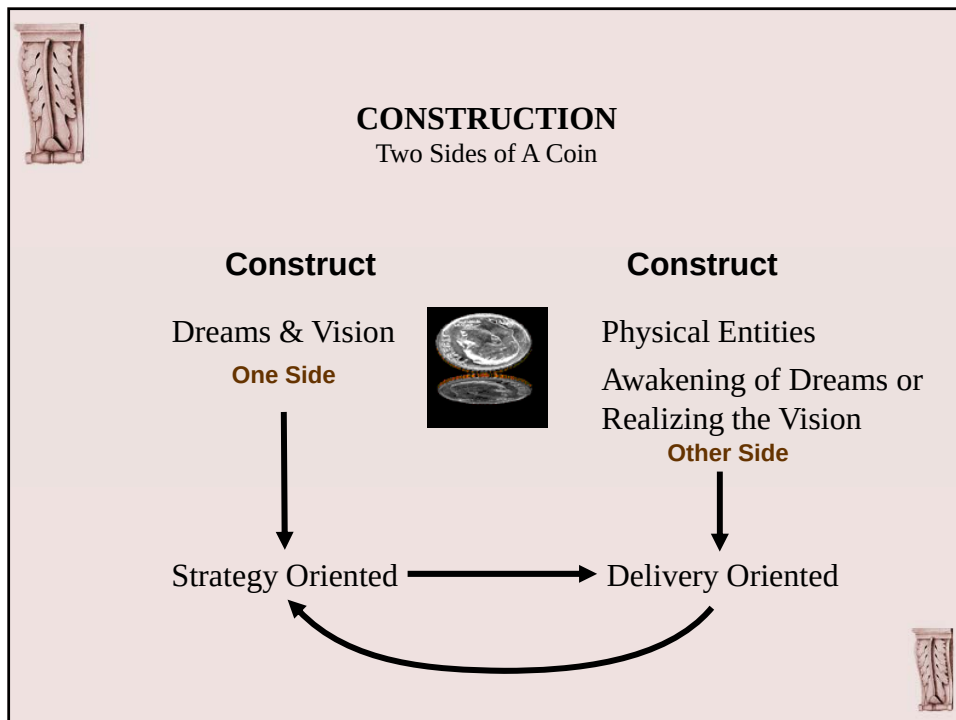
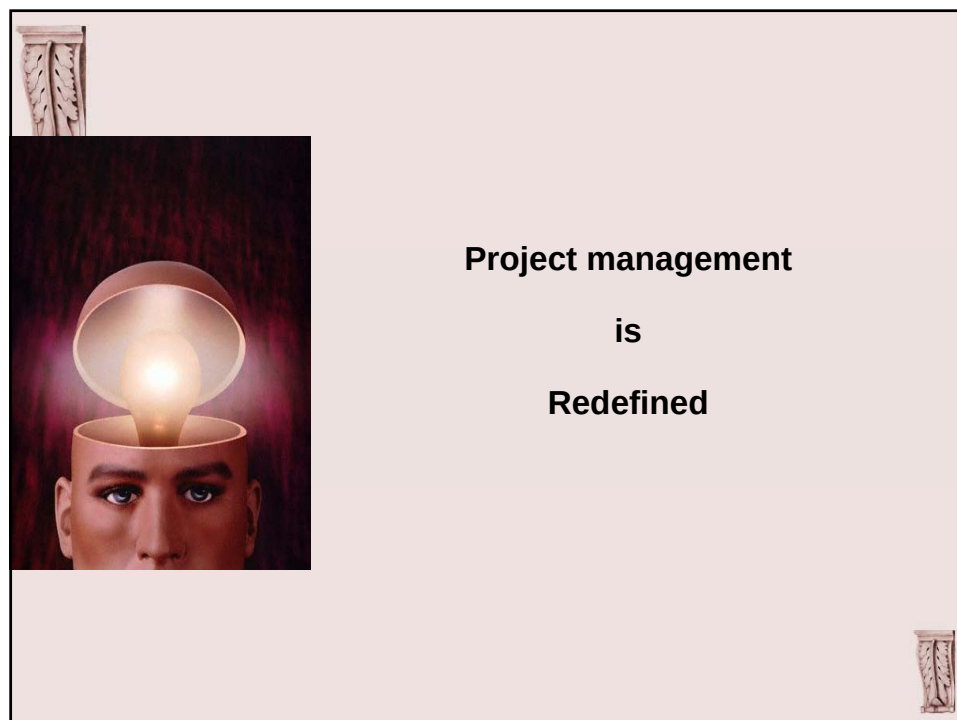
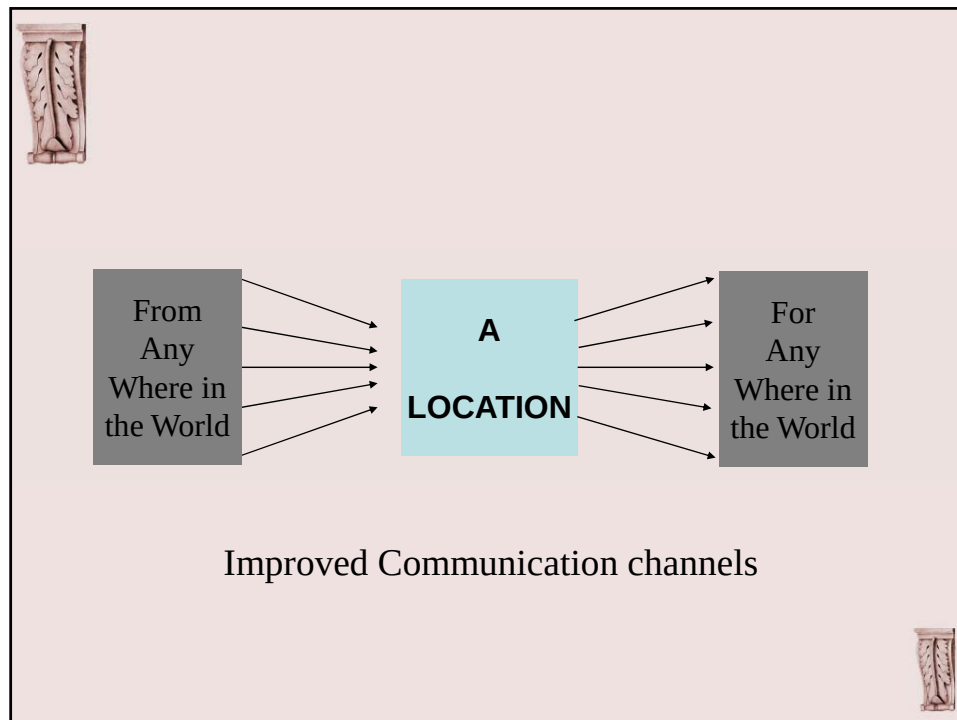




