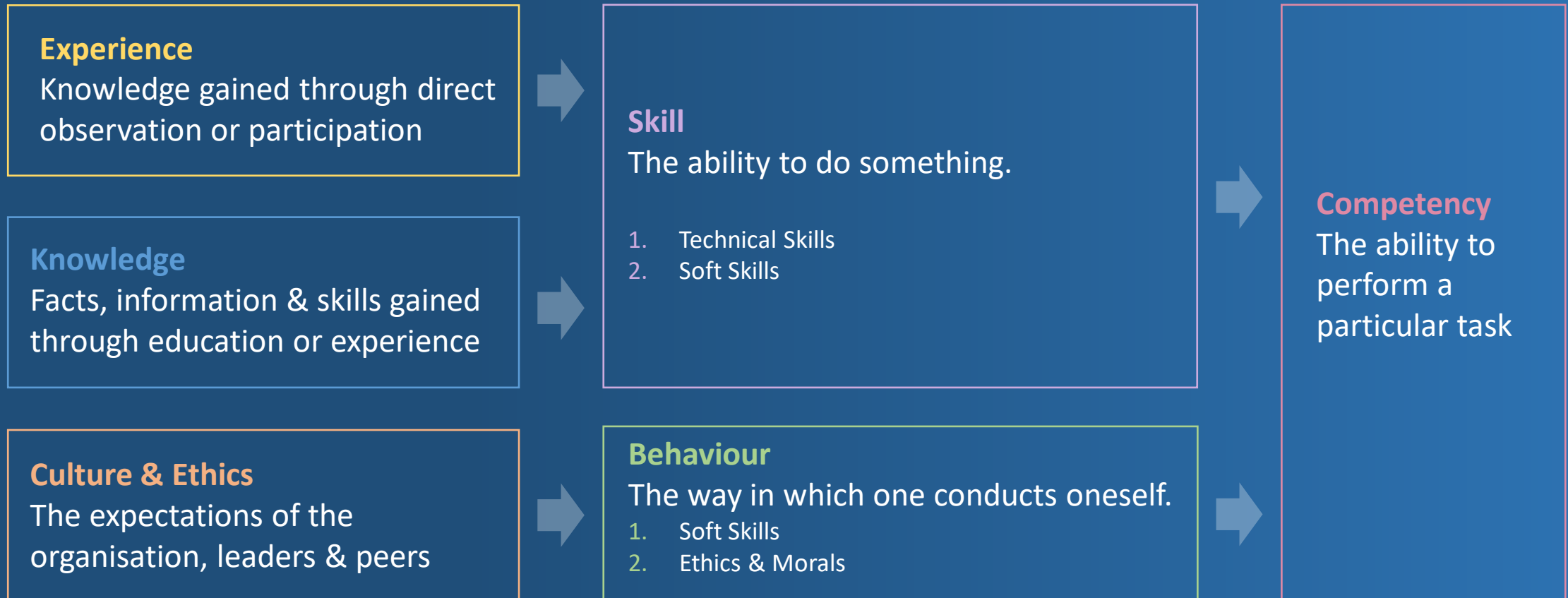
Becoming more accessible and usable, providing information for insight and decision making

Gap between
strategy and
execution...

How do I
actually
do this?



Developing Competence



What do we need to drive decision excellence...?

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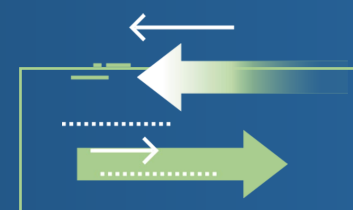
Systems



**Data & Data
Structure**



The Team



Process



Training



**Client &
Suppliers**

What are the key enablers for insight?

