Project Delivery Wars:

Journey to a New Hope

(Purpose Driven Value – Powerful Technologies - Force of Continuous Improvements)

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"A long time ago, in a galaxy not so far away..."

Project Delivery Wars:

Journey to a New Hope

The days of project paradise have become a distant memory. The once-unified alliance between stakeholders now lies shattered, as forces from all sides converge upon our beleaguered mission. The scale of our projects has spiralled beyond control, and their complexity threatens to consume us. Uncomfortable discussions with our customers have become the norm, and we miss the departed team members who surrendered to the relentless Project Delivery Wars.

In this dark hour, our struggle deepens as the war for talent rages on. Recruitment proceeds at a glacial pace, and the skills we so desperately need remain just out of reach. It seems that all hope has been extinguished, and despair looms on the horizon.

But amidst this turmoil, a glimmer of hope emerges. A group of like-minded individuals have convened on the planet of Wembley, united by their determination to share knowledge and the hard-earned lessons of the past. In the shadow of adversity, the dawn of a new hope becomes clear.

Setting the Scene

Steven Bell:

- Head of Project Management.
- Former Programme / Project manager for product development (Camlin Rail Signet & Energy Products Intego / BioSpec) and business transformation projects (OKRs, Digital Projects, Business Infrastructure, Company Transformation).
- Former design engineer who worked on value-add projects such as the New Bus for London project.
- Member of the Association of Project Managers (APM).
- Married, Father of 5 energetic kids, keen sports fan, movie goer, and wanabee Jedi Knight!

Agenda

- Business Overview / Light & Dark Side
- Purpose Driven Value
- Powerful Technologies
- Force of CI

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We **optimise** critical infrastructures.

We enable global energy and rail infrastructures to operate reliably, efficiently and sustainably.

- Camlin founded in 2008.
- Global footprint with engineering (Northern Ireland, Italy, Poland, Denmark, Serbia) and sales (Europe, Americas, China, etc..)

World class facilities & in-house expertise

From product conception and development through to manufacturing, testing, quality, commissioning & installation

Research & Development

Product design & development

In-house Manufacturing
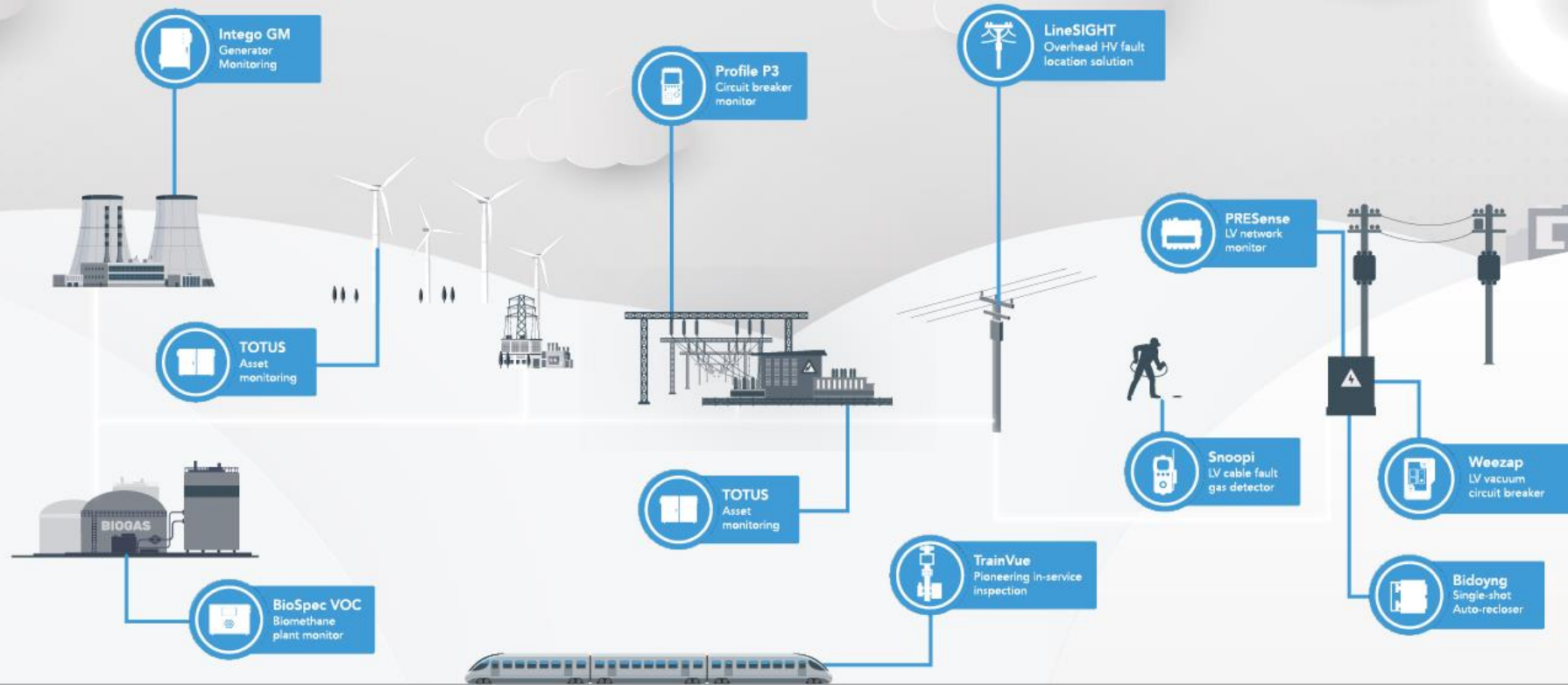
Quality & Testing Facilities

