

# Turning **experience** into **knowledge** for *Project Controls*

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# Definitions

***Experience:*** the knowledge or skill acquired by a period of practical experience of something, especially that gained in a particular profession;

***Knowledge:*** Facts , information , and skills acquired through experience or education; the theoretical or practical understanding of a subject;

***Control:*** the power to influence or direct people's behaviour or the course of events.

# Management Problem

As a project manager, managing temporary organisations, I am continuously dealing with 'newness'...new places, new projects, new project stages, new organisations, new people, new tasks, new information...

...all in the flow of **time**...

...**transitioning**...

# Questions

**So the questions become:**

Who's knowledge and experience do you need?

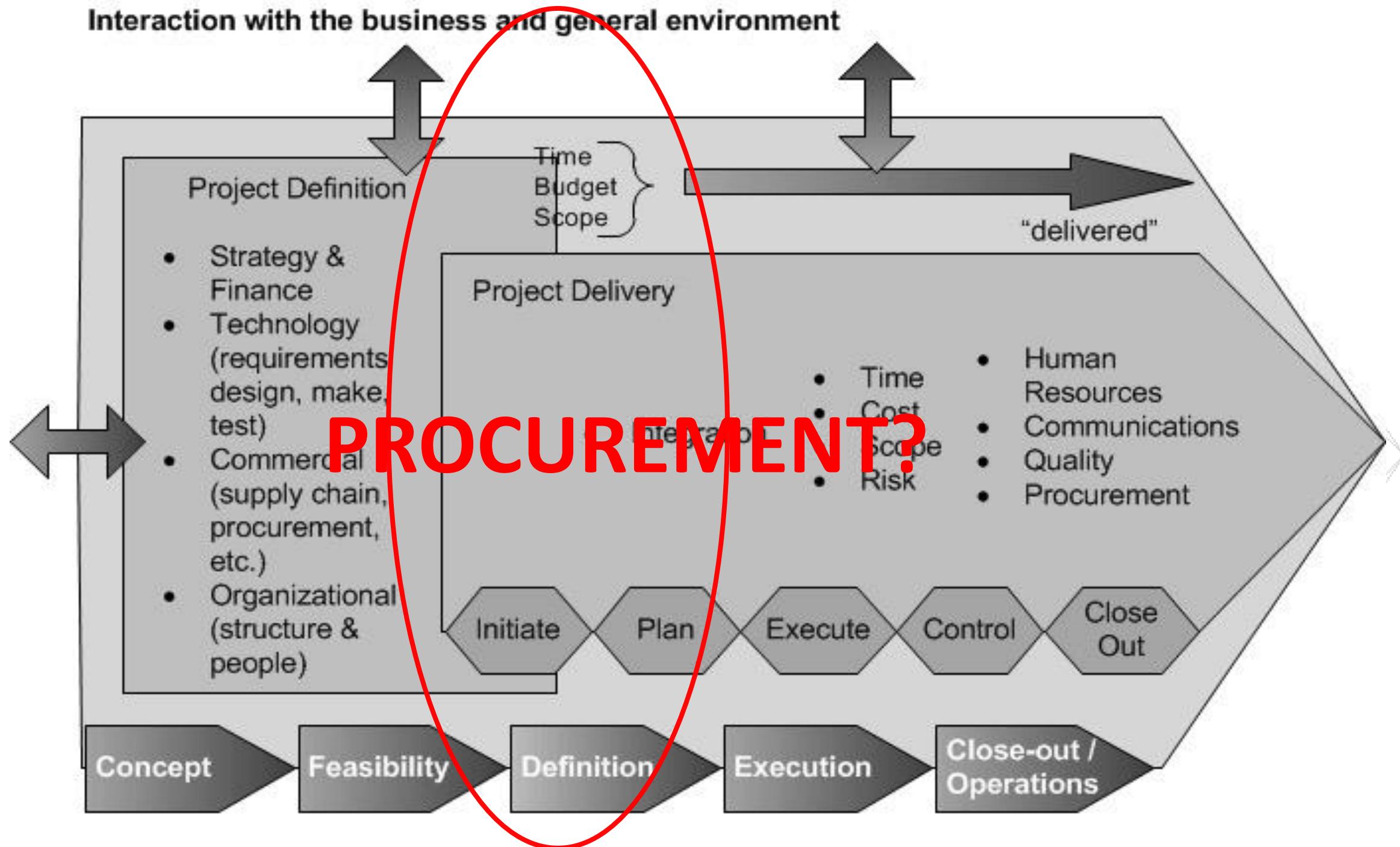
What type of knowledge and experience do you need?

At what **time** do you need that experience and knowledge to be able to better plan and control the project, so as to **transition** through the project life-cycle?

# How to address these questions?

Thinking about managing a main transition within a project's life-cycle...How do I manage a project's transition from the "Definition - Front End" to the "Delivery - Execution End" of the project life cycle?

