



Project Controls Expo – 18th Nov 2014

Emirates Stadium, London

**The Future of Globally Integrated Project
Controls Teams**

About the Speaker

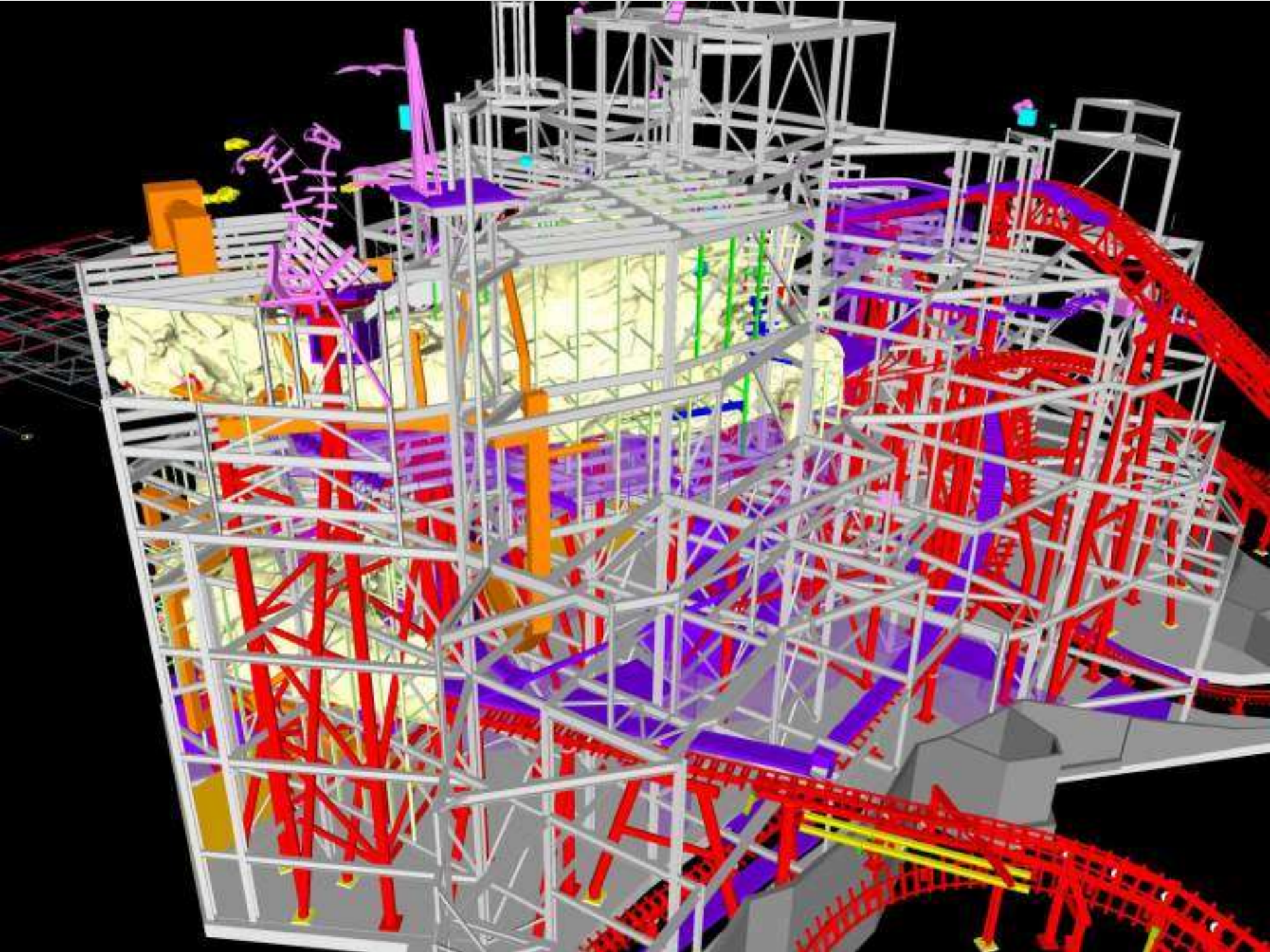
Chris Bell

Chief Marketing Officer, ARES Project Management

- Project Controls Technology Enthusiast
- Worked in Product Management & Strategy for the best:
 - Scheduling: Primavera
 - Earned Value Management: Deltek
 - Project Controls: Active Project Controls (ARM)
 - Cost Management & Estimating: ARES
- Frequent Author and Speaker
- Coordinator of Industry Advisory Panels