Installation, commissioning & support

Multi-disciplined team of in-house experts

THE LIGHT SIDE

Company
- Product Innovation.
- Investment.
- Customer delivery.
- Diverse portfolio of customer products & services.

Project Management
- Customer delivery.
- Attitude of cross functional working.
- Can do attitude of newly trained project managers to do the right thing.
- Willingness to learn and develop.

Purpose Driven Value

If no mistake have you made, yet losing you are, a different game you should play."
Yoda

Strategic Triangle

Level	Description
Purpose	Why we exist
Vision	What we want to be and do
Strategic Approach & Focus	What we must focus on / Our guiding principles and priorities
Objectives & Key Results	Our roadmap to get us there
Values & Behaviours	Beliefs that shape how we work and how this translates into actions

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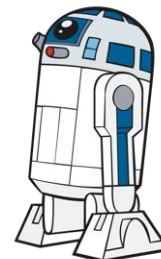# Purpose Driven Value

Know Your Why (Business & Personal)

To Engineer Better Futures

- *Better futures for our customers / staff / partners / stakeholders / world.*
- *Ensuring robust Critical Infrastructures to keep us powered up and on the move.*
  Building intelligence and resilience into tomorrow Energy and Rail networks.

A team of Project Professionals who predictably implements and governs project changes for Camlin so that the intended benefits and value can be realised.

Benefits & Value:
- *Growing project professionals and business leaders.*
- *Business Value Outcomes (Critical Success factors, ROI).*
- *Appropriate process oversight to enable cross functional alignment on delivery.*
- *Holistic scheduling and resource alignment.*
- *Clear project communication.*
- *Appropriate governance and assurance controls.*

Purpose Driven Value

Clear Objectives & Key Results (OKRs)