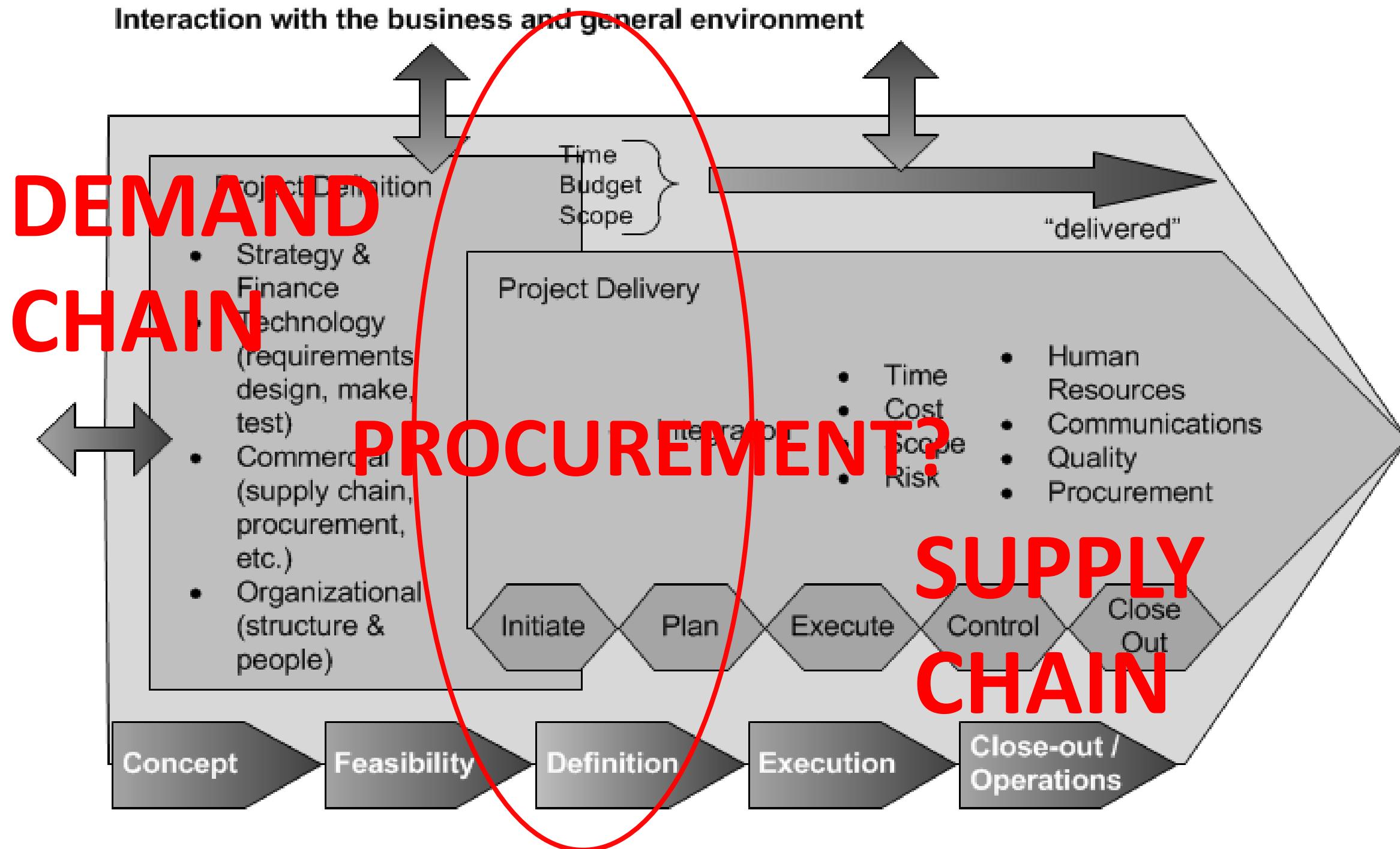
# The Temporary Organisation – an MoP perspective



# So how do I think about procurement?

Thinking of knowledge, experience and control, what will it mean if we think of procurement as more than just the purchase of a service, or product, or the transfer of risk?...More than just a “dyadic” client / contractor relationship?...

