

The Road to a Successful Outcome



Appoint someone responsible for planning

- Produces regular programmes
- Keeps version control
- Keeps scope control
- Weekly report, what milestones were hit last week, what ones were missed, what should be hit this week, effect on planned completion date
- Identify who is responsible for each delay event



Appoint someone to be responsible for managing risk

- Follow the rules for raising risks
- Identify residual risks
- Decide when a risk is closed
- Identify actions to mitigate a particular risk
- Report on actions cleared, actions missed and actions for next week



Appoint somebody to be responsible for financial management

- There will probably be an overspend
- Ensure proper financial governance is in place
- Audit value for money
- Fully understand the finances and cashflow



Appoint somebody to be responsible for commercial management

- Maintain a single version of the truth
- Fully understand the commercial machinery of the contract
- Appreciate the tension between commercial management and relationship management
- Be aware of the potential consequences if you starve your subcontractors of cash (suspension, disputes, wrong behaviours)



Your team deserve to be supported

- Supported by both directors and colleagues

When things go wrong:

- Frequently it is caused by confusion or inadequacies in processes, systems or procedures
- Less frequently, it is because of a training need
- Rarely it is because of a wrong appointment unless that appointment was the cheapest available
- Encouragement through support requires:
 - a no-blame culture
 - a continuous improvement culture
 - passion within the company



Cut the confusion

- Where there is confusion, most people will fall back on doing what they feel comfortable doing which may not be the best thing in the circumstances
- Make sure that all members of the team truly understand their responsibilities and who they are accountable to
- Don't assume everyone automatically understands all the requirements

