

# Transforming Project Controls

**Ben Whitlock & Dan Hamilton**

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## Ben Whitlock

Technical Director,  
Project Management and Project Controls

Ben is leader in developing PM and PMO solutions with over 20 years' experience in shaping global delivery functions.



## Daniel Hamilton

Head of Lean Innovation,  
Transformation Services

Daniel is a transformation leader, using Lean Innovation to reshape project delivery across complex, regulated sectors.

**MIGSO-PCUBED** (MP) is a global Programme and Project Management consultancy uniquely focused on Delivery & Change Management.

Drawing from 30 years of our cross-industry experience, we have become trusted delivery partners for the most recognisable brands, supporting them in turning strategy into action.



# Agenda.

**1** | **Project Controls Maturity**

**2** | **An Alternative Path**

**3** | **Success Story**

**4** | **Get Involved!**

# Chasing Project Controls maturity

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# Typical maturity models

	Chaos	Defined	Repeatable	Managed	Predictable
	Level 1	Level 2	Level 3	Level 4	Level 5
People	Heroic Individuals	Guidelines and priorities conflict	Formal project training & mentoring	PM careers defined and aspirational	Resources allocated by value.
Process	Discretionary processes	Minimum process compliance	Processes enable consistent results	Cost-benefit analysis enabled	Value focused project processes
Tools	Lack of consistent tools	Tools improve collaboration	Tools focus on performance	Integration improves analysis	Integrated at all levels
General	Unpredictable results	Increasing repeatability	Reliable metrics	Continuous Improvement	Adaptable teams & processes

Increasing PPM Maturity

# Why we like maturity models



# Cultural changes

PM Career become recognised and aspirational



01

Functional understanding and collaboration grows



02

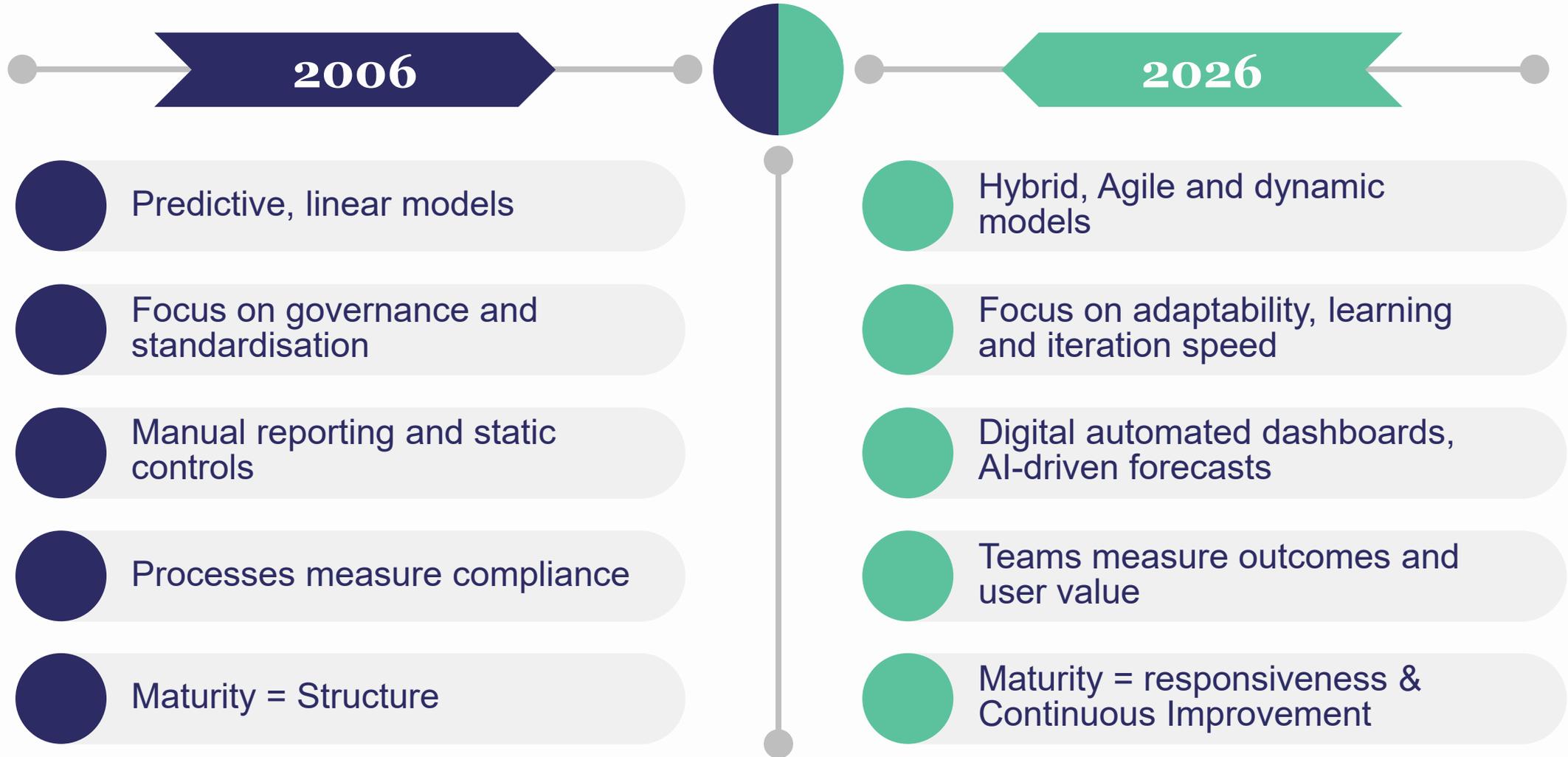
A culture of shared project success develops