# The Temporary Organisation – an MoP perspective



# Thinking differently...

What happens if we start to think of procurement as a way to better connect the 'demand chain' and the 'supply chain' of projects to create a 'project chain' ?...or better still, a 'project network'... and so what are the relationships between the different people who make up the project network and how best do we connect their knowledge and experience to better plan and control projects

**Some lessons from the  
Bank Station Capacity  
Upgrade ICE Procurement  
Model**

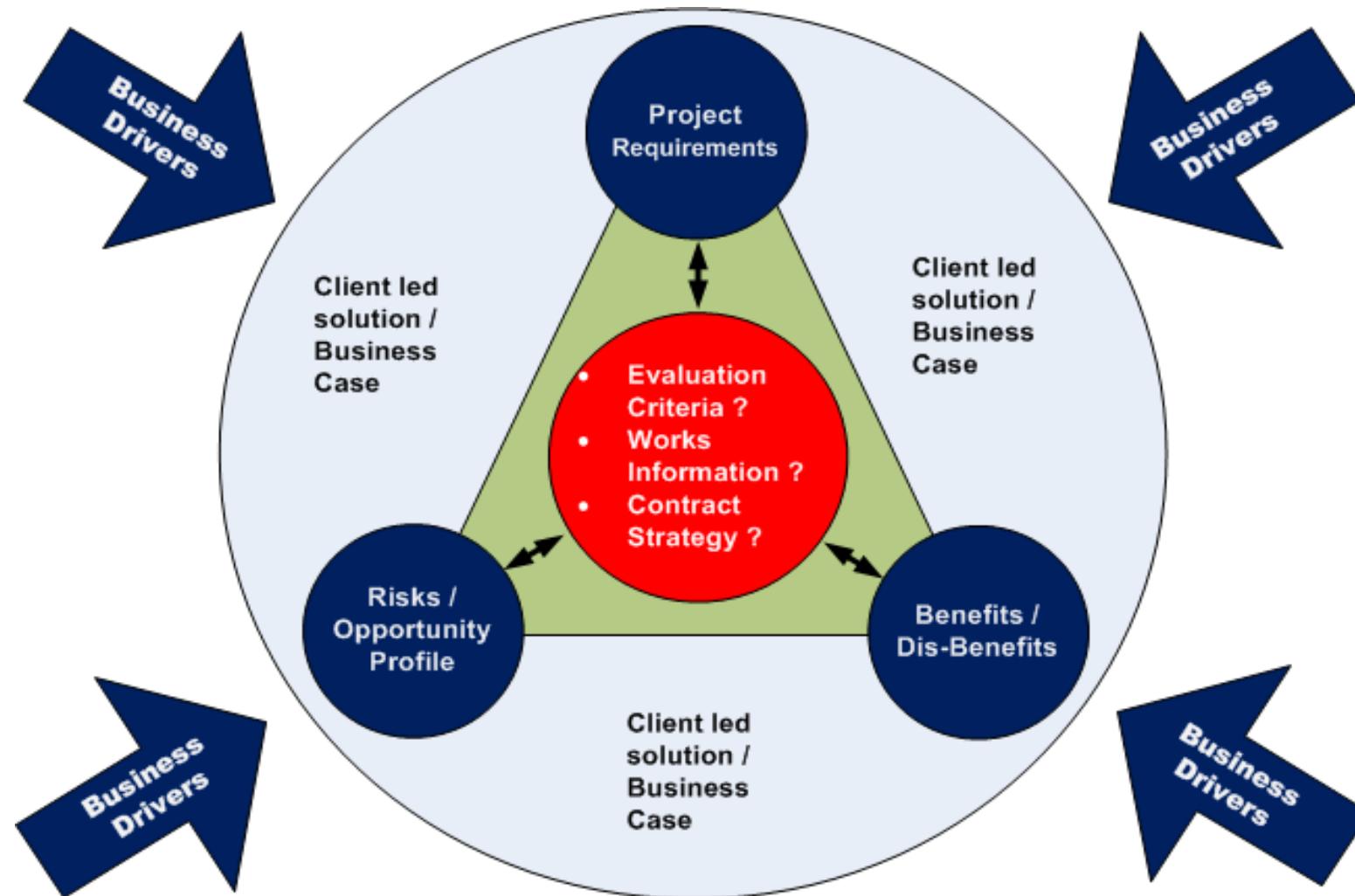
# ICE - Procurement Model

## Key Principles

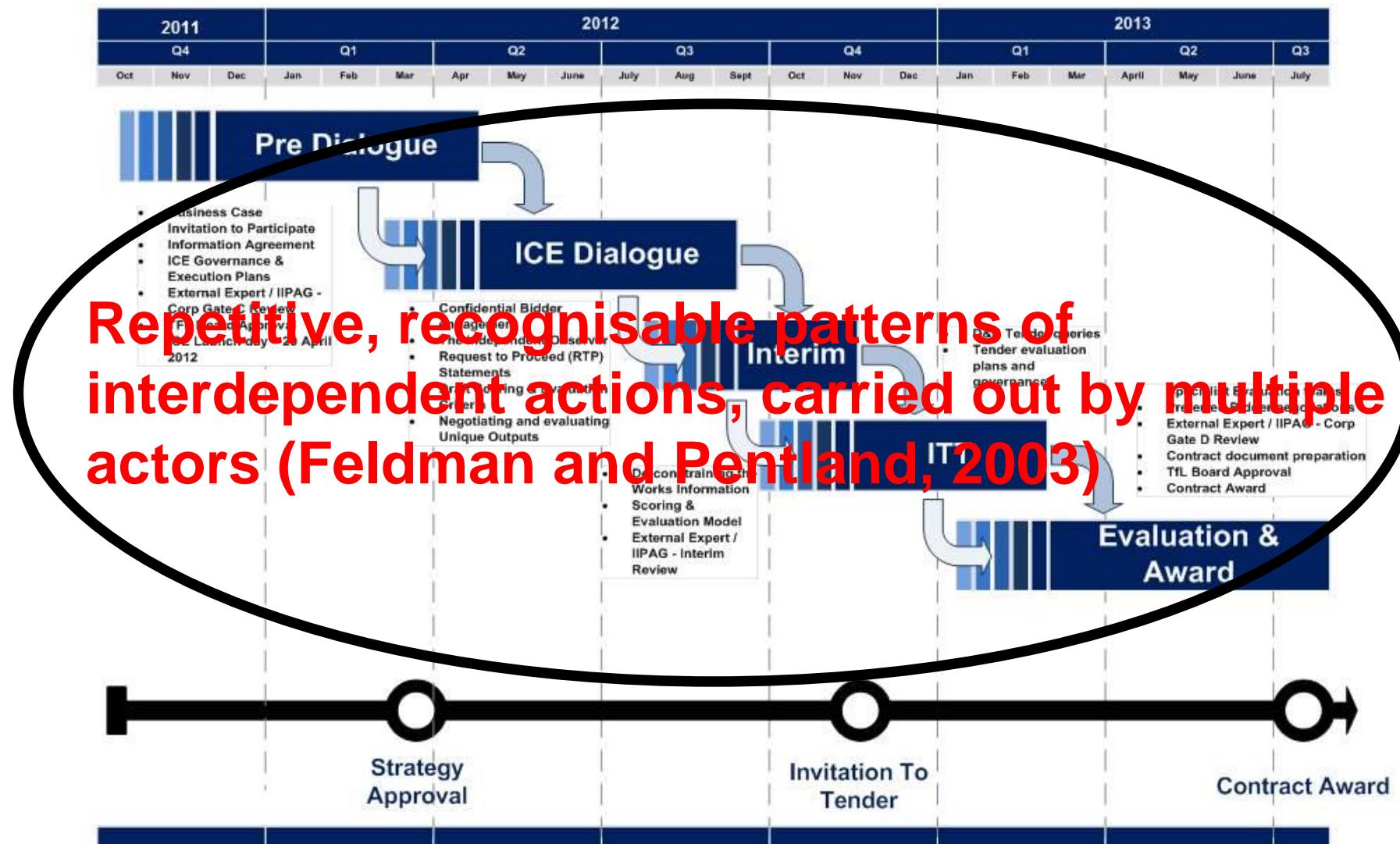
- A dialogue phase that **protected** supply chain innovation throughout the tender process;
- Full project **information disclosure** and acknowledge the cost of dialogue;
- Key internal and external **stakeholders** engaged in the dialogue;
- Tendered on **requirements** and evaluated against the **business case**;