JUST 10 YEARS AGO (CIRCA 2005)

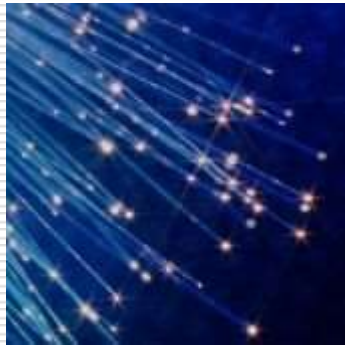






07.27.2005

Construction Technology Trends



Unlimited Bandwidth



Unlimited Storage



Voice Recognition



Adaptive/On-Demand



64-Bit Architecture



RFID

“How We’ll Work In The Future”

- Enterprise Dashboards
- Role-based Solutions
- Business Process Automation
- Virtual Project Teams
- Enterprise Integration
- Earned Value Management System
- Sarbanes-Oxley Compliance



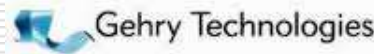
Dick Faris
Construction
Tech Futurist

TODAY (CIRCA 2015)

Mergers & Acquisitions Create New Teams



66 Deals Just in Q3-14



Record Deal Values

However, Challenges Exist

Geography

Cultures

Project-Types

Project Controls
Systems



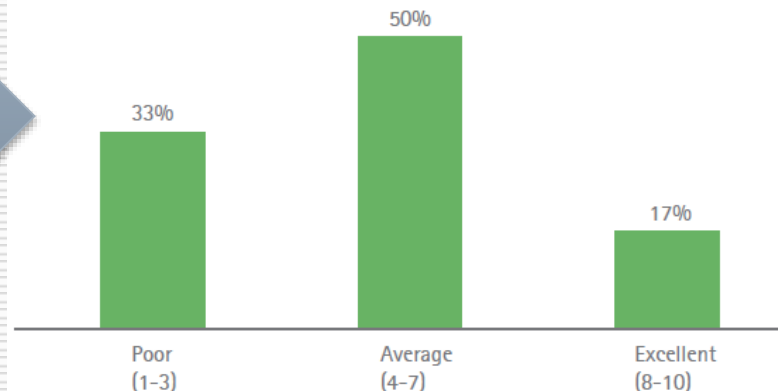
Despite Major Investments, Performance Is An Issue

Over 80% of Organizations Expect More From Software

Figure 9. What is the level of contribution of IT capabilities on effective project delivery?

On a 10-point scale with:
1 - Very low - IT provides limited support to successful project delivery
10 - Very high - IT capabilities are key for effective delivery of projects

IT capabilities are key for effective delivery of projects



Source: *Developing Strategies for the Effective Delivery of Capital Projects* Accenture

So What Is The Answer?