OKRs provides a framework to create and deliver Objectives across the entire Camlin Group / Business Units / Functions / Departments.
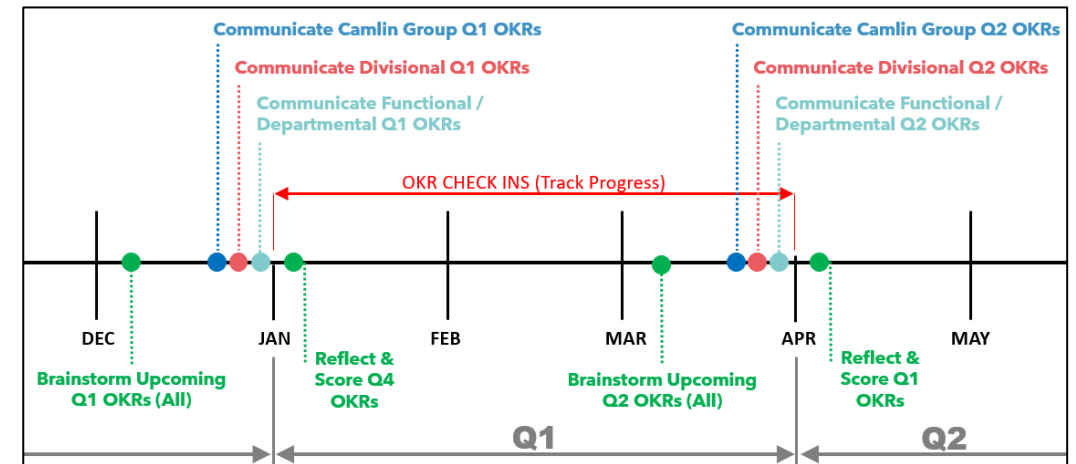
Objective (What you want to achieve).
Key Results (Statement that measures achievement of the objective).

Company Wide: Prioritise / Align / Deliver
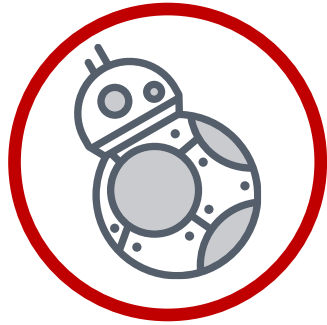

Company Wide: OKR Cycle

Purpose Driven Value

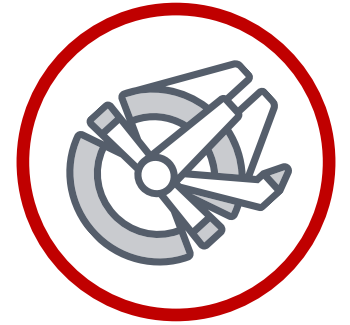## Live & Reinforce Your Values

We believe in people

We work together

We won't accept the way it's always been done

We listen to learn

We're trying to do the right thing

- *Not just posters on the wall!*

- *Employees reinforce the values as we see them being lived out.*

- *Senior leadership example and acknowledgement of the values being lived out.*

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Powerful Technologies (Cora PPM)

The Need

Camlin formed its Project Management department in 2017. Used various tools, no consistent approach on recording information or reporting, no control measures on project financials and change control not achieved.

The Challenge

- Broad range of requirements.
- Camlin project maturity gaps.
- Active flight of projects which couldn't be affect by the implementation of a PPM system.
- Covid implementation challenges.

