



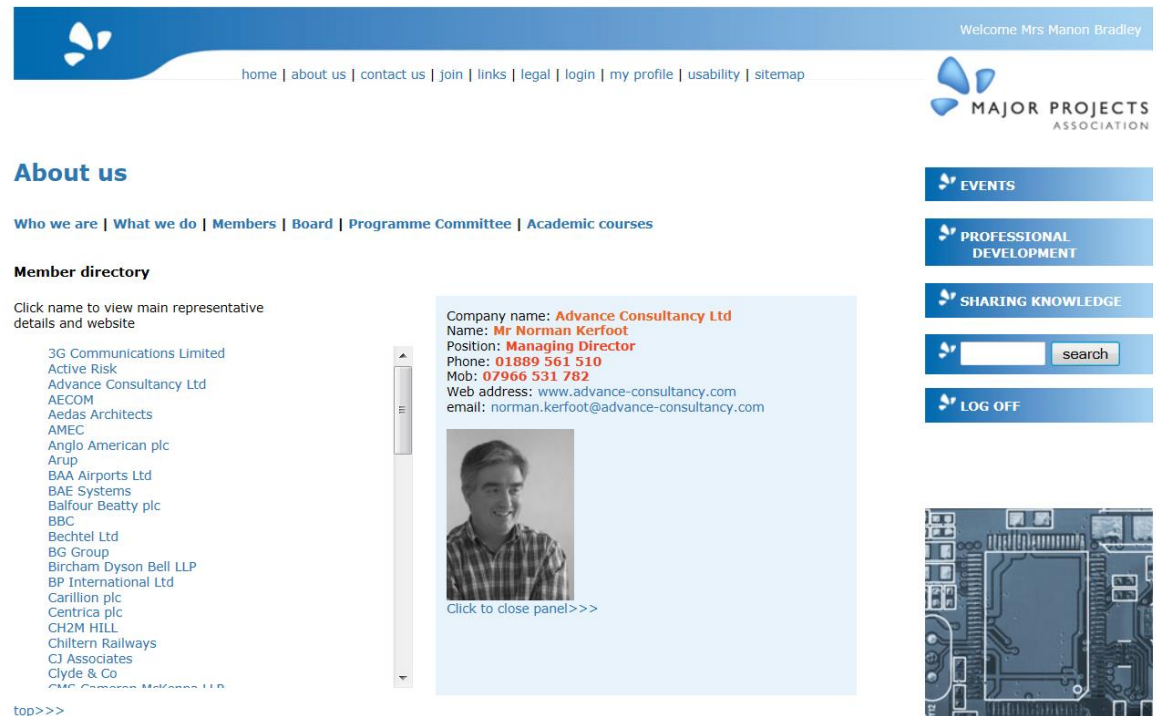
Outline plan for supporting members' Communities of Practice

Manon Bradley
Development Director




Resources which already exist:

- Introductory talk from Manon or Denise
- Searchable reports on our website – summaries and full reports
- Main Representative's details on our website:



Welcome Mrs Manon Bradley

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 MAJOR PROJECTS
ASSOCIATION

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Member directory

Click name to view main representative details and website

- 3G Communications Limited
- Active Risk
- Advance Consultancy Ltd
- AECOM
- Aedas Architects
- AMEC
- Anglo American plc
- Arup
- BAA Airports Ltd
- BAE Systems
- Balfour Beatty plc
- BBC
- Bechtel Ltd
- BG Group
- Bircham Dyson Bell LLP
- BP International Ltd
- Carillion plc
- Centrica plc
- CH2M HILL
- Chiltern Railways
- CJ Associates
- Clyde & Co
- CMG Group, McKays LLP

top>>>

Company name: **Advance Consultancy Ltd**
Name: **Mr Norman Kerfoot**
Position: **Managing Director**
Phone: **01889 561 510**
Mob: **07966 531 782**
Web address: www.advance-consultancy.com
email: norman.kerfoot@advance-consultancy.com

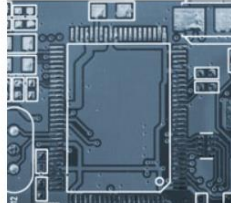

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New resources

More accessible reports:

- Two page highlights
- Out within one week
- Points for discussion
- Ten page short report
- Out within one month
- Lots of links





Engaging your Community of Practice

- Share reports far and wide
- Consider points for further discussion
- Encourage researching the archive to address these points

A programme delivery approach, with the right people and culture is vital to coordinating major projects with global interdependencies.

A global programme management office (PMO) with regional autonomy provides a platform for standardisation of service quality, consistency, global leverage and lower overhead costs.

This should be underpinned by a programme model that addresses programme experience, management information systems, stakeholder engagement, knowledge transfer and capability.

Agility and being able to flex ways of working is important to get people working and delivering together – there also needs to be recognition that sometimes the desired business outcomes will change and people must be able to respond accordingly.

Sensitivity to differing cultures is helped by people's soft skills and their personal cultural awareness – along with an explicit recognition of the role of people in projects and the importance of good interpersonal skills for communication and conflict management. Be careful to avoid a token approach. Politeness is poison – generate frankness and hence trust.

Adequate capability and capacity underpin the success of major projects. Strategic management of talent is seen as another important success factor.

- Dynamic modelling of resource requirements can provide data-driven insights on how to optimise resource allocation across projects by analysing the capabilities necessary for successful project delivery.
- Using technology releases capacity of engineers/key skills to focus on project delivery, leading to greater workforce productivity and employee engagement.

- Improved PMO compliance through service level agreements and operational level agreements frees up scarce resources within project teams/organisations.
- Alternative sourcing strategies (e.g. contracting) can improve hiring lead time, lower costs, and provide greater skills availability on demand.
- Success is achieved by having staff with the right attitude in the right roles coming together to share and deliver.

