



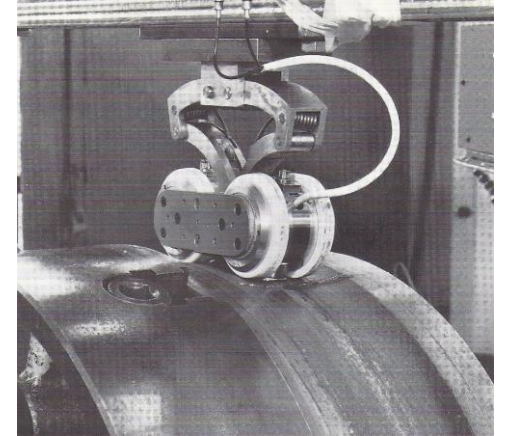
# **'Projects and People, a socio-technological challenge'**

**Prof. Dr. Hans L.M. Bakker  
NAP Professor**

**DACE, Soestduinen  
30 November 2023**

# Milestones

- 06.09.1985 PhD Solid State Physics
- 01.10.1985 Research physicist at Shell Research Amsterdam
- 01.08.2002 Department Manager Project Support
- 01.09.2007 Professor Management of Engineering Projects (part-time)
- 01.08.2009 Vice-President Contracting and Procurement for Projects
- 01.01.2015 Full time professor
- 01.09.2018 Chairman IDM section



# Project Management Department

Message to OGP staff:

OGP's Ways of Working



"We, the OGP Management Team, are fully committed to all four elements of New Ways of Working, which will become mandatory from January 2004."

*Hans Bakker*  
Hans Bakker

*Rien Huisman*  
Rien Huisman

*Kob Kretzers*  
Kob Kretzers

*Dan Burt*  
Dan Burt

*Minu Kalappa*  
Minu Kalappa

*Sipke Mennes*  
Sipke Mennes

*Ian Hill*  
Ian Hill

*Nick Smallwood*  
Nick Smallwood

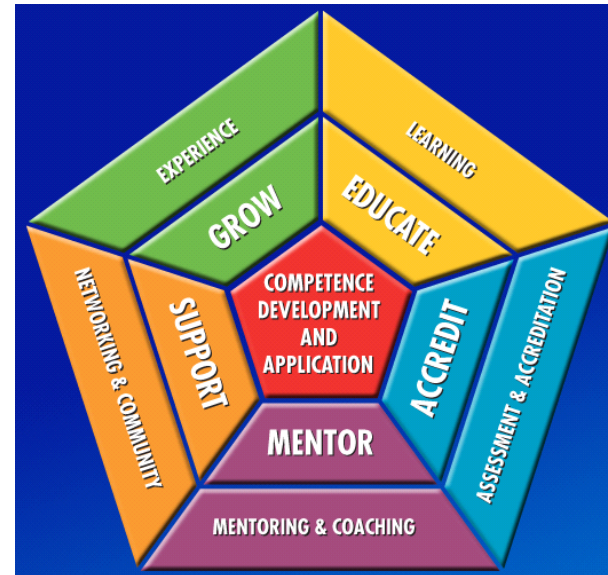
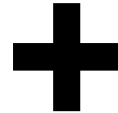
*Bob Klug*  
Bob Klug

*Jaap de Vries*  
Jaap de Vries

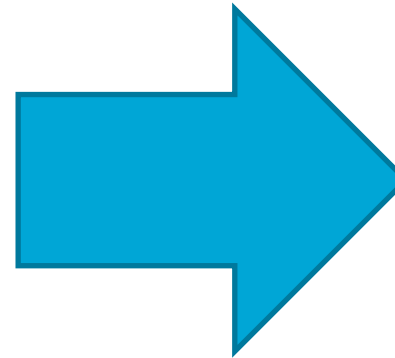
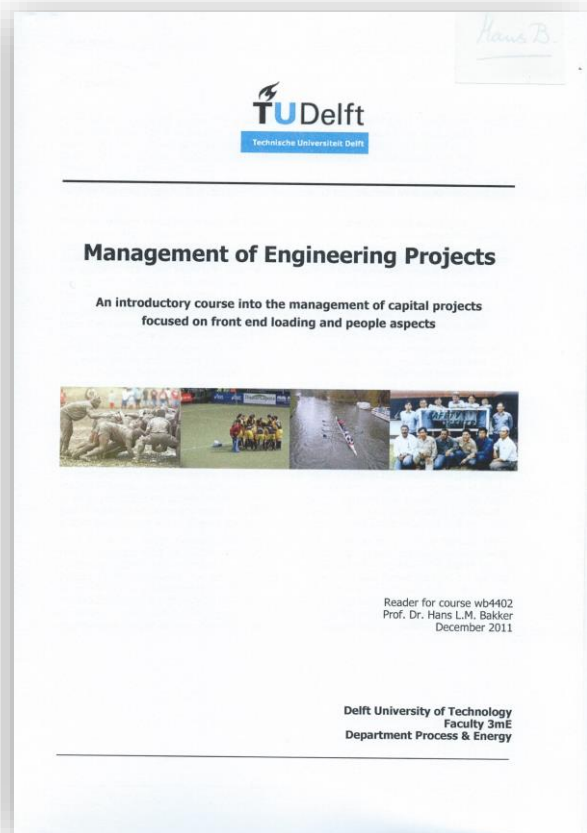
*Han Goudsmit*  
Han Goudsmit