The Solution
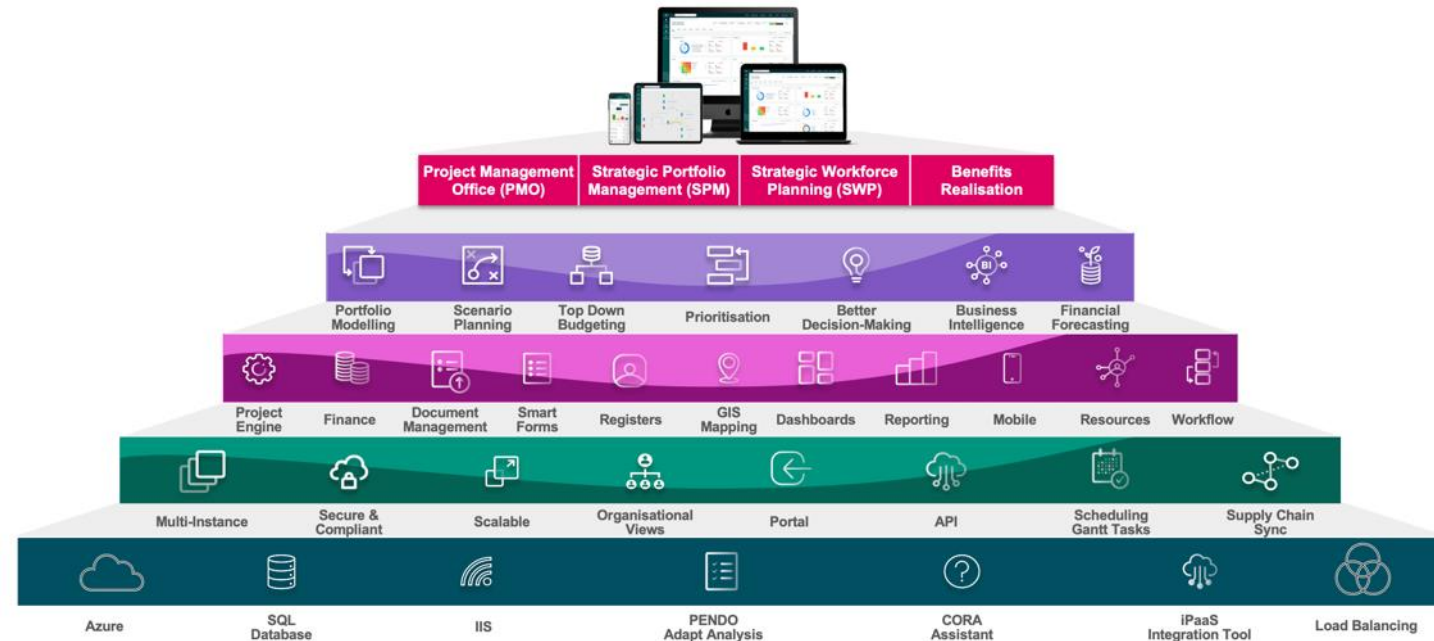
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Camlin / Cora PPM Journey