# Lesson 1 – Its all about Value!

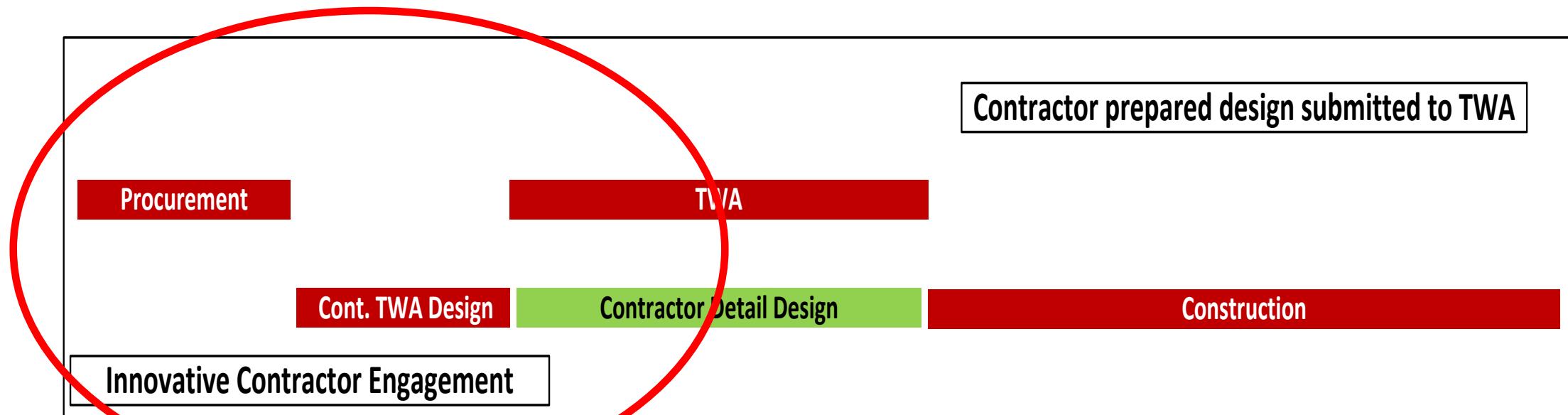
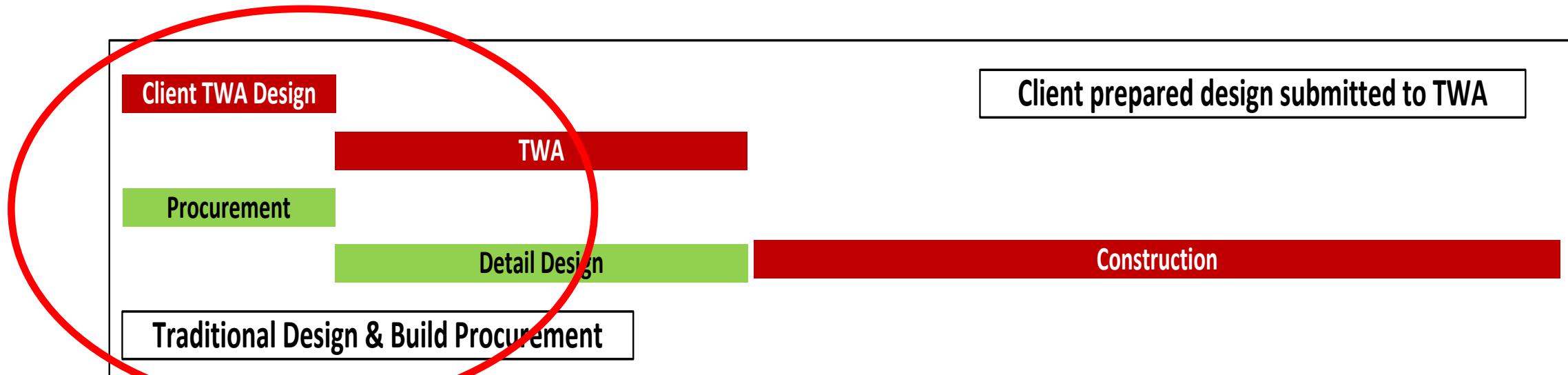
## A different PM triangle