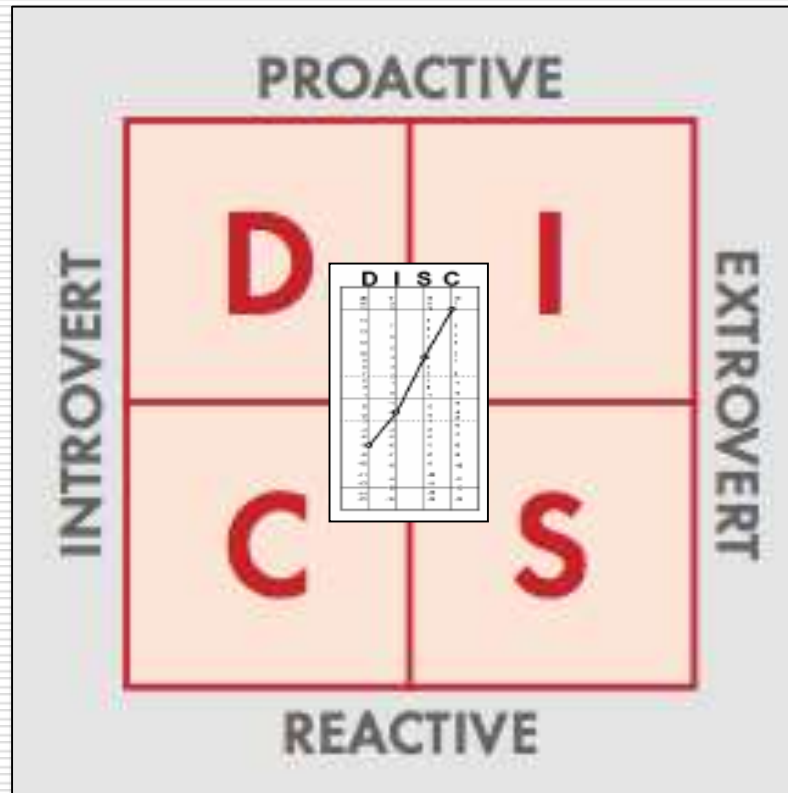
Yes, It's People!



The DISC personality types

Dominance
Proactive Introverts

Compliance
Reactive Introverts



Influence
Proactive Extroverts

Steadiness
Reactive Extroverts

The DISC personality types

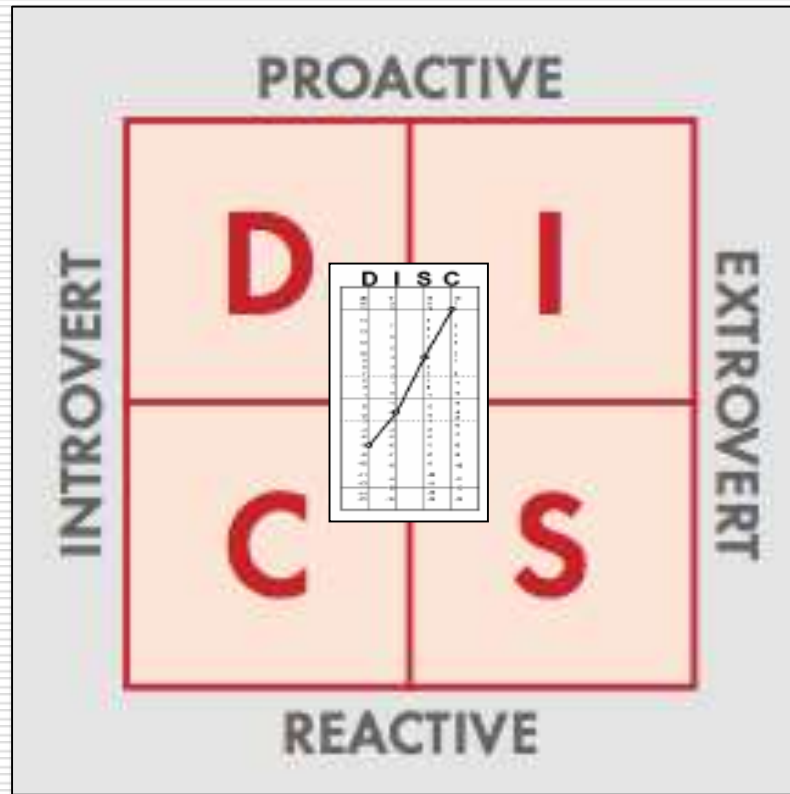


'Drivers'

Proactive Introverts

Compliance

Reactive Introverts



Influence
Proactive Extroverts

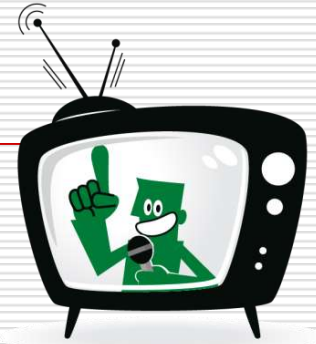
Steadiness
Reactive Extroverts

The DISC personality types



‘Drivers’

Proactive Introverts



‘Evangelists’