01 — Q4 2019 - PPM Scoping

Q3 2020 - Cora Award & System Config & Training — **02**

03 — Q1 2021 - Cora Go-Live

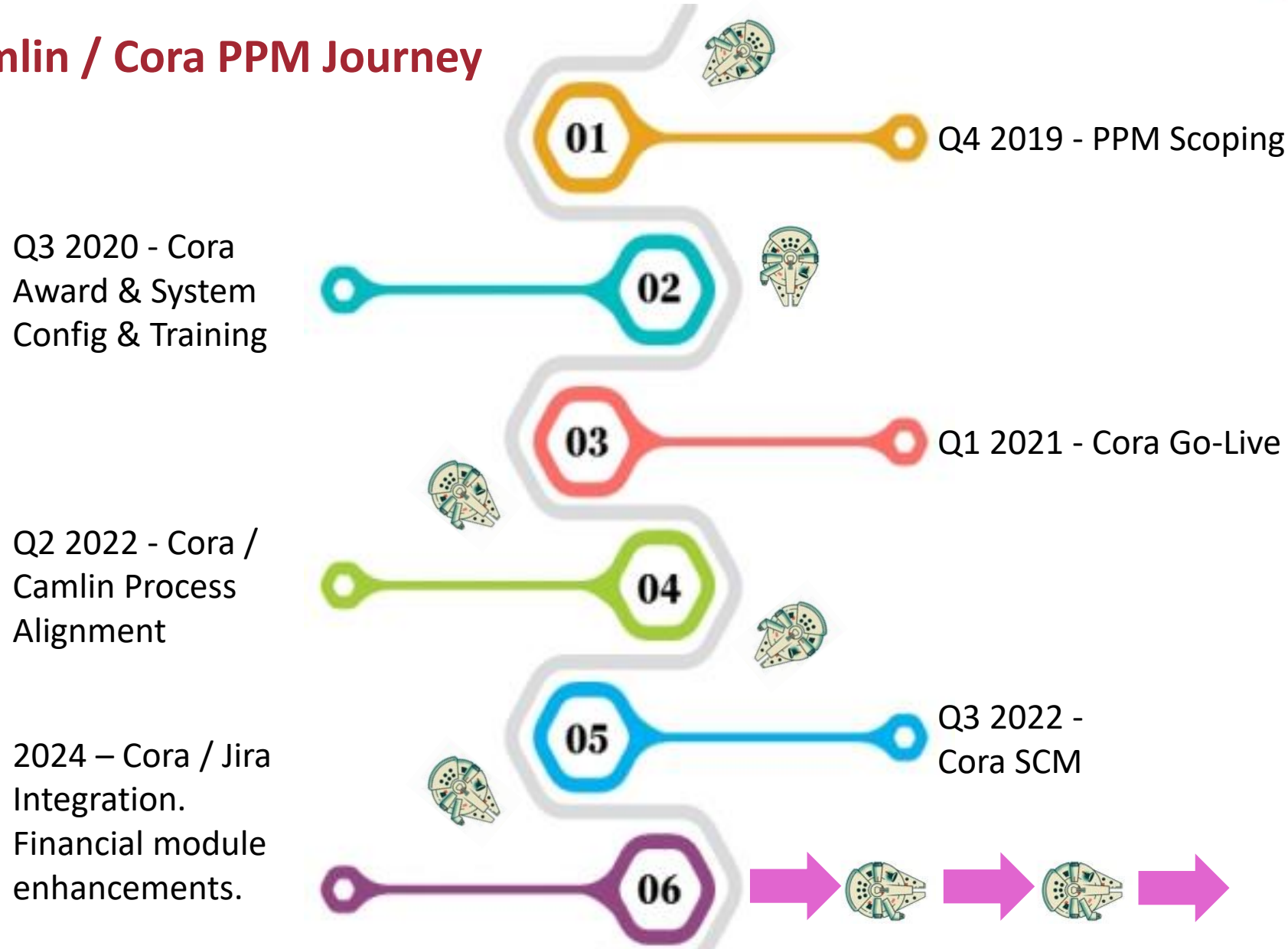Q2 2022 - Cora / Camlin Process Alignment — **04**

05 — Q3 2022 - Cora SCM

2024 – Cora / Jira Integration. Financial module enhancements. — **06**

Powerful Technologies (Cora PPM)

Stakeholder

Value

Lenses

Customers

Value Fundamentals
- Controlled projects with focused information on commercial commitments, risk & issue management, and predictable delivery.

Senior Leaders

Value Fundamentals
- Controlled projects, predictable delivery, financial management, project pipeline management, clear portfolio, program & project comms, RAG management, and process adherence.

Project Teams

Value Fundamentals
- Start to end plans providing full project overview, near term task clarity, risk & issues management, change control, clear projects comms and process adherence.