Shell Global Solutions

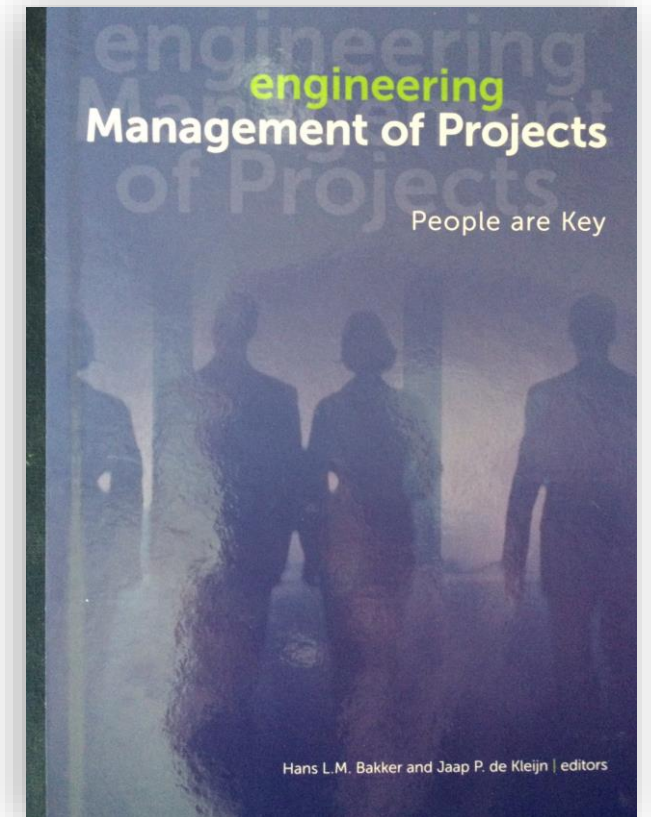
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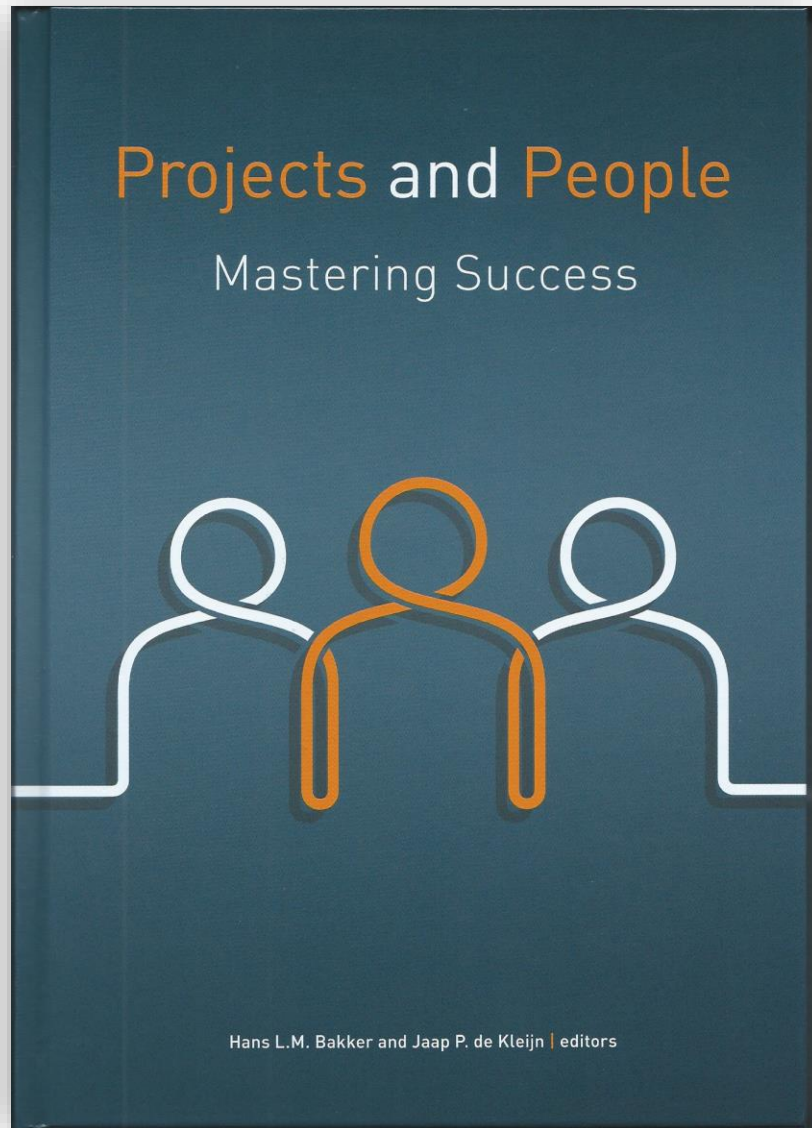