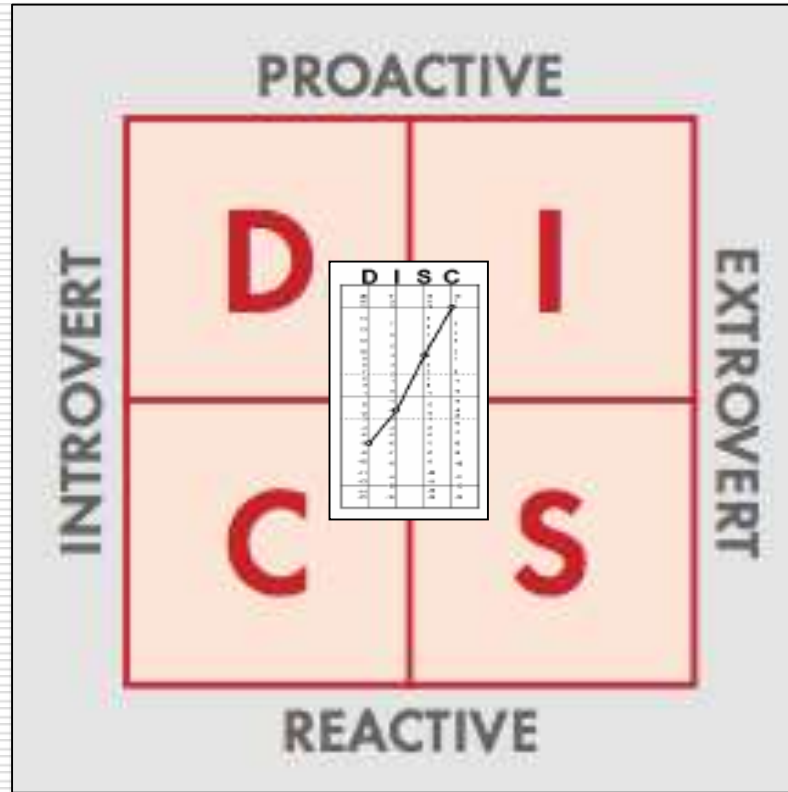
Proactive Extroverts

‘Technicians’

Reactive Introverts



**Project Controls
EXPO**

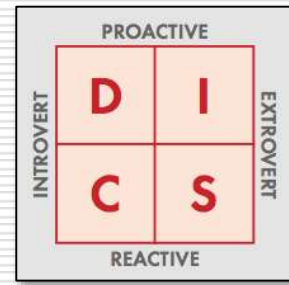


‘Supporters’

Reactive Extroverts



The profile of a 'Technician'



'Technicians' Reactive Introverts

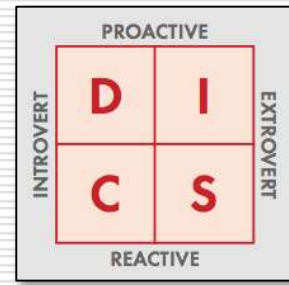


60%+

**of survey
respondents**

- Analytical
- Logical
- Planners
- Naturally cautious
- Attention to detail
- Sticks to facts
- Follows rules
- Ignores emotional arguments
- Serious and responsible
- Suspicious of others
- Brief, to the point

The profile of a 'Technician'



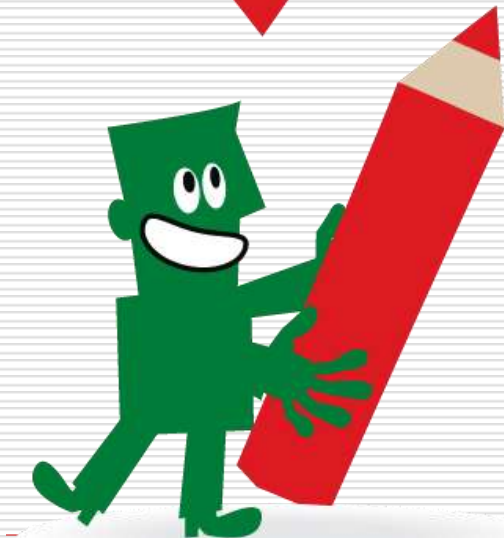
'Technicians'