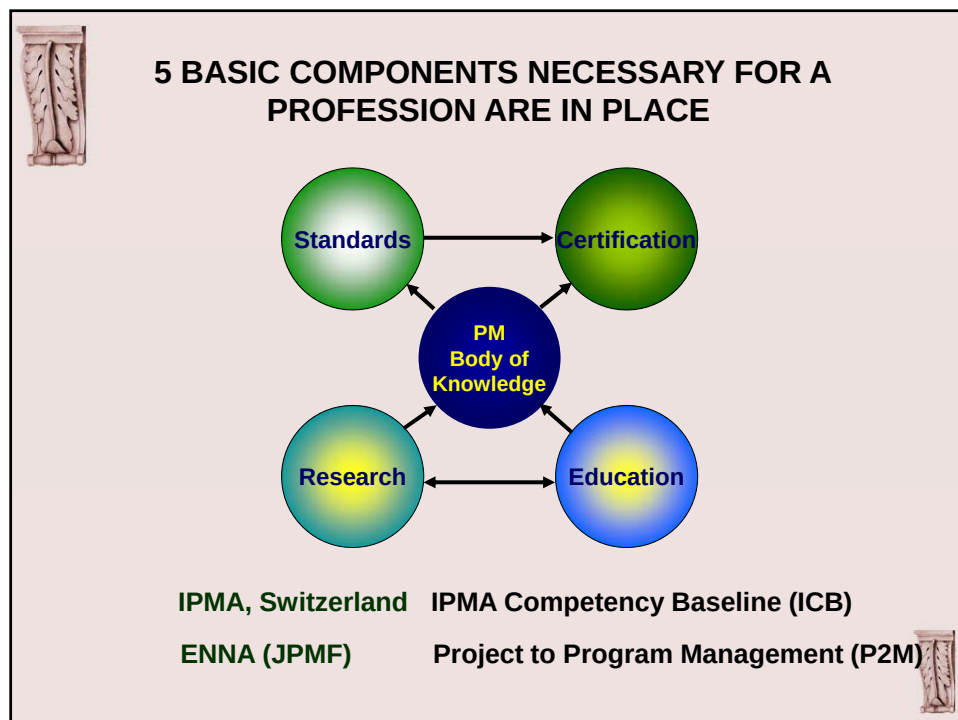


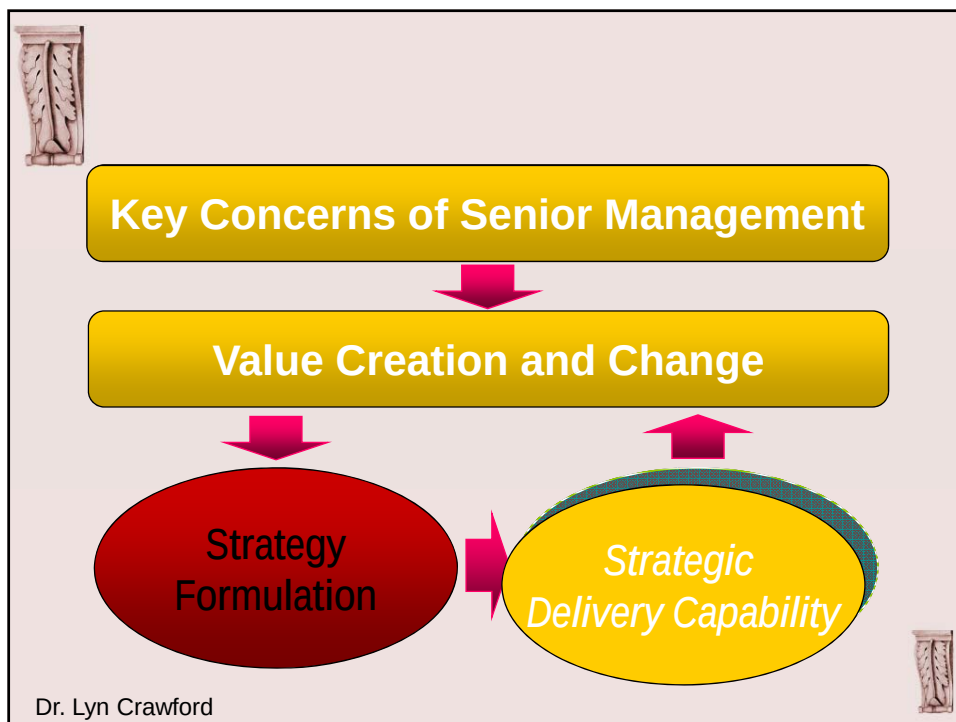