# Lesson 2 – Becoming capable together



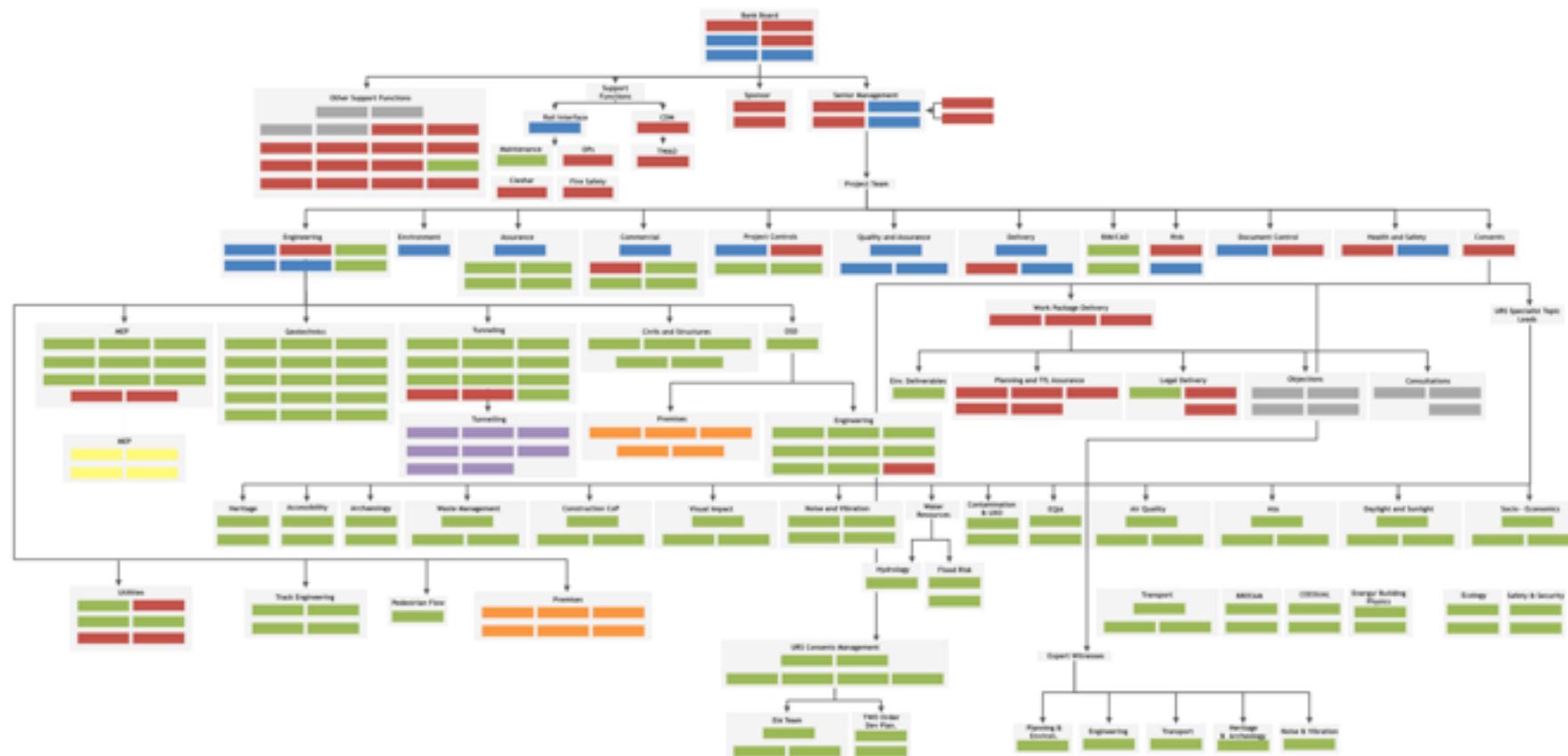
# Lesson 3 - Time and timing



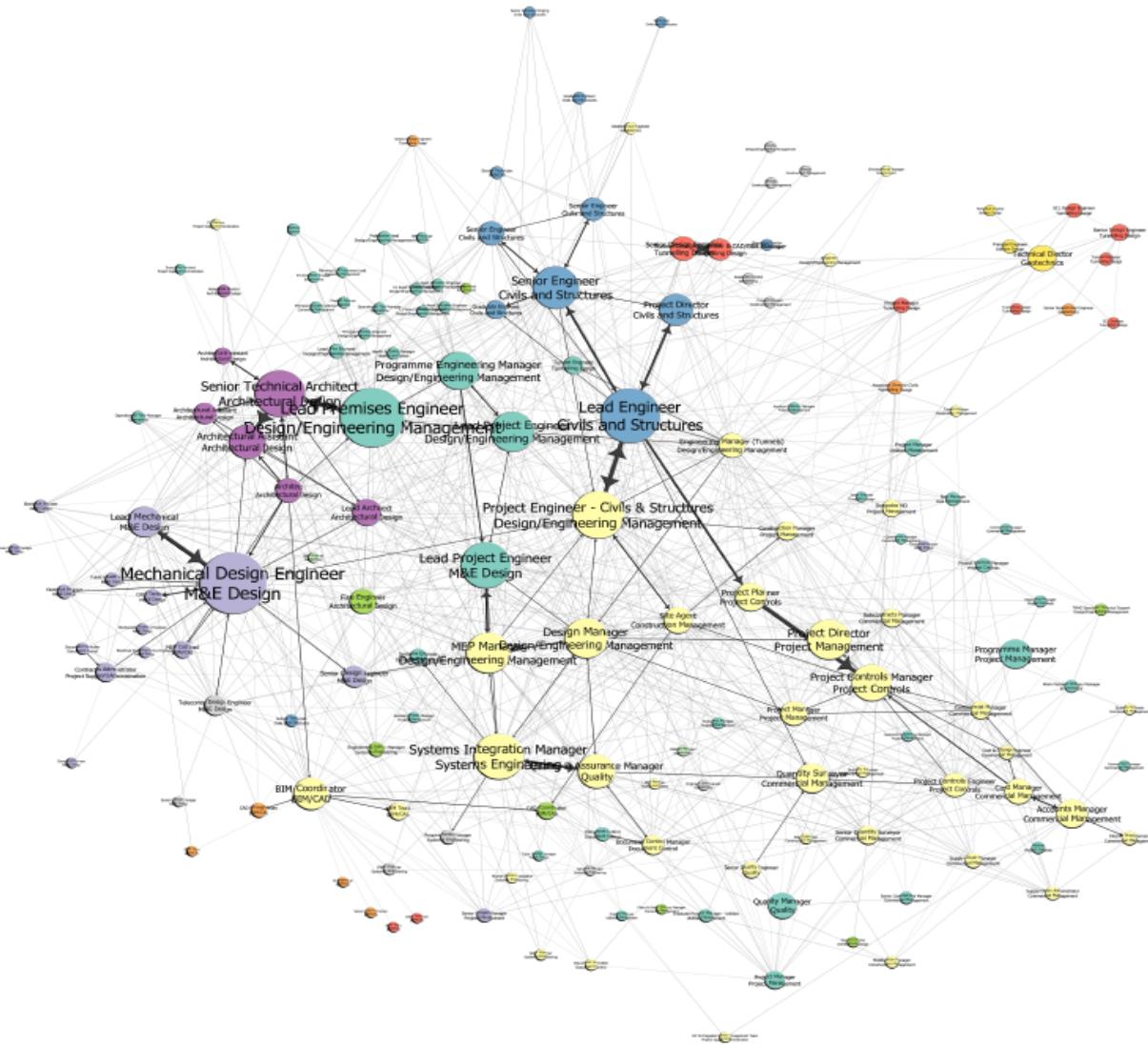
# Lesson 4 – Organisations and organising