KNOWLEDGE/INFORMATION TRANSFER SUCCESS FACTORS AND BARRIERS

The following areas may encourage or limit knowledge sharing within and between organisations:
Organisational factors: Physical distance, time zone differences, local/global structure, deep vs flat structures
Managerial style: Awareness, experience or will to encourage information collaboration
Interpersonal: Consistency in language use, expectations, perception, personal values and customs

'Is using cultural differences an excuse not to collaborate? Is there anything stopping political sovereignty?'

Mike Harris, General Manager Programmes, NATS

POINTS FOR FURTHER DISCUSSION:

1. How can you overcome the reluctance of competitors to collaborate?
2. What can other sectors learn from the central information hub used within the aerospace industry? *Could BIM be similarly effective within infrastructure?*

With grateful thanks to Guri Neote and Deloitte for their significant contribution in the production of this document.

Seminar chairman:

Rob Holden, Chairman, High Speed 1

Speakers:

Julian Garratt: Managing Director, Morson Projects

Mike Harris: General Manager Programmes, NATS

Dr Liz Lee-Kelley, Director of International Centre for Programme Management, Cranfield University

Colin Sisman, Managing Director Talent and Organisation – Resources, Accenture Capital Project Services

Catherine Tobiaszky: Senior Partner, Global Account Leader, EC Harris LLP

Participating organisations:

AECOM
 AHS&C
 Accenture
 Bechtel Ltd
 B&B Group
 BeFour Beatty plc
 Children Railways
 Corbin Ltd
 Cranfield University
 Crossrail Limited
 Currie & Brown UK Ltd
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 Mott MacDonald
 NATS

National Audit Office
 PA Consulting Group
 Parsons Brinckerhoff
 Risk Solutions
 Royal Navy
 SKEMA Business School
 S&C Business School
 School of Construction and Project Management, UCL
 Turner & Townsend
 University of Cambridge
 WMS: University of Warwick

For further information contact: Professor Denise Bower, Executive Director, Major Projects Association
 t: 01865 338070 denise.bower@majorprojects.org www.majorprojects.org



Engaging your Community of Practice



- Review forthcoming programme of events to anticipate topics
- Consider topics for 2016 events and share with us
- Engage via Facebook, Twitter, LinkedIn (Group)



Emerging Programme which will be updated periodically



Programme of Events 2015

Tel: 01865 338070 Email: mpa@majorprojects.org

	Date of event	Time of event	Seminar/Event Topic	Venue
Jan	14 & 15 Jan	10.30 (day 1) – 16:00 (day 2)	Professional Development for Rising Stars from within the industry	Milton Hill House, Oxon
	27 & 28 Jan	10.30 (day 1) – 16:00 (day 2)	Professional Development for Rising Stars from within the industry	Milton Hill House, Oxon
Feb	11 th Feb or 12 th Feb	9.00 – 17:30	Acquiring people and resource Capability Cost Effectively	ICE, London No 4 Hamilton Place
	26 Feb	8.30 – 17:30	Major Projects Simulator – Professional Development	Egrove Park, Oxford
March	12 March	17:30 – 20:00	Evening Debate: Is Collaboration the route of all evil? Collaboration - panacea or pipe dream?	Church House, London
	24 March	18:00 – 20:00	MPA Representatives evening meeting	Armourers Hall, London
April	29 April	9.00 – 16:30	Assured Sponsorship and turning benefit aspirations into reality	No 4 Hamilton Place
May	14 May	9.00 – 13:00	What do mergers and acquisitions mean to the world of major projects?	Hallam CC
	20 May	8:30 – 17:30	Major Projects Simulator – Professional Development	Egrove Park, Oxford
June	4 June	9.00 – 16:30	Developing a Digital Strategy for Major Projects	One Drummond Gate
	10 June	13:30 - 16.30	Professional Development, Rising Stars Part 2	Prince Philip House
	17 June	13:30 – 17:30 17:30 – 20:00	Learning lessons from UK and Global Practice plus Evening Debate 'Centralised vs dispersed Programme Management Office'	No 4 Hamilton Place
July	2 July	18:00 – 22.30	Prestige Lecture, evening dinner (Members and their guests)	ICE, London
Sept	9 Sept	13:30 – 17:30 17:30 – 20:00	Attracting the best people to Major Projects and Evening Seminar on Diversity on Boards OR Spare	Church House, London
	23 & 24 September	17:30 (day 1) – 16:30 (day 2)	33rd Annual Conference. Strategic Planning – being ready for the future	The Royal Berkshire Hotel, Ascot, Berks
Oct	5 – 9 Oct	9:30 (day 1) – 14:30 (day 5)	Professional Development: The Challenge of Major Projects Course	Milton Hill House, Oxon
	21 Oct	8:45 – 16:30	Case Study seminar (TBC)	ICE, London
November	17 Nov	8:00 – 10:30	Spare topic (pre autumn statement discussion) breakfast meeting	Hallam CC
	19 Nov	8:30 – 17:30	Major Projects Simulator – Professional Development	Egrove Park, Oxford
	30 Nov	18:30 – 22:30	AGM and Annual Dinner (invitation only)	Claridges (TBC)
In addition:		1 Site visit, 2 Discussion Dinners, 3 Executive Director events, 3 CEO dinners to be fitted in to the calendar as appropriate, venues and dates TBC		



Possible future developments

- Major Projects Knowledge Hub:
 - Crossrail, HS2, Thames Tideway Tunnel, MPA Archive and more...
- Major Projects CoP
CoP??!!