Reactive Introverts

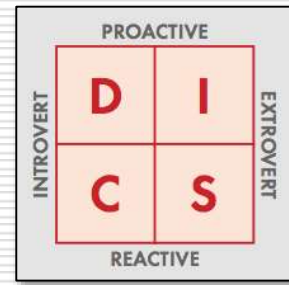
Typically found in these job roles:

- Actuary
- Accountant
- Researcher
- Lawyer
- Pilot
- CFO
- Analyst

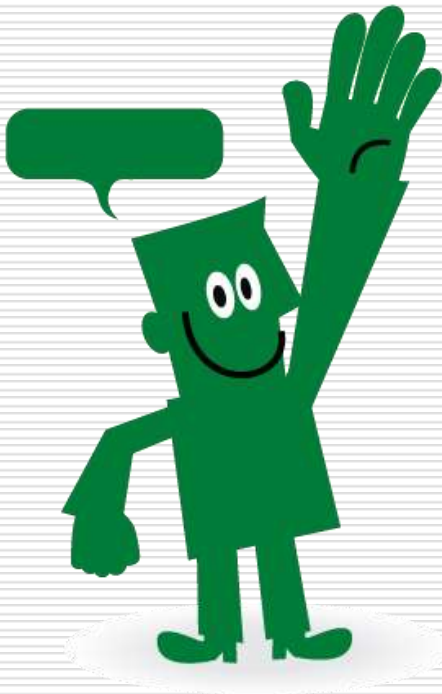
Typical giveaways – very logical speakers who stick to the point, Enjoy new knowledge. Law-abiding. Not always especially concerned about image. Often feel awkward in casual company, much prefer serious debate.



The profile of a 'Supporter'



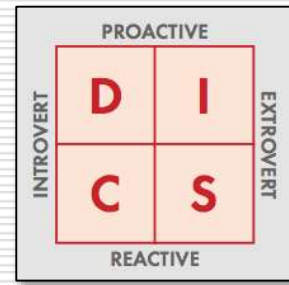
'Supporters' Reactive Extroverts



Negligible %
of respondents

- Constancy
- Reliability
- Accuracy
- Likes routine
- Loves people contact

The profile of a 'Supporter'



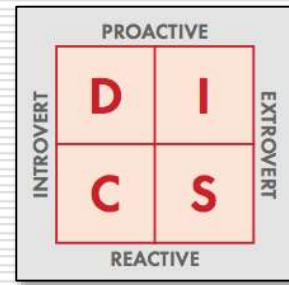
'Supporters' Reactive Extroverts



Typically found in these job roles:

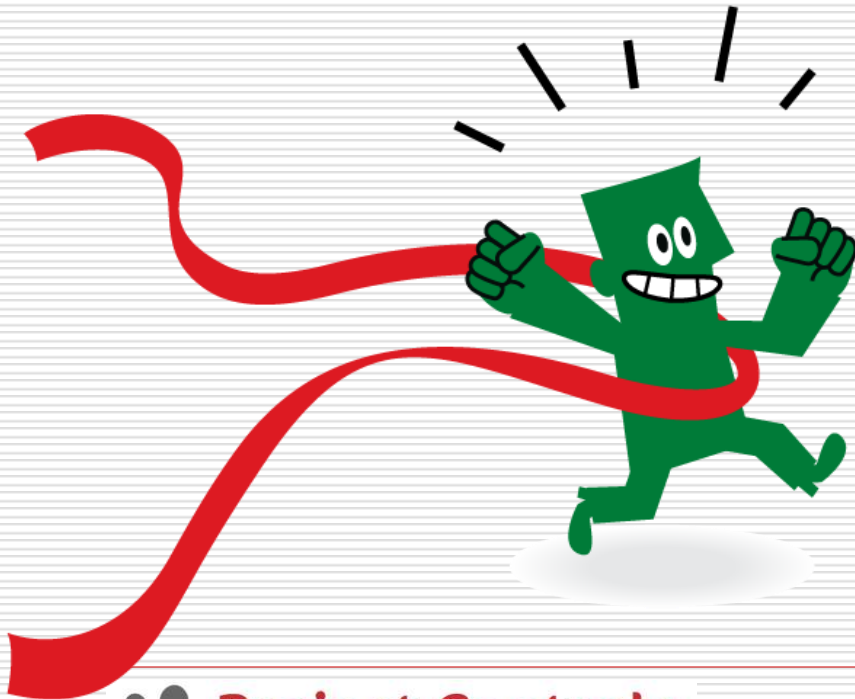
- Nurse
- Administrator
- Help Desk Operator
- HR Manager

