Setting up projects for success from strategy to execution

Adrian Predoi

Director, Head of Programme Advisory, Turner and Townsend

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Adrian Predoi – Director, Head of Programme Advisory at Turner & Townsend

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Agenda

Introduction

- Background in industrial engineering and business management

- 15 years+ of experience in management consulting – private and public sectors.

- Sectors: Infra (7y), Natural Resources (6y) and Real Estate (3y)

Adrian Predoi

Director, Head of Programme Advisory,
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What are you going to get out of today's session?

1. Understand the building blocks that enable a successful project/programme set-up.

2. Understand how you can approach business transformations that successfully embeds change in an organisation.

3. Raise awareness around the key insights/lessons learnt observed from our successful global business transformations.

1. Key building blocks and accelerators

How we set-up programmes for success?

Talks
Project Management

THE BIG 5 SAUDI

Transforming Programme Performance

Our Performance accelerators →

Programme Capability Integrated

Capability Transitions

Embedding Innovation

Digital First

Humans at the Heart

Outcome Focus

Agile enabled

Systems are Critical

Sustainability and Net Zero

Our Programme Initiation Drivers and 10 building blocks:

Our unique learning and experience working across the worlds most complex and diverse programmes has taught us that there are three overarching **Drivers** required for effective major programme initiation, that draw together 10 technical building blocks. These are supported by our **performance accelerators** that deliver a higher level of performance when adopted in programme delivery

Strategic brief and governance environment

1 – Define performance outcomes
- Programme Definition & Requirements
- Business case and funding development

2 – Create the environment for performance
- Strategy development
- Operating models
- Organisational development
- Supply chain & commercial arrangements

3 – Realise exceptional performance
- Programme management & control
- Solution development, systems and assets
- Baseline management
- Consents, planning and communications

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2. Approach to business transformation

How we deliver successful outcomes?

Phase 1 – Definition

What is the vision, strategy and future operating model?

Design a **target operating model** and design a fit for purpose, **scalable solution roadmap** to deliver and achieve the vision

3. Design

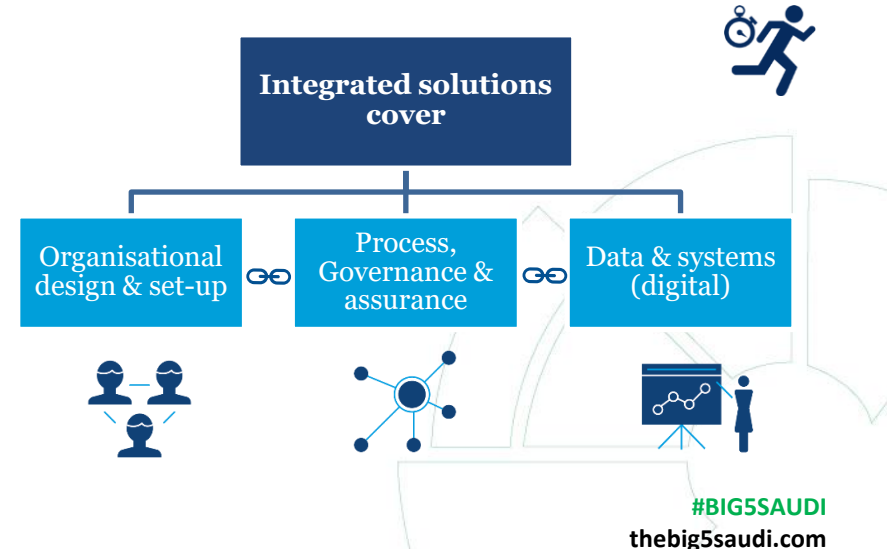Understand the capability/maturity of the business/programme by carrying out a **strategic holistic review**

2. Diagnose

Define and calibrate the leadership team toward a **common strategy** and **vision**

1. Discovery

Phase 2 – Delivery

Successful delivery and embedment on integrated benefits focussed solutions

Delivery through Change Management Office and/or Agile methodology - Sprints

Integrated solutions cover

Organisational design & set-up	Process, Governance & assurance	Data & systems (digital)

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3. Key Insights/Lessons learnt

From our successful global business transformations

Our industry sits at the heart of transitioning the world to its **sustainable future**. Through a once in a generation investment in the real estate, natural resources and infrastructure sectors, our industry can change the world, but first it has to change itself.

Globally **high performing programmes are the exception** rather than the norm and yet so much rests on this industry to construct and operate the worlds future.

Key insights/lessons learnt:

1. Set a **compelling vision** that's fully bought into from across the business;

2. People have the need to be **listened and understood** – at all levels – dedicate time to discuss and listen to their concerns;

3. Focus **on benefits** – people want to understand how will the 'change' - be it service, process, product, etc impact their life and their current way of working;

4. Adjust the **pace of delivery** - Be prepared to adjust the pace of delivery – you need to remain flexible as things will change and in a complex organisation with multiple stakeholders, decisions take a lot of time.

5. Engage the client in the **solution design and acceptance process** and get them to 'own' the work. In the end, they will be the ones using it.

71% believe insufficient time was **spent in the set up phase of major programmes**

46% of respondents point to **decision making** capability as a key barrier for major programmes success

3 out of 5 major programmes have governance structures that impede effective programme delivery

90% of programmes don't deliver their expected benefits

79% agree that current industry delivery models are no longer fit for purpose

Ineffective major programme set up is the biggest root cause of programme failure

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THANK YOU

INDUSTRY **Talks**

Talks Architecture & Design

Talks Concrete

Talks Facilities Management

Talks HVAC R

Talks Project Management

Talks Technology

Talks Facades & Glass