Background

1985  PhD in solid state physics (VU Amsterdam)
1985  Research physicist Shell Research
1991  Head of international standardisation
1993  Facility manager Shell Amsterdam laboratory
1996  Maintenance manager Shell Singapore refinery
1999  Consultant Maintenance and Inspection
2000  Production unit manager Shell Pernis refinery
2002  Manager Global Project Services
2006  Global Discipline Head Projects (Downstream and Gas)
2007  Professor Management of Engineering Projects
2009  Vice President Contracting and Procurement for Projects
2011  Vice President CP Strategy and Sustainable Development
2012  Project Manager Office Relocation
2015  Fully devoted to chair
Food for thought

- Projects still fail at ridiculous rates
- If the future project management methods look anything like the present what improvements can we then expect?
- What future is there for this failing management method?
- Why do we take project management research not more serious?
Ernst & Young 2014

365 Mega Projects
(Capex > 1 bnUSD)

Our research shows that the majority of projects are facing delays and/or cost escalations and these overruns are prevalent in all of the segments and geographies.

64% of the projects are facing cost overruns.

73% of the projects are reporting schedule delays.

We evaluated the performance of megaprojects on two criteria – cost and time – to gauge the proportion of projects that are forecast to fail to deliver on budget and schedule. Of the 365 megaprojects, cost data was available for 205 projects and time data for 242.

The study revealed that the majority of the projects were delayed and/or faced cost overruns when measured against estimates made during the initial stages of the project life cycle.
Track record

% costs

% duration
1

Develop project management system
Project life cycle

Appraise  Select  Define  Build  Operate

Stage gate review point  Stage gate review point  Stage gate review point  Stage gate review point  Project review

Project management

Management of projects
2

Developing project managers
COMPETENCE DEVELOPMENT AND APPLICATION

MENTOR

MENTORING & COACHING

ACCREDIT

ASSESSMENT & ACCREDITATION

EDUCATE

LEARNING

GROW

EXPERIENCE

NETWORKING & COMMUNITY

SUPPORT
Can project success be predicted?
Final chapter: trends and challenges

- 3 lenses
  - Experts’ chapters
  - External bodies
  - Academics’ views
- Round table discussion
- Next practices
The authors’ views

- Focus on people; Early involvement and true integration
- Risk management
- One size does not fit all; fit for purpose
- T-shaped professionals
- Industry and academia getting closer together
The practitioners’ views

- **PMI:** Integrative/engaging discipline
- **CII:** Mission control; Evolution
- **ECI:** Supply chain and relationship management
- **IPMA:** PM and PSM roles are shifting. Line takes care of stakeholders and conflicting interests
The academics’ views

Lifecycle model → Theories of complexity

Projects as instrumental processes → Social processes

Product creation → Value creation

Narrow → Broader conceptualisation

Trained technicians → Reflective practitioners

- Experience trap
- Project simulator
- Human factor
The roundtable discussion

- Relationships based on trust
- Integration from earliest phase onwards
- T-shaped professionals
- More female project managers
- Managerial learning
- Traineeships (co-schappen)
Short term future

- Project manager important for success
- Second most important project controls or support manager
- Early involvement and integrated approach
- Data
Next practices

- Collaborative relationships
- Broader education
- Improved ways of learning
People are Key

Today and Tomorrow