The profile of a 'Driver'



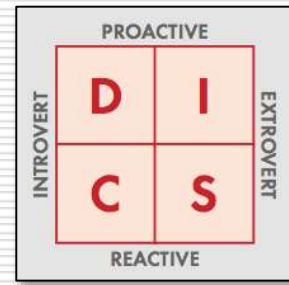
'Drivers' Proactive Introverts

10%
of respondents



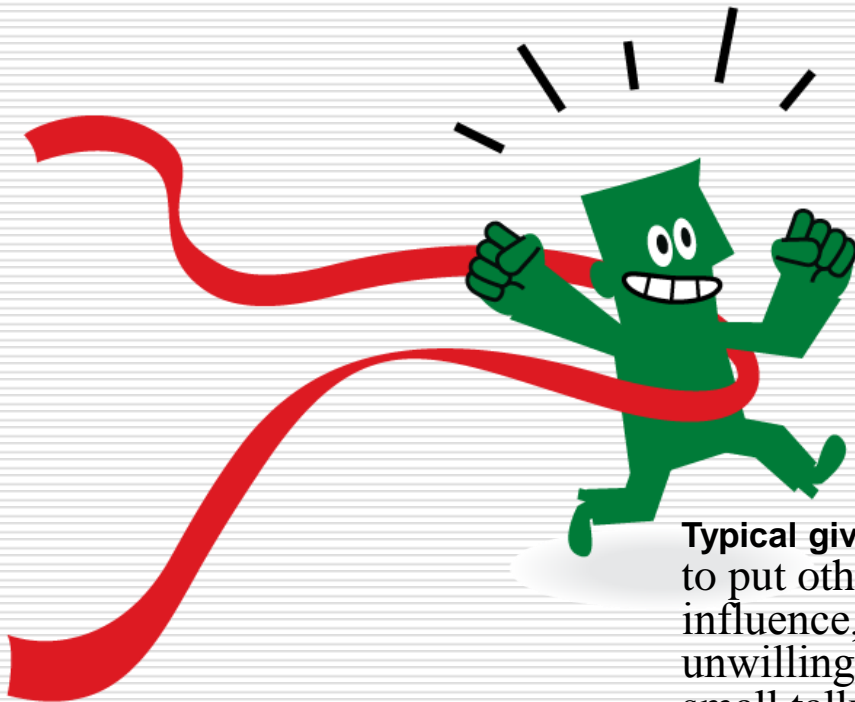
- Very self-confident
- Very pragmatic
- Produces results ahead of expectations
- Focused & determined
- Prefers results to facts
- Demanding, not always reasonable
- Impatient, no time for lots of detail
- The end justifies the means

The profile of a 'Driver'



'Drivers'

Proactive Introverts

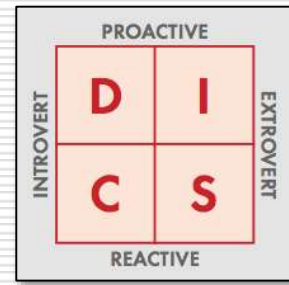


Typically found in these job roles:

- Project & Program Manager (particularly where penalty clauses apply)
- CEO, Managing Director
- New Business Sales
- Senior Officers in the Armed Forces

Typical giveaways – maintain strong eye contact, don't smile just to put others at their ease, highly competitive, enjoy power and influence, don't always say 'please' and 'thank you', very unwilling to yield an argument or make concessions, don't like small talk, impatient, expect people to get to the point.