03



# Problem: The world changes



# The evolution of Project Controls

“By 2030, 80 percent of the work of today’s project management (PM) discipline will be eliminated by artificial intelligence (AI)”

(Gartner)



Command-and-control

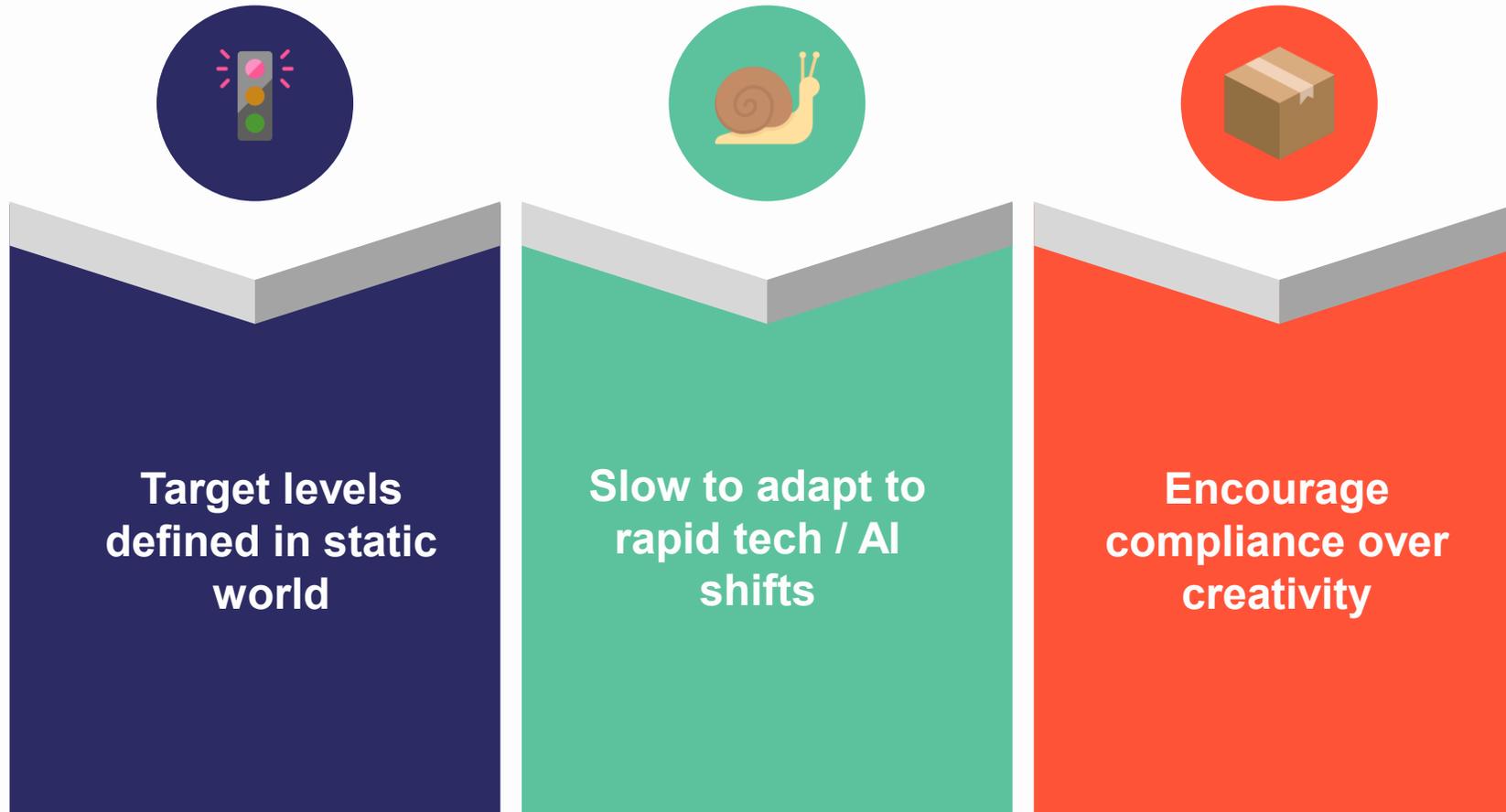
Hybrid + AI

Experiment driven controls