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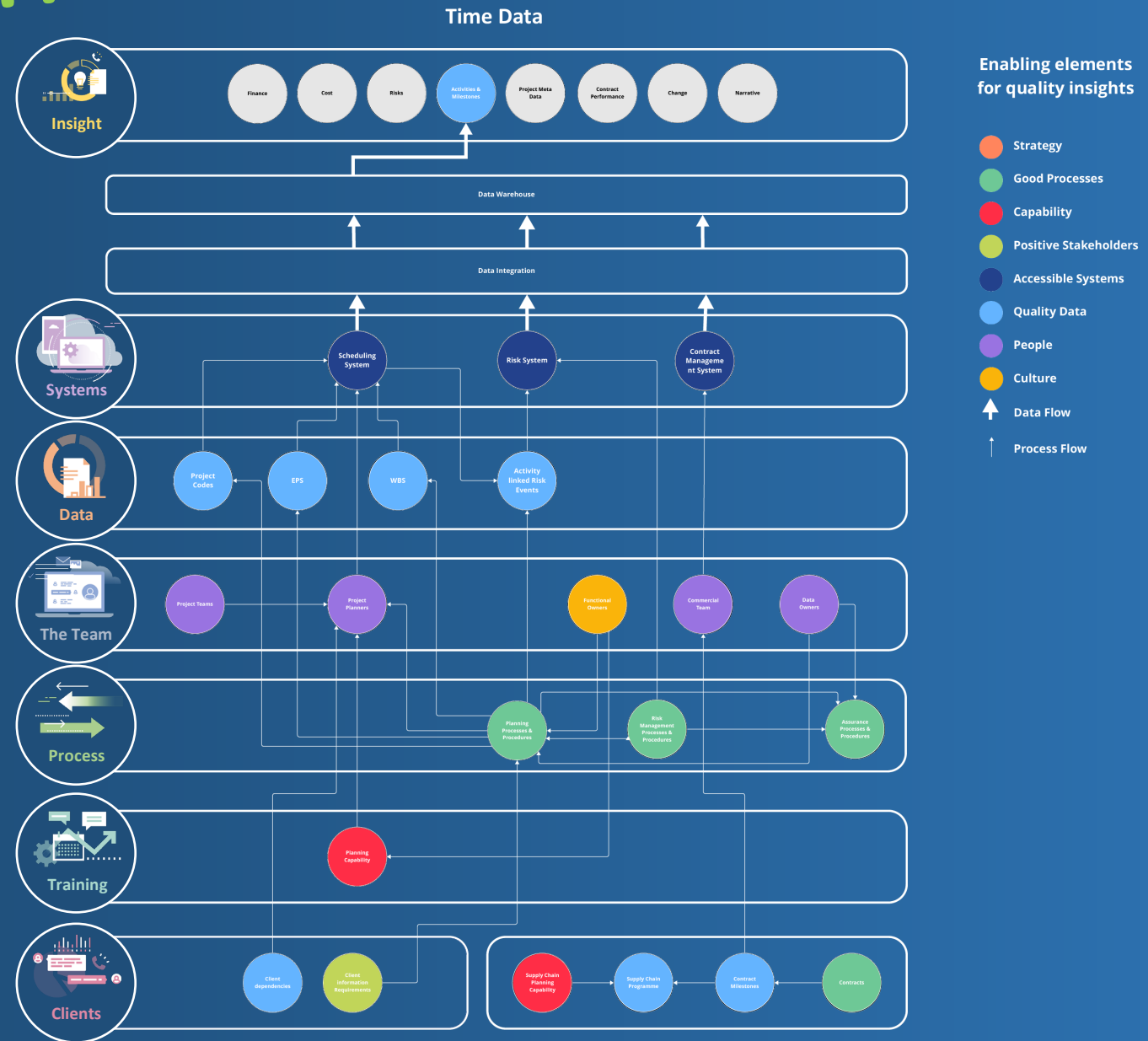
STRATEGY	◆	Aligned with the reasons behind the project and key drivers
GOOD PRACTICE	◆	Follow good quality, relevant processes that deliver the right outputs
CAPABILITY	◆	Teams should have the right competencies to deliver excellence
POSITIVE STAKEHOLDERS	◆	Stakeholders should the project and feel part of the solution
ACCESSIBLE SYSTEMS	◆	Ability to access systems and data at all times and places
QUALITY DATA	◆	Trustworthy, high-quality data is required to make the best decisions
PEOPLE	◆	People, with the required competencies to deliver on challenges and realise the benefits
CULTURE	◆	A positive culture that promotes cohesion, positivity and professionalism. Leadership that tolerates hearing the truth

Time.?

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Insight data points we care about

- Critical path activities
- Performance baselines
- Interfaces (dependencies)
- Milestone progress (% complete)
- Key milestone performance
- Float erosion
- Forecast confidence
- Forecast accuracy
- Activity duration benchmarks
- Schedule quality indicator
- Time-phased risk events for active risk waterfall
- Commercial events
- Schedule Performance Index (SPI)



The Book...



Background Purpose of Book.?

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New Book that includes **updated content from PSMC book**

One of the best-selling books within APM currently



Working title 'Project Controls in 21st Century'

Collaborative partnership between APM and ACostE



Written by practitioners for practitioners

All levels of experience and not just for Project Controls



Simple English ~GCSE reading age

English as a Second Language



High level of visuals / avoid large slabs of text



Anonymised case studies to aid understanding and give context for application



Answering "Why do my projects still fail when I use Project Controls?"

Why was Crossrail not delivered in time and on budget when it had all the sophisticated PC tools?

Unique Multi Industry Peer Reviewed Publication

Experienced practitioners covering multiple industries

- Construction
- Defence
- Rail
- Aerospace
- Infrastructure
- Education
- Training Boards & Assessors
- Oil and Gas
- Nuclear
- Energy & Renewables
- Pharmaceuticals

Multiple perspectives (Client, delivery, consultant, trainer)

Forthcoming ISO standard complaint

How will you
ensure Success?

Be part of the change