Project Managers

Value Fundamentals
- All of the above!
- A single source of the truth to all Project Stakeholders.
- Partnership to enable on-going development to reduce wastes, improve process, and efficiencies.
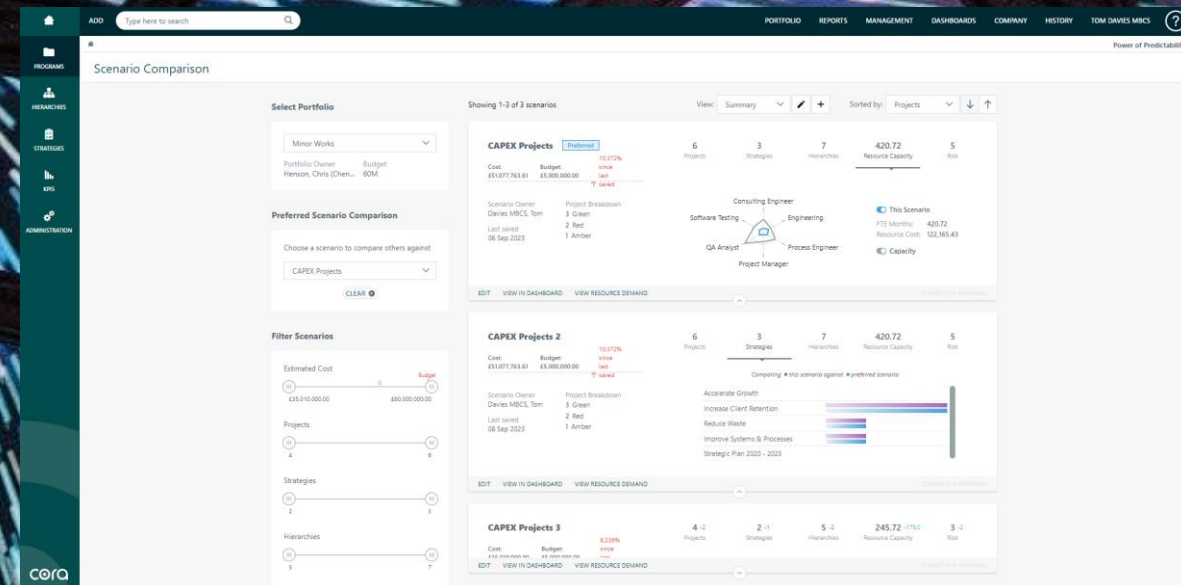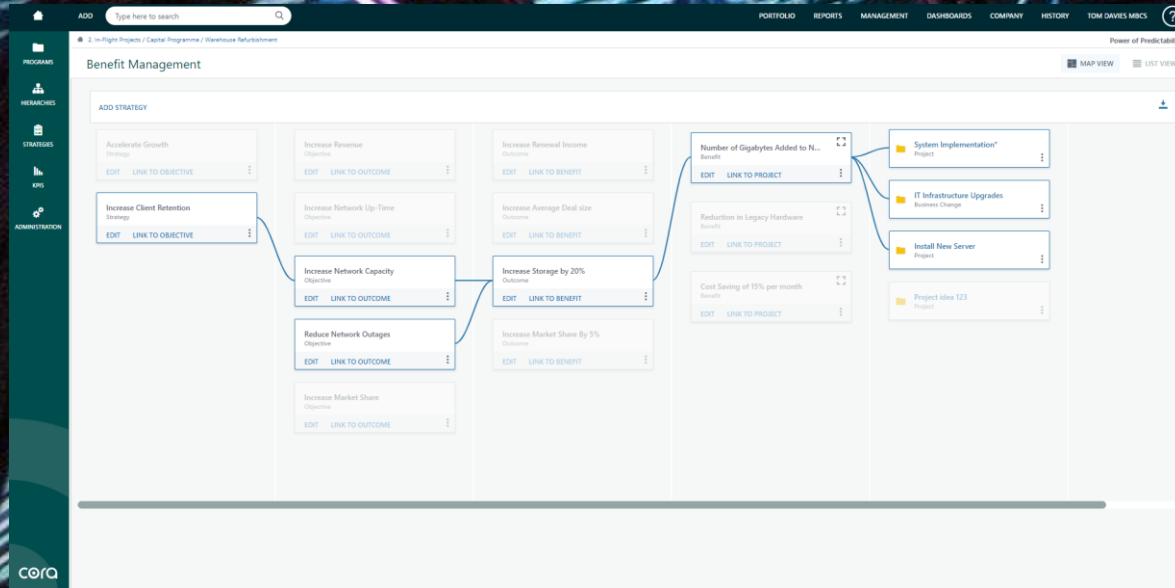
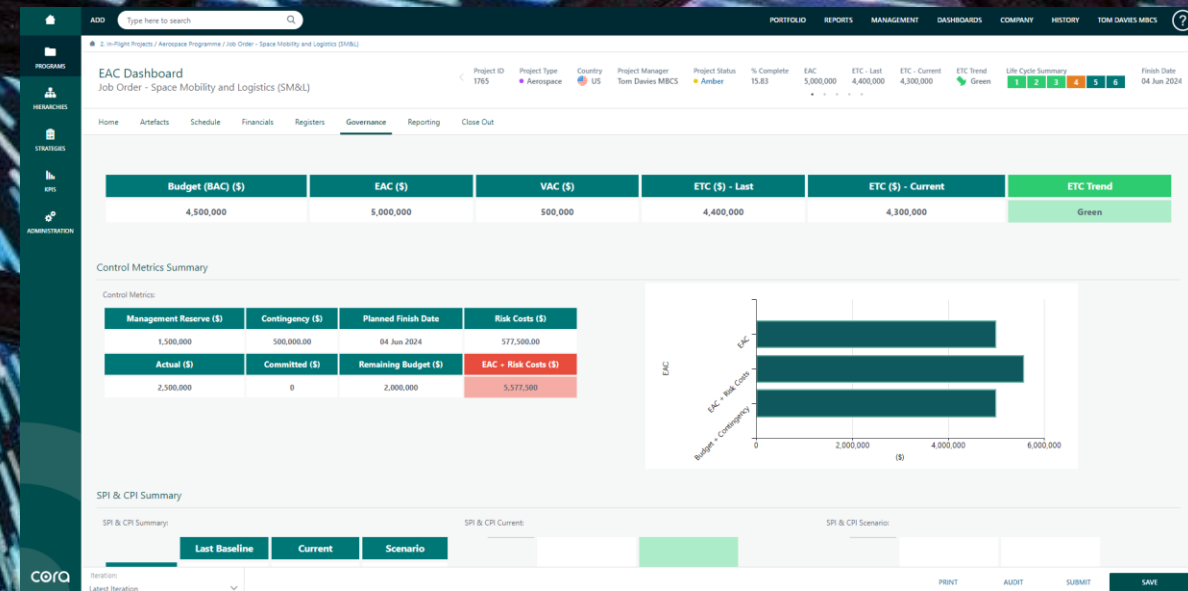Lightspeed Future Roadmap