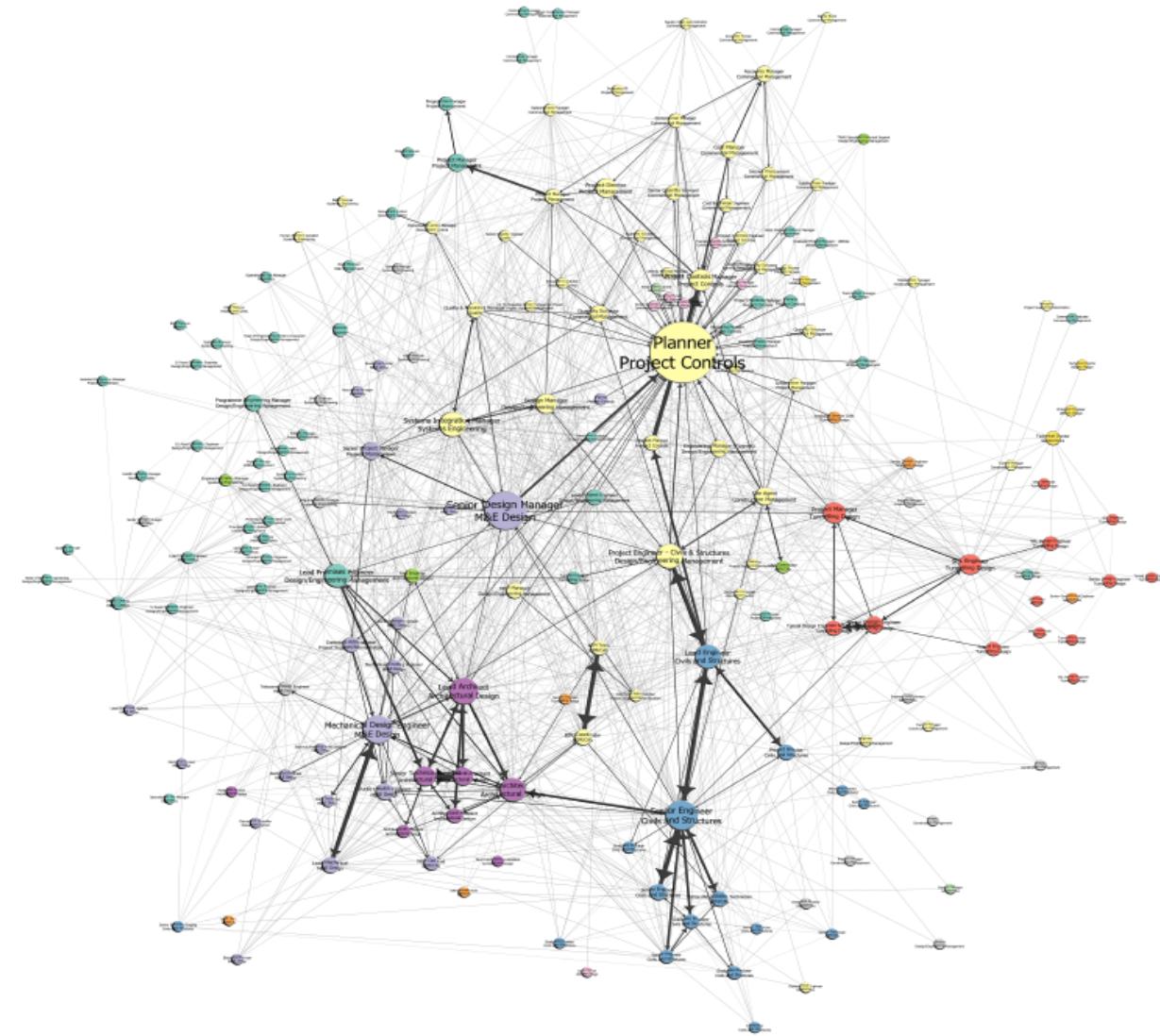
# Organisation



# Organising



Stage - 1 (Jan 2015)  
Figure 5.6 a



Stage - 2 (April 2015)  
Figure 5.6 b

Influence (Eigenvector Centrality) is the measure of the number of people a person is connected to weighted by the relative importance of those connections.

e.g. In spite of having same connectivity, the influence of 4 in the figure below is greater than that of 1 since it connects to 5,6 which have more connectivity than 2,3.