*Can a fixed maturity model optimise modern Project Controls?*

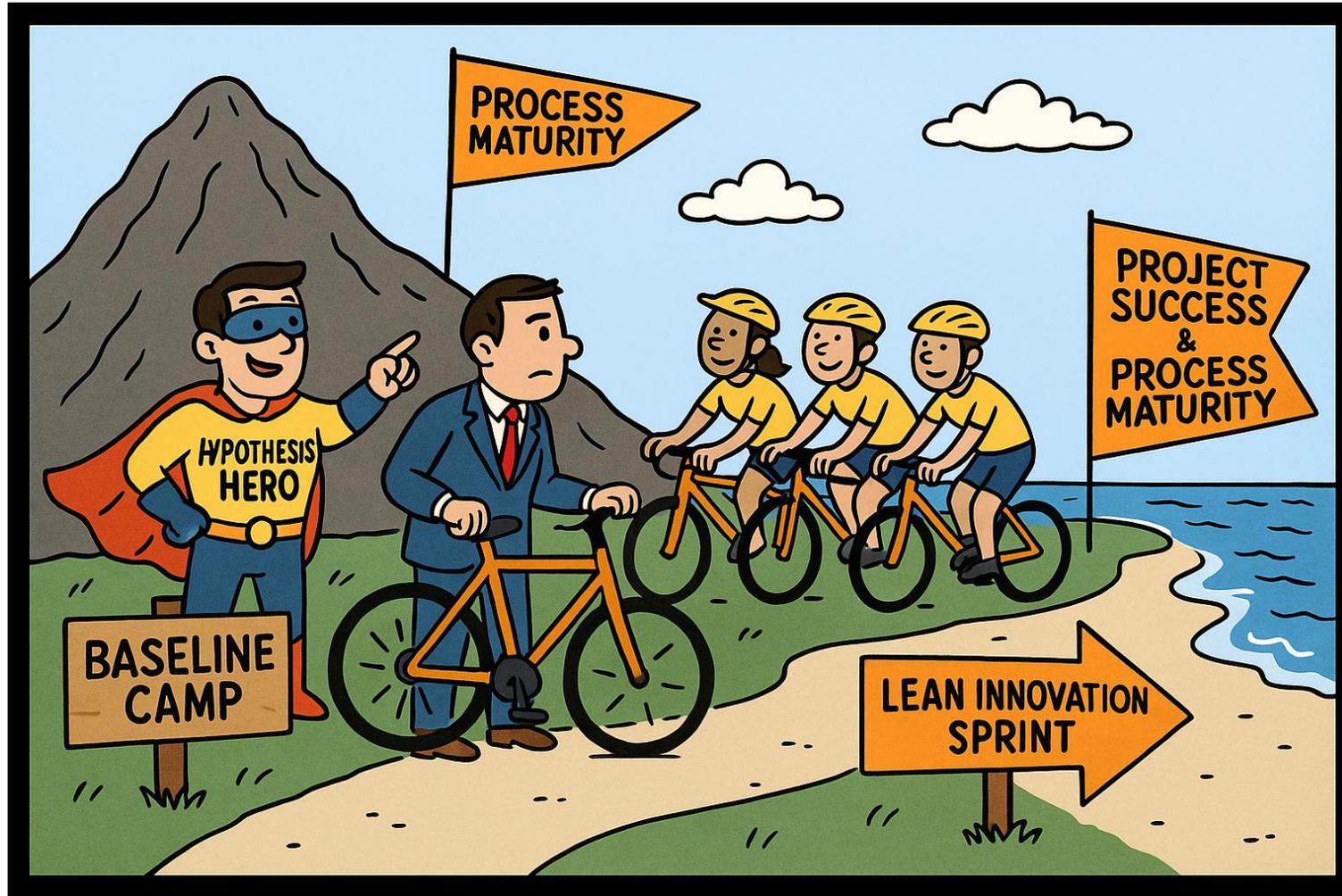
# The challenge to maturity

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*“It’s not about scoring higher; it’s about adapting controls as fast as technology changes”*

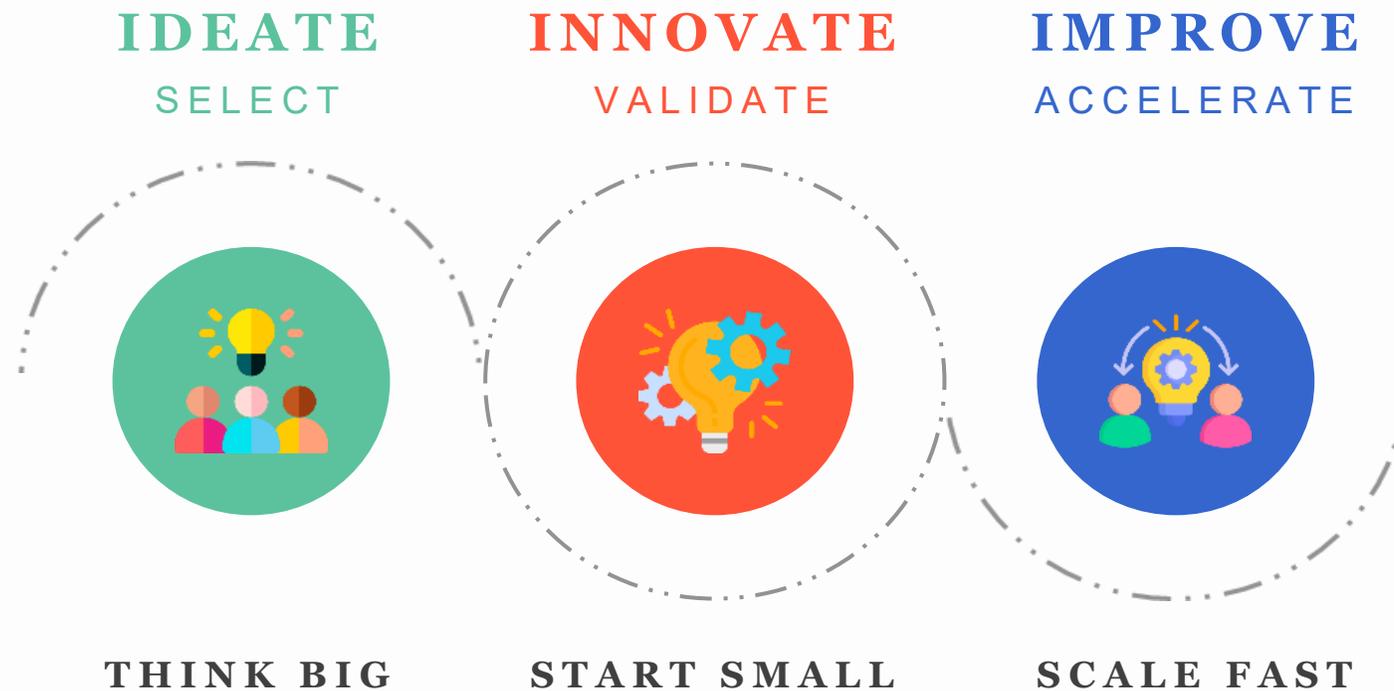
# An alternative path



# Lean Innovation offers

*A user-led approach to maturing project controls and in turn project success*

Lean Innovation is a transformation framework, that delivers lasting change iteratively, with confidence and fast. Set out in sprints, it enables teams to diagnose, design and iteratively develop, test and deploy solutions that stick.



