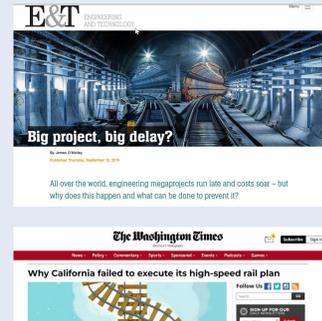
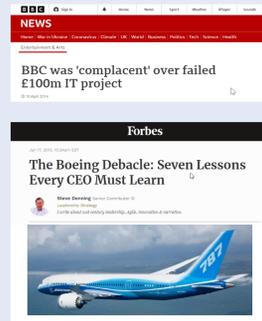




Why risk ruining a GREAT IDEA with POOR PROJECT MANAGEMENT?

OUR HYPOTHESIS

Changing how projects are planned, managed and executed will deliver more projects in less time, with the same – or less – resources.



Beware the IRON LAW OF MEGAPROJECTS

- “Over budget, over time, under benefits, over and over again.” (Flyvbjerg, 2017)

Has the absolute **performance of projects gone backwards** rather than advanced over the past century?

<p>Empire State Building 1931</p> <p>102 floors 381m 209,000 m²</p> <p>410 days to build \$350-600M to build \$2,000-3,000/m²</p> <p><small>Values are in \$ 2013</small></p>	<p>1 World Trade Centre 2013</p> <p>104 floors 415m 270,000 m²</p> <p>3112 days to build \$3900M to build \$14,000/m²</p>
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Projects are not easy to manage & intuition isn't working.

Why does this matter?

Delivery inefficiencies => **FEWER PROJECTS COMPLETED** THEY TAKE LONGER

We need **more money & resources** to achieve the change we desire

We complete fewer projects with our limited resources, and they take longer to become operational.

Are conventional project management methods the answer or the problem?

- How project work is procured
- How projects are planned
- How work is managed during execution
- How oversight and governance is implemented

Insights from Systems & Complexity Theory

How we manage **COMPLEX** situations should be very different to how we manage **COMPLICATED** situations

Many aspects of **projects are COMPLEX**. Our **common management methods are more suited to COMPLICATED** situations

Project Controls | Governance | Assurance | Contracting | Scheduling | Accountability | Blame

Existing approaches to managing and executing projects include significant waste, and cause more harm than good.

Critical Success Factors for Project Success



Managing work flow in execution is an under-appreciated improvement opportunity.

Emerging ideas for improved project flow

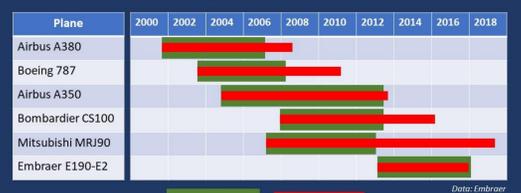
More ...	Less ...
Influence & Cultivate	Control & Change
React	Plan
Sense-Try-Learn-Adapt	Detailed plans
Focus & Finish	Meet Commitments
Stretch targets	Budget compliance
Facilitative leadership	Hold-to-account management

Example Maverick Projects



How long does it take to develop a new aircraft and bring it into service?

Industry experience suggests 7 years + Embraer planned for 5 years. And did it.



2007: Mazda had a problem. How to develop new 'greener' technology... without the resources of their competitors?



Changing how they planned and controlled their projects, allowed Mazda to **double their productivity and halve lead times** on their technology development projects.

In 2014 Mazda's chairman said this helped **save the company.**



POSTER AUTHORS:

Professor **John Dyson** & Associate Professor **Ian Heptinstall**, teach the Masters in Industrial Project Management at the University of Birmingham. They are both late-career academics who joined the university after careers in industry.

This programme is designed for working project professionals and fuses practical experience, research, and emerging ideas. It aims to develop students' abilities to think critically and strategically about project and project management.

To discuss any aspect of this poster please contact:

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