



Bridging the Knowing – Doing Gap
with the Controls to Take Back Control

SPEAKERS & PRESENTATIONS

Thursday, May 11th 2023 | Armourers' Hall, Moorgate, London

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Eddie Obeng

Learning Director | Pentacle The Virtual Business School
Professor | Entrepreneurship and Innovation | Henley
Business School Sense Maker | People Engagement Tool
(PET) Builder | Author | World-Class Educational &
Motivation Speaker

🕒 9:35am

All Change, a second look at first conclusions and practices

In an engaging and interactive session, Eddie will take the participants on a counter-intuitive journey. He will highlight common, accepted ideas and best practice and show why those ideas have been made obsolete in our new uncertain world.

Eddie will cover people, change, projects and how to make them perfect, and finally the challenge of transformation.

Participants will leave saying “That was a fresh perspective!” and “I enjoyed that” and capable to better tackle all change they face.



Carolyn Browning

Managing Director, Browning Consultancy

& Simon Taylor

Co-Founder of th3rdcurve

🕒 10:00am

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

“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)

And yet, Project Controls practitioners have a wealth of tools in our toolbox to provide robust controls, governance, and assurance – so what is going wrong and why are we not making progress on this alarming failure and wastage rate?

In this talk, Carolyn and Simon will reflect on the trends and themes in Project Controls and how we as a profession need to refocus and raise our standards to further our profession and the success of our projects.

Carolyn Browning has nearly 20 years of experience in Project Planning and Controls spanning the Defence, Rail, Nuclear and Infrastructure sectors.

Founder of Browning Consultancy, her business helps clients use Project Controls as a business improvement and change lever within organisational change programmes and improvement initiatives. Through her organisation, she also provides training, coaching, and mentoring, firmly believing that investment in our young professionals and giving back to the profession is paramount in raising the standards of Projects and Project Controls.

Simon's career in construction started in the early 2000s managing infrastructure projects on the London Underground network. Rising through the ranks, he soon took on planning, planning manager and head of planning positions delivering some of LU's most complex programmes, notably the Victoria line upgrade.

He was heavily involved in planning and controls career development, including direct responsibility for the Transport for London planning apprenticeship. In 2015 Simon joined High Speed Two as Head of Programme Planning where he was responsible for planning and planning capability on one of the largest infrastructure programmes in Europe.

He is now a co-founder of th3rdcurve Ltd, former board member for the Association for Project Management, and a published researcher and author on project management theory and practice.





Joseph Lee

Regional Practice Leader for Project, Programme
and Commercial Management, Mott MacDonald

🕒 10:30am

Stay in control by starting in control!

Does a project lose control or was it never in control to begin with? This presentation explores this concept and identifies some reasons why control might be an illusion or might not be?

Joseph is a Fellow Member of the Association for Project Management and a highly respected and experienced programme and project director. He has a wealth of experience within project and programme management, having led major projects and programmes, such as Kew Capital Development Programme and BT 21CN Property & Infrastructure (P&I) Programme, and has significant experience of major relocation projects.

His breadth of experience also includes offices, infrastructure, high containment facilities and managing an IT R&D project for the BBC. He is an award-winning project manager who prides himself on being a reflective practitioner; since completing his MSc in Major Programme Management he continues to research dynamic capabilities within project and programmes and the importance of cognitive diversity and psychological factors on programme performance.

He has contributed to professional development through being London Branch Chairman for the APM for three years (2003–2006) and co-chaired the annual APM / RICS Leadership Conference for two years (2015 and 2016).





Maddy Sears

P3M Consultant, Costain

🕒 11:30am

Making the change stick – don't be too WEIRD

Maddy's presentation reflects on the impact of culture and society and the way people think. She addresses why we should reflect critically on theories and models, and poses some thought-provoking things to consider around behaviour and cognition when trying to enact business change.





Jemma Dunne

Senior Audit Manager (VFM), National Audit Office

🕒 12:00pm

Lessons Learned: Resetting Major Programmes

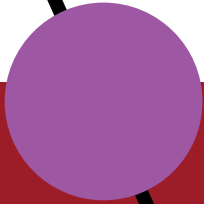
In this presentation, Jemma Dunne will be sharing insights from the National Audit Office's recent work on Lessons learned: Resetting major programmes.

This report uses the National Audit Office's experience of auditing programmes to draw together insights to help decision-makers determine whether they should reset a programme and how to increase the chances of a reset succeeding. The report identified eight key insights and, for each, provided those involved, especially senior decision-makers, with examples and questions to ask.

Jemma is a Senior Audit Manager at the National Audit Office, working in the Major Project Delivery insights team. In this role, Jemma has delivered value for money reports across areas such as health, defence and Defra, including those on government programmes.



National Audit Office



Iain Milne

P3M Team Leader, MoD DE&S

& Frank Mortimer

P3M Requirements Lead, MoD DE&S

🕒 12:30pm

Stability and Structure gained from an EVM Implementation

Iain Milne is P3M Team Leader within Ministry of Defence (MoD), Defence Equipment and Support (DE&S), and is a Project Director with over 20 years' experience in the defence sector. This includes having undertaken key delivery roles on some of the UK's most strategically important defence programmes such as Queen Elizabeth Class (QEC) Aircraft Carriers and Marshall programme replacing UK military Air Traffic Management.