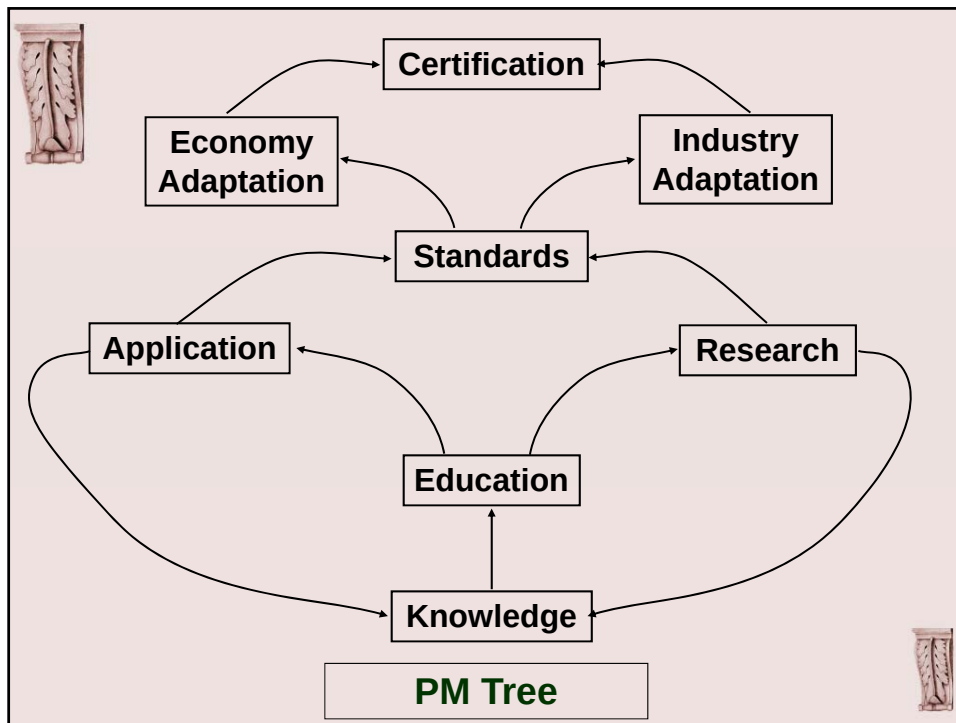