Less Influence More Influence

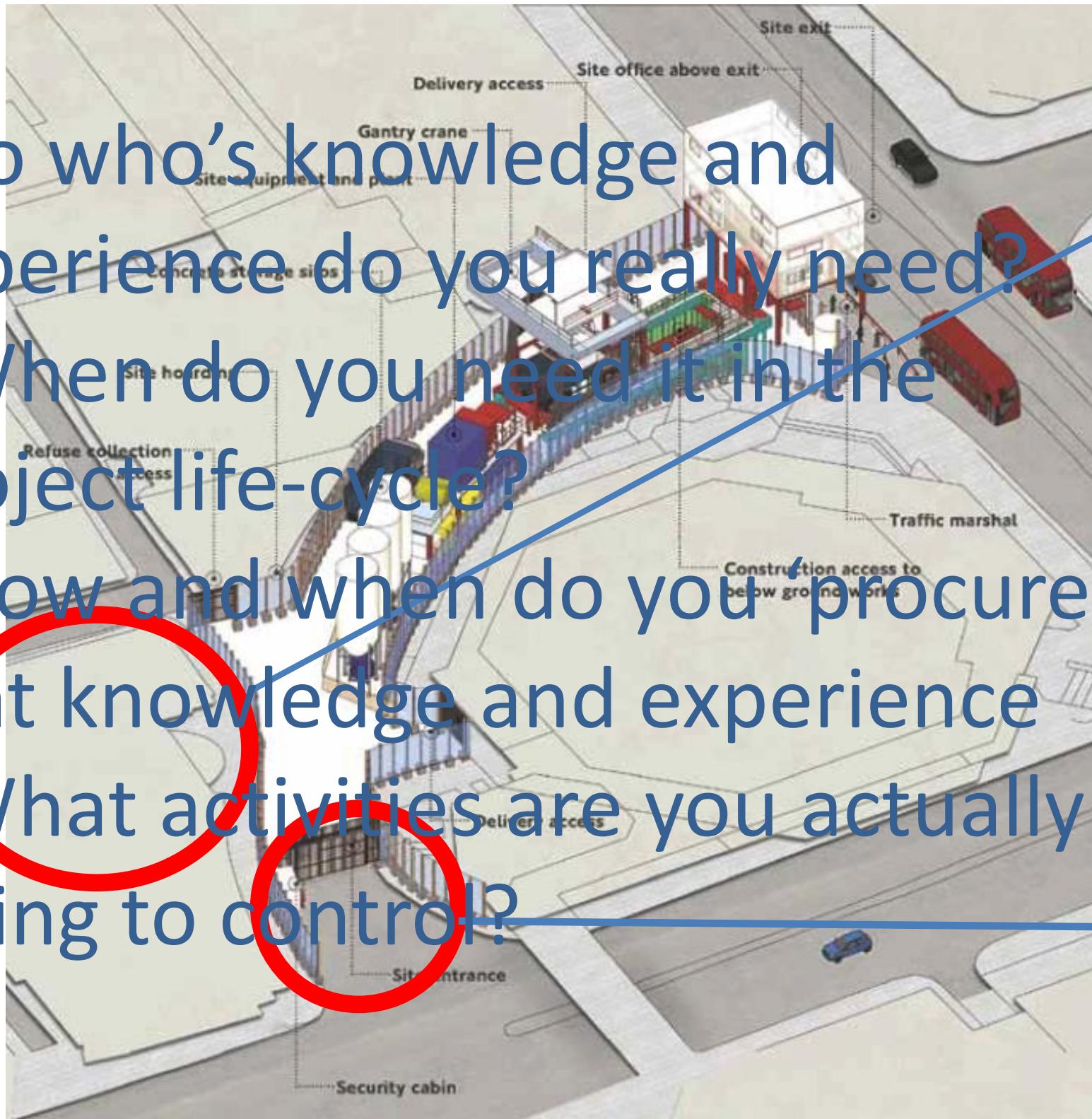
Transport for London URS Infra & Env. Ltd. T Clarke Wilkinson Eyre Robert Bird Group Hyder Consulting   
 Dragados Mc Nicholas Dr Sauer & Partners Geocisa Alan Auld Engineering Others

# Example: Lorry movements and their impact on schedule performance



# Demand chain to Supply chain

- So who's knowledge and experience do you really need?
- When do you need it in the project life-cycle?
- How and when do you 'procure' that knowledge and experience?
- What activities are you actually trying to control?



Demand



Supply

**Thank you**

**Questions / Thoughts?**