# How it helps



## People first

Bring the experts in the business together, to co-create solutions, build buy-in, and transfer capability.



## Problem solving

Diagnoses real causes of failure, pilot quick wins and validates solutions within a broader transformation vision



## Process-centric

Eliminates waste, streamlines workflows, and fixes bottlenecks before digitising.



## Data driven

Set goals to drive toward. Uncover inefficiencies with process mining, brings visual and predictive analytics, and AI.



## Continuous improvement

Equips teams with the mindset and tools to continuously improve processes and productivity.

# Success story - automotive

## Context



Partnered with a luxury OEM prototyping team with low PM & C maturity



Conducted 3x APM P3M Assessments over life of transformation



Used lean innovation to improve alongside day-to-day delivery



Team transformed from reactive and behind schedule, to outstanding achiever

## Key Deliverables



3-level vehicle development process, EPM tool and gateways process



Improved scheduling, change control and RAID processes and applied to 7 projects



Capacity and demand forecasting, estimating and what-if scenario analysis



Governance model enhanced, KPIs, streamline reporting, lessons learned



Embedded sustainment measures including auditing, repositories and PMPC training

## Outcomes

**>30**

*Improvements developed and implemented*

**82%**

*Increase in Project Management Capability maturity*

**Top 3**

*2023 APM Transformation Project of the Year*

**>95%**

*On time delivery sustained for 9 months*

**>£100m's**

*Capabilities developed and deployed*

# Blending both approaches

Combine regular baselines that guide your improvement journey, with a lean, structured and iterative approach to innovation



Baseline maturity



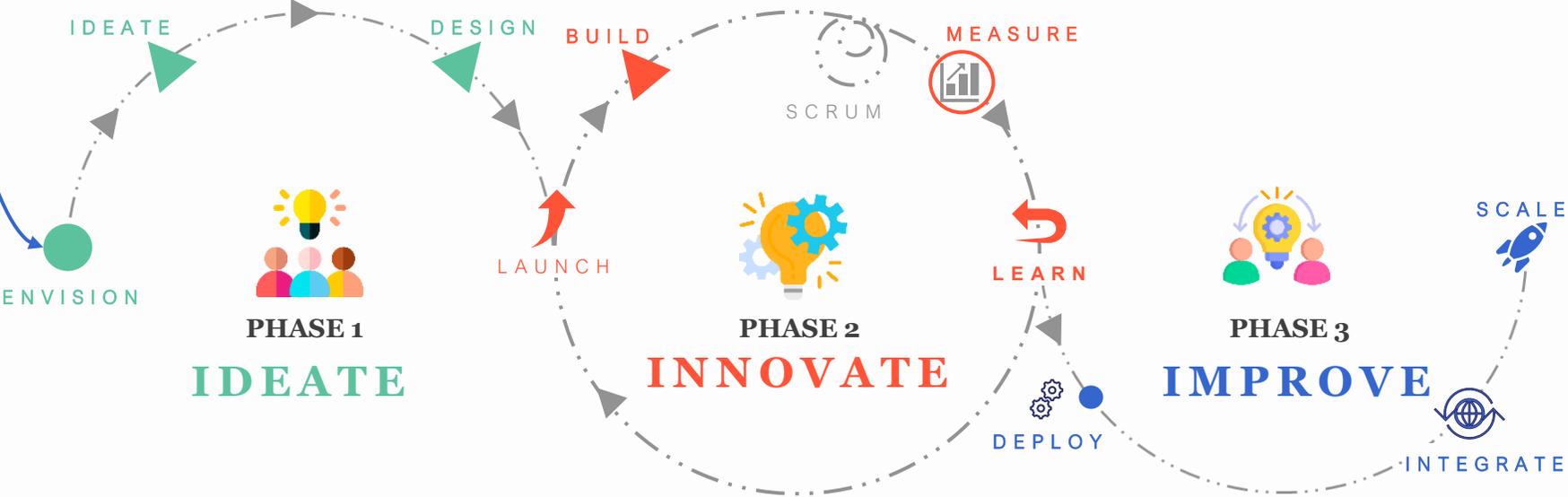
Forecast maturity post build



Re-assess in piloted areas



Re-baseline post adoption and go again!