Project
is
to project your DREAMS
or
to project your VISION
or
to project your STRATEGIES

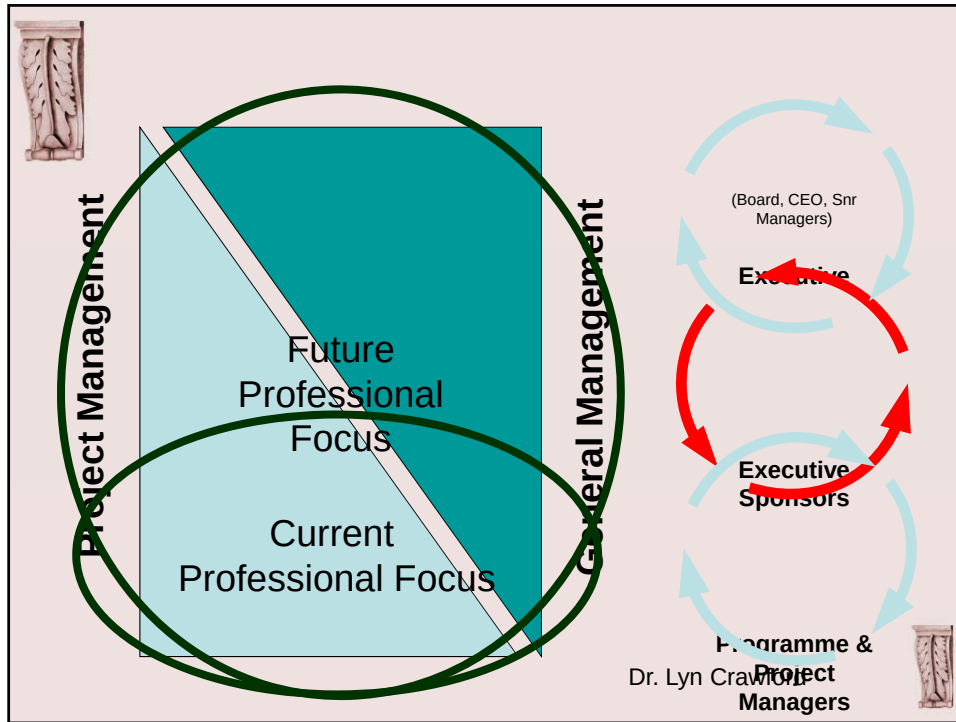


Management
is
to AWAKEN The Dream
or
to transform The Vision into
REALITY
or
to transform The Strategies into
DELIVERIES





Dr. Lyn Crawford



MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

Assign the responsibilities where they can be managed freely and independently



MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

Create a good team, target oriented, in the client organization and “pretend” to have an equivalent and integrated team within the general contractor. With clear cut responsibility and ownership.



MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

Create a “common language” concerning the way to look to the Project in every single moment it was, including critical moments





MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

Define the *technicalities* in project control area, in order to rule the Project sharing the different points of view of the client and the constructor. Scope and technical specs should be clear and unambiguous



MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

Always respect the single role inside the organizations





MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

**Maintain transparent and clear relationship with the
Authorities overlooking the Project. Drawing and data
approval process should be fast and time bound.**



MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

**Try always to anticipate and not to correct,
also if it can generate “image- problems” to
you and your work**





MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

**Let always rule the Project and not the
single: we do not realize constructions for
one-man gratification but for the community**



MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

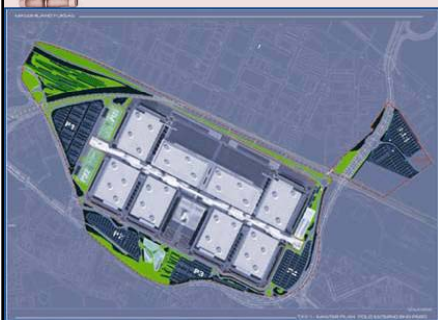
***Project monitoring and review should be effective
and review meeting be attended by persons
authorized to take decisions across the table***



MAJOR POINTS IN MANAGING LARGE SCALE CONSTRUCTION PROJECTS

Survey and soil investigations of the site is very important and should be carried out through a reliable Agency under expert supervision

The figures of the New Complex



Estimated investment: **800 million Euros**

Surfaces:

Total surface area of site: **2 million square meters**

Gross floor space: **530,000 square meters**

Gross exhibition area:

- indoor **360,000 square meters**

- outdoor **60,000 square meters**

Length of central axis: **1,3 kilometres**

Pavilions:

8 –
2 of these will be two-
level buildings.



Items of interest of the New Complex

- Approximately **11 million men-hours**, **50% on site**
 Drawings for the executive project **4,000**
 Drawings for construction project **40,000**
 - Quantity of steel used **in the project: 120,000 tons**
 Steel structures: **77,000 tons (10 Eiffel Towers)**
 Reinforced concrete: **440,000 cubic metres**
 Glass surfaces: **200,000 square metres**
 - Labourers that worked on site **9,300** from **62 countries** (one third Italian)
Up to 2,200 on site at the same time
 Sub-contractors that worked on the site **more than 300**
 Italian suppliers/contractors **80-85%**
 Foreign suppliers/contractors **15-20%**
- 



MAJOR CHALLENGES

Case Study

**Complexity of the territorial system (Region, Province,
 3 Municipalities and other 35 different Subjects)**





MAJOR CHALLENGES
Case Study

**Quantity of public and private projects to coordinate
(more than 15), without power but only per suasion.**



MAJOR CHALLENGES
Case Study

**Leakage of experience in general contracting
of the Italian construction companies**





MAJOR CHALLENGES

Case Study

**Timetable: *time* is the only resource you
can't buy at the "supermarket"**



MAJOR CHALLENGES

Case Study

**Characters of people participating to a clear
"unique" project, often looking for their own "good
image", so putting in second place the Project**



MAJOR CHALLENGES

Case Study

NIMBY problem (not-in-my-back-yard) with such a large scale project, that requested a very strong “media-managing” organization



Case Example



Reason: Excellent Integration







**Construction will always remain
an integral part of infrastructure
for bettering society and economies**



CONSTRUCTION CHALLENGES

- **Today's scenario - executing projects in other countries**
 - Issue management crucial
 - Manpower shortage, Language barriers, different values & cultures, legal aspects



CONSTRUCTION CHALLENGES

- **Stakeholders satisfaction – Should have two aspects**
 - Optimize stakeholder satisfaction
 - Never exceed a Dissatisfaction Index





CONSTRUCTION CHALLENGES

- Legal framework in managing international projects
 - Contradictory expectations
 - Open mind, good communication



CONSTRUCTION CHALLENGES

- Use of better Technology & Automation essential
 - Effective Supply Chain Integration in manufacturing
 - Just In Time



New Directions....