The profile of an 'Evangelist'



'Evangelists'

Proactive Extroverts



30%+

of respondents

- Inspiring leaders
- Natural communicators
- Very optimistic
- Diplomatic & persuasive
- Sensitive towards others
- Verbose & prone to exaggerate
- Over familiar
- Can appear to lack gravitas

The profile of an 'Evangelist'

'Evangelists'

Proactive Extroverts

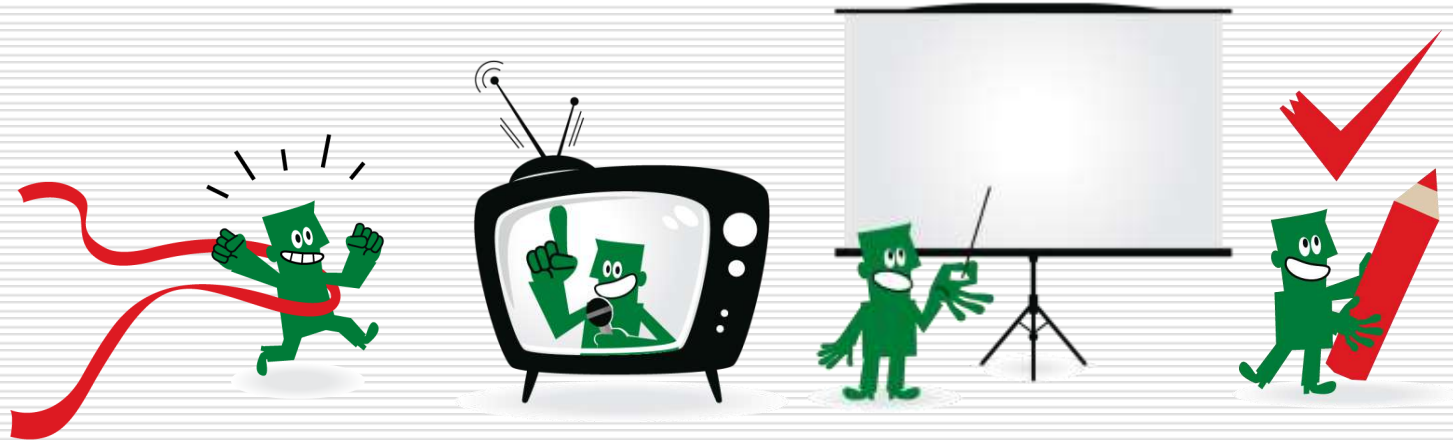


Typically found in these job roles:

- Salesperson - particularly Account Management
- Marketing
- Politicians
- Project Controls Leaders

Typical giveaways – smile readily, well groomed, enjoy social occasions, very charming, naturally warm, helpful, clothes color co-ordinated, self-image is very important, seek approval of others.

The Project Controls Team of the Future



What makes a great Project Controls team?

“A great project controls team fundamentally comes down to bringing together a diverse set of skills and a diverse set of thought.

You want to pull in people who are your technicians who like to swim through the data.

You also need people who can evangelise across the enterprise.”

**Matthew Bridger
Project Controls Manager – Raytheon**

Leaders: It Takes Vision!



Best In Class Firms

- Have Created New Senior Management Position for Project Controls
 - May Report Into Finance
 - Are Not “Exposed to Operational Overhead”
 - Have a Seat at the Leadership Table
- Have a Vision for a Center of Excellence
 - Create roles called “Focal Points”
 - Cross-train schedule and cost professionals
 - Create career paths
 - “Acquired” the Estimating & Risk departments
- Drive a Vision for Information Technology
 - Drive IT, not the other way around

They Own The PC Technology Roadmap

- ❑ Create a vision and achieve milestones in months, not years.
- ❑ Own a budget to make it achievable. They don't ask every time.
- ❑ Roadmap is not based on features alone...
 - Its about having capabilities you do not have today
 - Its about integrating the process
 - Its about best-of-breed, not one size fits all
- ❑ Smart leaders know they are not the smartest person in the room
 - However, they surround themselves with experience
 - They look outside to bring ideas inside
 - They benchmark with others

Thank You Very Much!

Special Thanks To:

Dick Faris, Peter Robertshaw, Whitehouse Consulting, ARES Project Management, LLC, Primavera, Active Risk