# Success factors

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It's not about maturity for maturity's sake; it's about adapting controls as fast as projects change.



**Baseline &  
Hypothesise**



**Experimentation  
Mindset**



**Balance of Structure  
and Agility**



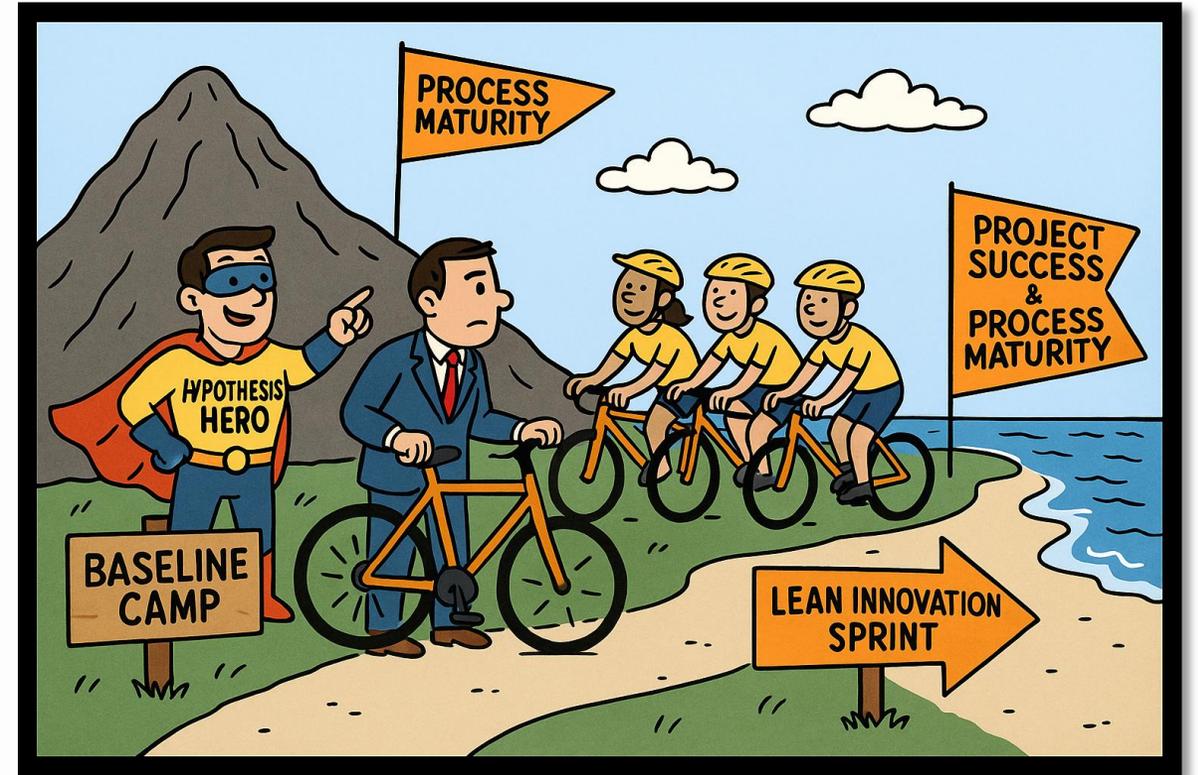
**Human & Digital  
Working together**



**Get sponsorship and  
set up a CoE**

# Traditional + Contemporary

An alternative path is available that can lead you to a different outcome, with faster feedback, and even better outcomes



# Delivering Transformation Successfully.

## Share your insight

105E

### There is a delivery problem!

70% of Transformations fail to realise their outcomes and yet £63b was pledged at the 2024 UK Investment Summit

### How to join

A 45-minute discussion where we explore the trends, challenges, and success factors that impact outcomes.

### What you get

Actionable insights will be released in December ready to implement in 2026 and be the team that stands out!

### Sign up

Follow the QR code to our LinkedIn post and set up some time with us!



# Thank You

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*Please sign up to our study:  
Delivering Transformation successfully*