- **Combine Project Thinking with Operational Mindset**

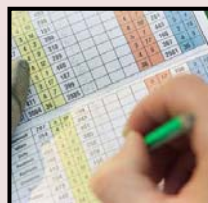


**PROJECT
THINKING**



**OPERATIONAL
MINDSET**

PROJECT THINKING



Many scorecards

OPERATIONAL MINDSET



Only Profit

PROJECT THINKING	OPERATIONAL MINDSET
	
Innovative to add value	Complete the existing task within Time & Scope

PROJECT THINKING	OPERATIONAL MINDSET
	
Proactive at lowest execution level	Reactive - wait for instructions



PROJECT THINKING

Modular communications



OPERATIONAL MINDSET

Chain of command communications

IPMA Member Countries

EUROPE (28)		
	Austria	
	Azerbaijan	
	Croatia	
	Czech Republic	
	Denmark	
	Finland	
	France	
	Germany	
	Hungary	
	Iceland	
	Ireland	
	Italy	
		
		
		AMERICA (3)
		
		
		
		AFRICA (2)
		
		
		ASIA (2)
		
		

**Greetings and best wishes
from the IPMA Executive Board
IPMA International Project Management Association**

The International Project Management Association

**IPMA
International Project Management Award**

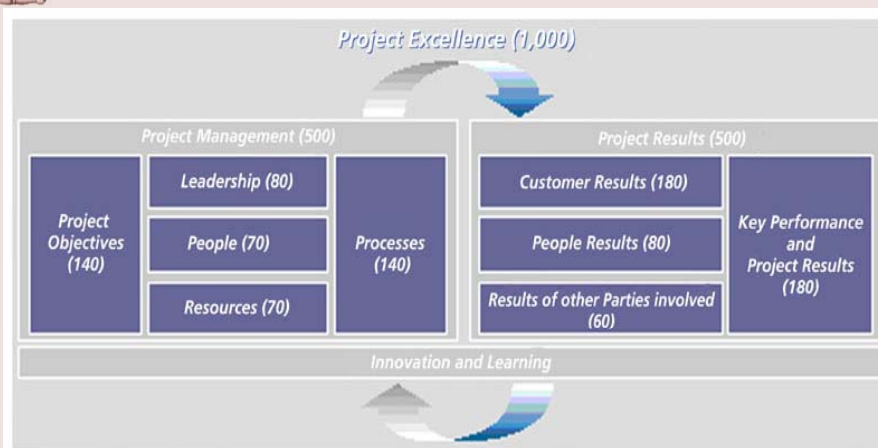
**The highest international honours
for excellent Project Performance**

Otto Zieglmeier
Vice President IPMA International Project Management Association
Member of the Board of GPM German Association for Project Management
Director of the IPMA International Project Management Award

Alain de Dommartin Chief Executive Officer,
EFQM European Foundation for Quality Management

- What could be more fundamental than the concept of project excellence?

The IPMA Assessment Model for „Project Excellence“



Review IPMA PM Award Gala 2002



The winner takes it all IPMA Award Gala 2004 - Budapest



18th World
Congress
on Project
Management
Budapest 18.-21. June 2004





Challenges to Project Managers of 21st century

Criteria	<i>From</i>	<i>To</i>
Possibilities	Infinite	Finite
Resources	Surplus	Scarce
Environment	Static	Dynamic
Certainties	Bounded	Unbounded




Challenges to Project Managers of 21st century

Criteria	<i>From</i>	<i>To</i>
Management	Single project	Multiple projects
Customer	Single	Many
Conflicts	Less	Intensive
Concerned	Controlling resources	Delivery of objectives



PM Certification – The European Way				
Level	Targeted	Capabilities		Title
A	Programme or Project Director or International Project	Competence = knowledge + experience + personal attitude	CPD	Certificated Project Director
B	Manager Project Manager		CPM	Certificated Project Manager
C	Project Management Professional		PMP	Registered Project Management Professional
D	Project Management Practitioner	Knowledge	PMF	Project Management Fachmann/ Professional

IPMA Four-Level Certification Programme



