

Innovations in Project Delivery Systems

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Typical “New Economy” Project Requirements:

- **Meet customer(s)’ requirements**
 - Service, service, service & customization of product and process
- **Minimize time to market = need for speed**
- **Zero tolerance for delays**
- **Demonstrate best value for costs expended**
- **Expect multiple changes**

Changes in Supplier Management

- **Select design and construction firms early, based on:**
 - Proven experience
 - Demonstrated capability, depth, and knowledge of the project
 - Collaborative skills and team approach
 - **Focus on information management**
 - Mark-ups on changes
 - Fees, rates, contract terms and conditions

Supplier Contracts:

- **Allocation of risk to suppliers:**
 - Execution of core competence
 - Producing high quality information
 - Timely and comprehensive
 - Understandable by customer decision-maker
 - Accountable to meet cost and schedules they forecast
 - Maintain documentation for full audit
- **Owner is always responsible for defining scope and making decisions**

Supplier Contracts, Cont.

- **Define deliverables (schedule and content)**
- **Use incentives (not penalties) to:**
 - Motivate performance to meet TEAM objectives
 - Attach to mitigation of foreseeable risks
- **Result = Partnership based on:**
 - Hi focus on information about the product
 - Hi focus on delivery of the product
 - Lo focus on defensive documentation
 - Lo level of owner management oversight required

Building a Relationship with the Customer

- Understand customer needs and fears
- Understand customer's management hierarchy and authority limits
- Educate customer about project strategy, and risks – **AVOID SURPRISES!**
- Tailor your services and style to meet the customer's
- Listen for what is said, and what is not
- Set the customer's expectations, and maintain these above all else!

Achieving Customer Satisfaction

- **Learn customer's business and their customer's business**
- **Define stakeholders, authority levels, and information req'mts for each**
- **Prepare information in format for customer's customer and/or manager**
- **Leverage suppliers, eliminate layers**
- **Develop Project Charter (defining primary and secondary objectives, scope schedule and budget, approvals required, clarify barriers, establish approach, define basic roles and responsibilities)**

Management Focus and Style

- Drive program scope within schedule and budget, allow latitude in method and approach
- Stay agile and strategic, focus on the chaotic areas, minimize documentation
- Maintain awareness of priorities
- Focus on options, not absolutes
- Create momentum, drive decision-making
- Listen and question, rather than lead and direct
- Praise progress, avoid blame (slackers will drop off)