

Transforming Project Delivery

Are you a *timist*?



1

The desired or expected Project Outcomes:



- **Client's perspective:**
 - **Client value:** - Optimised
 - **Time:** On or ahead (50% Faster)
 - Accurate prediction of completion
 - **Budget:** On or ahead
 - **Benefits:** The right solution
 - **Social value:** Maximised
 - **Project risk:** Claims minimised and eliminated
 - **Productivity:** Improved
 - **Safety:** Zero accidents
 - **Stress:** Minimised
 - **Build Environment:** Reduction in carbon footprint during construction
- **Supply Chain's perspective:**
 - Optimising the chance of all the supply chain making more profit (CLC)
 - Optimising cash flow

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2

What determines the project outcomes?



- The project delivery system determines the outcomes.
- The performance, such as speed of delivery, is determined by the constraint/bottleneck of the system.
- The system constraints the quality of the project team.

“you don’t rise to the level of your goals but fall to the level of your system”. cw

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3

What single focus delivers against the desired outcomes?



- The single focus is delivering the project as early as possible because:
 - Time is the most influential component of the time, cost and benefits triangle on projects.
 - Time accounts for 70% - 80% of the project cost.
 - Most cost overruns are time-related. The value of most claims is time-related.
 - Social value goes up by 1.2% for every 1% reduction in project time (NSAR)
 - Quality issues will surface due to their impact on time.
 - The supply chain make profitability improves the earlier the project completes.
 - Stress is minimised when projects are ahead with less need to work nights and weekends.

Always work backwards from the desired outcome. Avoid pushing initiatives into the system, assuming they will deliver improvements.

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What is the current global project delivery performance?



- Most projects run late because:

- Not enough time has been allowed at the outset.

And / Or

- They run out of time.

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Allowing enough time for the project:



- To ensure enough time is allowed to complete on time projects must use:

Reference Class Forecasting (RCF) (Green Book)

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Stopping projects running out of time:



- To stop projects running out of time, the system must ensure the following:

1. Minimise the time risk allowances being squandered

- Five types of time risk allowance are built into project schedules either consciously or sub-consciously, which make up:
 - 40%-50% of the project time.
 - Most of which is wasted even when the risks don't arise.

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7

Stopping projects running out of time:



2. Carry out project activities based on their impact on the end date.

- Project activities must be scientifically prioritised in the order of impact on the end date and then carried out in the order of priority.
- This is the most significant risk to on time or early completion.
- This risk exists at all times, and each loss can be minimal but across the project accumulates to become the most significant cause of late delivery.

Project management is knowing the impact of every task on the end date.

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8

Stopping projects running out of time:



3. Minimise risk events and uncertainty.

- Projects by nature are full of risk and uncertainty, and their impact must be minimised by:
 - Preparation and assessment in advance
 - Early detection
 - Learning and prevention of reoccurrence
- The impact of risk events and uncertainty is a loss of 20% - 30% of the project time.

Most risks and uncertainties don't impact the end date.

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9

Stopping projects running out of time:



4. Bring the end date forward:

- This can be achieved by a change of working sequence or method of work
 - Most actions or changes to the way of working will only bring forward the end date by a day or two due to other paths of activities.

Projects lose on average 2.2 days a week. Any time lost isn't recoverable, but most of it is preventable.

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10

What type of project delivery system minimises time running out?



- A project delivery system that:
 - Is focused on time to completion. (The common focus on activity time rather than project time will prevent achieving the objectives).
 - Works like a sat nav and scientifically measures time to complete daily.
 - Incorporates the recommendations of all government reports from the PlayBook going back as far as Latham & Egan plus other world-class practices. (See the 14 principles of *timist* below).
 - Ensures all the 14 principles of *timist* are:
 - Utilised fully
 - Applied interdependently (not independently in isolation).
 - Practiced daily and visibly at every level.
 - Has in place daily and weekly input metrics/measures.
 - Is codified
- One of the best ways to change culture is to focus the project team collectively on the system rather than the outcome.

The system needs to be more agile than Lean Construction and more scientific than Agile.

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What should be the system's input metrics for completing as early as possible?



- The project input metrics/measures should be:
 - Daily:
 - Time to completion
 - Work being carried out in order of priority
 - Each member of the supply chain completes at least 30% of the planned tasks.
 - Weekly:
 - Accurate and scientific prioritisation.

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12

What Are the Principles of *timist*?



The system must incorporate all these 14 principles to be applied interdependently and fully at all levels visibly every day. The 14 principles of *timist* are:

1	<ul style="list-style-type: none"> • Systemic View: Interdependencies, Holistic 	8	<ul style="list-style-type: none"> • Collective Knowledge: Utilised at all levels
2	<ul style="list-style-type: none"> • One System: Science and Data driven. 	9	<ul style="list-style-type: none"> • Horizontal Accountability: Collective focus on system not outcome
3	<ul style="list-style-type: none"> • Accounting for Project Time: Elapsed Time 	10	<ul style="list-style-type: none"> • Intrinsic Motivation: At all Levels - Pull not Push
4	<ul style="list-style-type: none"> • Constraint Management: Protection, Prioritisation, Preparation 	11	<ul style="list-style-type: none"> • Systematic Operation Routines: (Standardised Hourley, Daily, Weekly) (CS)
5	<ul style="list-style-type: none"> • Visibility & Transparency: (Go & See) 	12	<ul style="list-style-type: none"> • Digitilisation & Automation: (BIM, AI)
6	<ul style="list-style-type: none"> • Shortest Feedback Loop: Daily time to completion (Sat Nav) 	13	<ul style="list-style-type: none"> • Parallel/Concurrent Processing: Offsite
7	<ul style="list-style-type: none"> • One Piece Continuous Flow Effectiveness ahead of efficiency 	14	<ul style="list-style-type: none"> • Continuous system innovations & improvement

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