Resource Demand

Strategic Portfolio Management

Lightspeed Future Roadmap

Benefits Realisation

Quantitative Risk Analysis

Force of Lean Continuous Improvement

Continuous Improvement Solo Strain

Majority of us plan Continuous Improvement events / activities into our annual and quarterly plans because management tell us its important.

In general, Continuous Improvement means large transformational change and not making regular incremental improvements.

Majority of people (Solo's!) disengaged with the idea of Continuous Improvement.

Force of Lean Continuous Improvement

Lean CI is a method to reduce non-value-added activities from a process so that we can add more value to our customer.

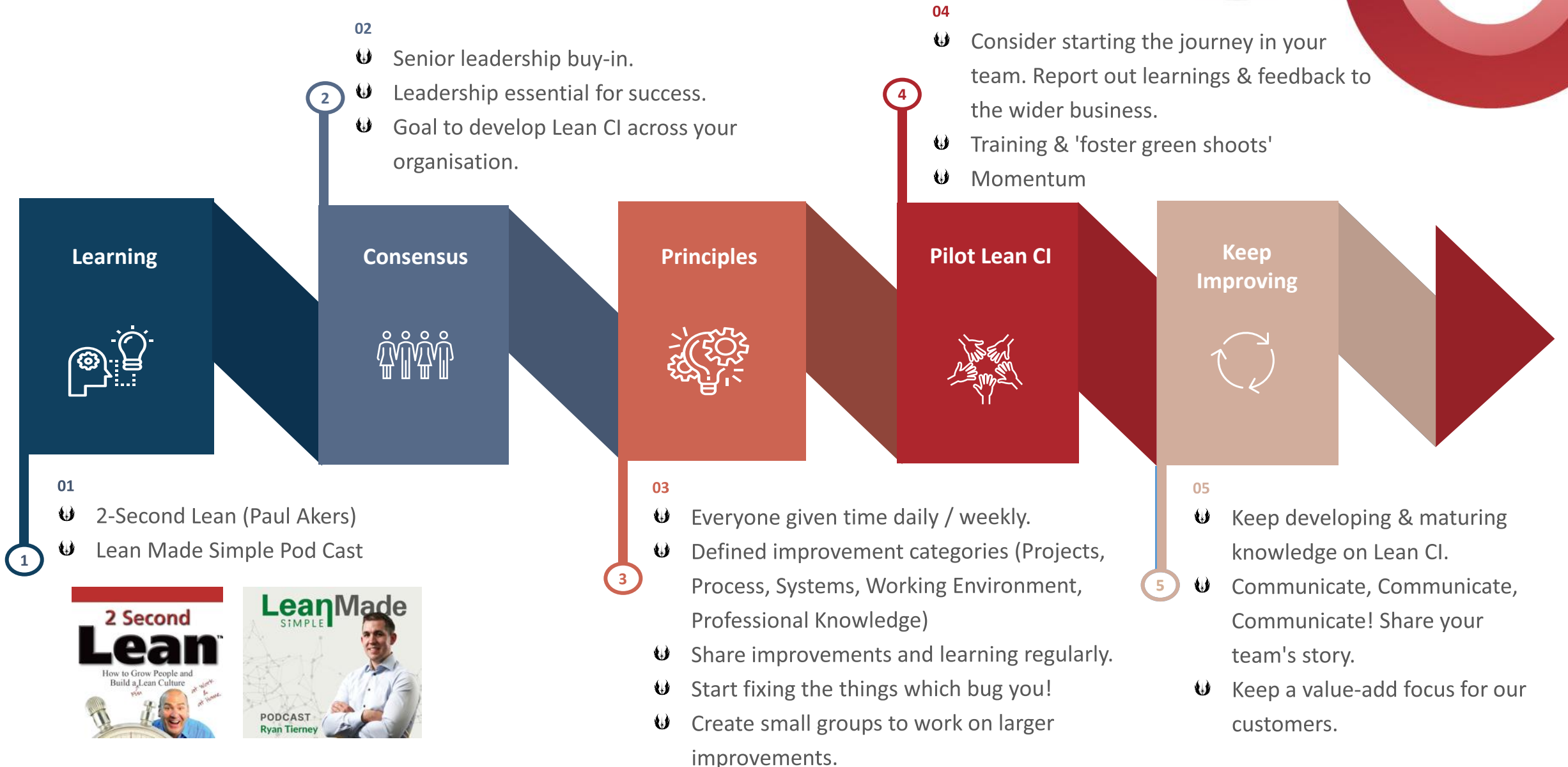**Lean CI** is a mindset, a way of thinking. 90% of everything we do is waste or non-value-added activity, therefore the task of reducing waste is a never-ending project!

The key to getting **Lean CI** to take roots in your organisation is to create a culture of continuous improvement where every single person in the organisation is committed to small daily incremental improvements. Growing everyone to become problem solvers.

Where to start with Lean CI?

Learning

Consensus

Principles

Pilot Lean CI

Keep Improving

01
- 2-Second Lean (Paul Akers)
- Lean Made Simple Pod Cast

02
- Senior leadership buy-in.
- Leadership essential for success.
- Goal to develop Lean CI across your organisation.

03
- Everyone given time daily / weekly.
- Defined improvement categories (Projects, Process, Systems, Working Environment, Professional Knowledge)
- Share improvements and learning regularly.
- Start fixing the things which bug you!
- Create small groups to work on larger improvements.

04
- Consider starting the journey in your team. Report out learnings & feedback to the wider business.
- Training & 'foster green shoots'
- Momentum

05
- Keep developing & maturing knowledge on Lean CI.
- Communicate, Communicate, Communicate! Share your team's story.
- Keep a value-add focus for our customers.

May the force of
Lean Continuous Improvement
be with you!

Thank you

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