At the heart of this has been a drive to manage successful programmes informed by rich project data, intelligent metrics and insightful management information. Whilst very much a 'PM' at heart, Iain's experience spans technical, digital and supply chain roles, allowing him to understand the complex technical, commercial, financial and stakeholder challenges of organisational transformation and major programme delivery.

A successful Oracle Primavera Unifier-based EVM implementation has been pivotal in transforming the procurement processes of DE&S and helping to drive a more digital way of working. In this presentation, Iain and Frank present a case study of the project and reflect on the benefits of stability and structure gained as a result.



Ministry
of Defence





Peder Berg

CEO Syrakus A.S. and former deputy director
Ministry of Finance Norway

& Paul Torgersen

Project Director for the Ministry of Justice

🕒 14:00pm

How to succeed with Design-to-cost. A challenging Norwegian case

The Norwegian Police have, for many years, needed a new National Police Response Center (NPRC) to keep up with the changing security situation in society. This is the story of how this remarkably successful project was delivered.

Paul has had a long and illustrious career as a quality assurer for the Ministry of Finance from the outset of the Norwegian QA scheme in 2000. In 2016 he co-founded the Marstrand company, where he is a partner. Paul is currently working as the Project Director of the new airport at Bodø, Northern Norway (a £600 million project).



Prof. Ian Heptinstall

Associate Professor of Project Management

School of Chemical Engineering City of Birmingham University

🕒 14:45pm

Critical Chain – A variation on a theme or a significant difference?

Whilst the critical chain method has been around for more than 25 years, it is still seen as a niche method for scheduling. In this session Ian Heptinstall will share some of his research into how it has been used, by whom, and what they are saying about the impact it had on project delivery. He will give an overview of the critical chain method, and then share a range of case studies of organisations from different sectors that not only used the method but claimed it led to significant improvements in project delivery performance. He will give a short update on current work to incorporate critical chain into the more formal bodies of knowledge of the profession.

Ian Heptinstall is Associate Professor of Project Management, and lead tutor for the MSc in Industrial Project Management.

Before moving to academia in 2019, he spent 35 years in project management, procurement and supply chain management roles.

He has managed projects in the process industry as both project owner and a supplier. These ranged from portfolios of smaller upgrade projects on manufacturing sites, to larger investments in new manufacturing assets. Roles covered the full project lifecycle from initial opportunity investigation and option generation, through to commissioning and transition to ongoing operations. He led one of the first collaboratively-contracted 'project alliance' projects in the chemicals industry, in the 1990s.

More recently he was Supply Chain Director for a construction company in the UK, and after that he spent seven years working all over the world as a supply chain and procurement coach and trainer.

Ian specialises in capital and construction projects, with a particular interest in systems thinking and collaborative procurement.

He is a mechanical engineer by qualification, is a Fellow of the Chartered Institute of Procurement & Supply, and a member of the Association for Project Management's Contracts & Procurement specific interest group. He is author of *The Executive Guide to Breakthrough Project Management*.



Greg Lawton

Policy and International Engagement Director, Food and Land Use Coalition; Co-Director, WRI UK (World Resources Institute)

🕒 16:05pm

AI in Industry

Greg Lawton is an Astrophysicist who spent 7 years of his career in BAE Systems (UK). He managed large defence programmes (£100M+), advised the Board of Directors on International Strategy, and owned key relationships with the UK Government and MoD.



NODES & LINKS



Mark Robinson

Head of Widebody Business Performance. Airbus Toulouse

🕒 16:35pm

The Road to the Net Zero commitment to drive the future of sustainable Aviation.

Mark is a highly experienced Programme Manager of complex transnational Projects in the Aerospace and Defence Industry and graduated from the school of 'Pragmatic Programme Management'. He is a Fellow of the APM and also holds an MBA from Cranfield University

As Head of Business Performance and Digitalisation of the Airbus Widebody Aircraft family, he is a leading advocate in utilising Digital technologies and competencies in supporting Programme Management to drive transformational business change.

He lives and works in Toulouse, South West France and loves to eat the local speciality – Duck!

Mark will present the road to the Aviation industry Net-Zero 2050 carbon emission goals to drive the future of sustainable Aviation.

AIRBUS



Paul Lyalls

EVA Poet in Residence

& John Hegley

Performance Poet and Musician

🕒 15:30pm and 17:05pm

Promised You a Miracle – Optimism Bias: Parts 1 and 2

View things from a different angle with Paul Lyalls and John Hegley, here to present EVA28: the poetic, stand-up, singalong version.

Performing in two separate sessions, Paul and John will both be taking a sidelong look at the establishment and John Hegley will be closing the event with his key takeaways from the day in musical improvisation.

Paul Lyalls has been Poet in Residence for the Roald Dahl Museum, BBC2 / CBBC's 'Big Slam Poetry House', London 2012 Olympics, London Borough of Islington's Word Festival, 10 secondary schools, more than 20 primary schools, and now EVA28. His poetry is funny and moving and doesn't always rhyme.

John Hegley is a performance poet, comedian, musician and songwriter and a keen advocate of audience participation. His work ranges from emotional to surreal, is always inspiring and entertaining, and often unpredictable.

Thank You



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