# From Reader to Book



Published  
November 2014





...even more focus on people

Published September 2018:

Different team (26 authors),

same editors,

same approach

# Research in Management of Projects

# Goals in inaugural address


- Project complexity/predictability
- Managerial learning
- Building relationships
- Modular design and construction

management of projects  
a people process

inaugural address


Prof. Dr H.L.M. Bakker

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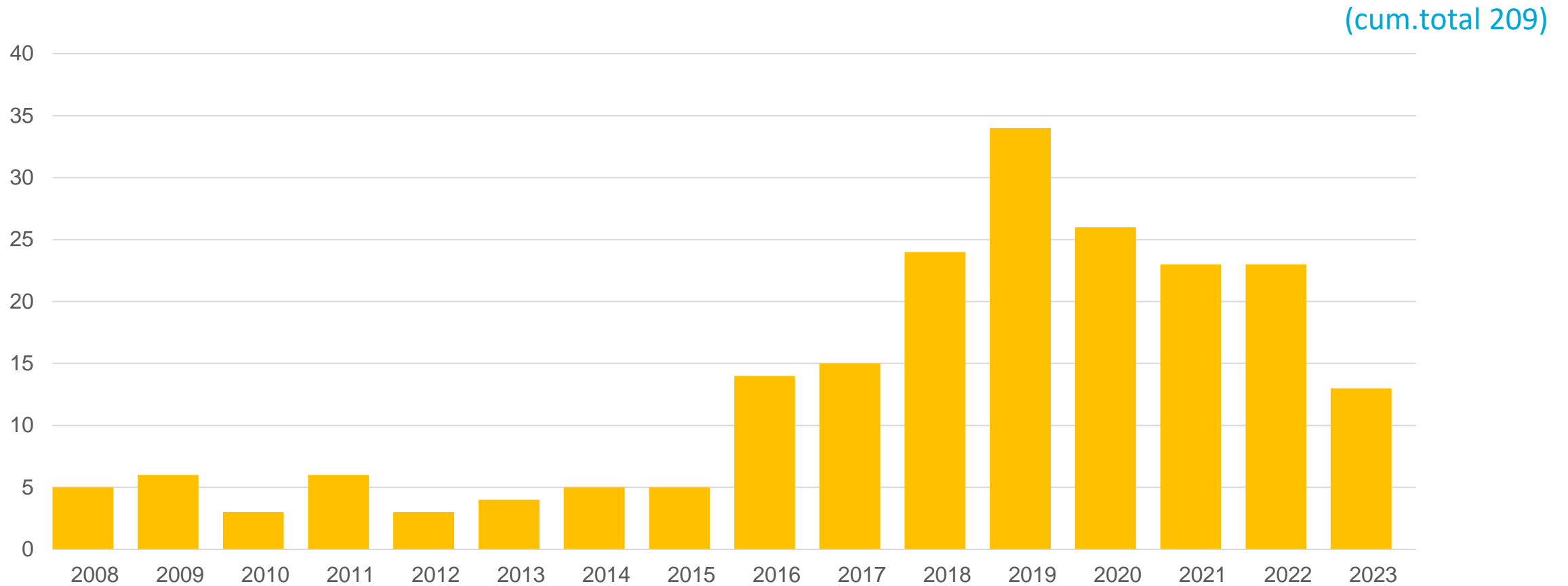
May 14 2008

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 TU Delft  
Delft University of Technology

Faculty of Mechanical, Maritime and Materials Engineering

# Master students through the years



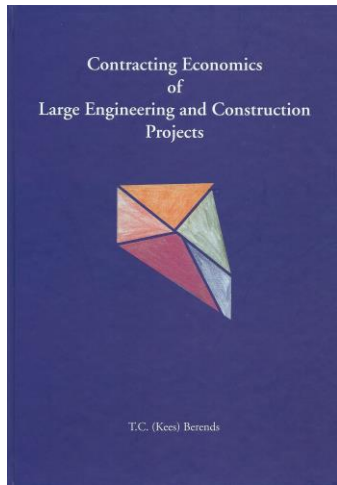


# Graduating *and Sponsoring companies*

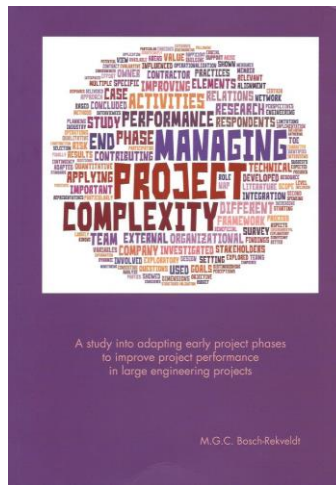
Accenture, Aecom, *Aker Kvaerner*, *AkzoNobel*, AllSeas, Anthea, Applus, APPM, Aratis, Arcadis, Arup, ASML, ATOS, AT Osborne, Balance, Ballast Nedam, BAM, *Bilfinger Tebodin*, *Bluewater*, Boskalis, BP, Brink, Copper8, Count & Cooper, *Covra*, Croda, *DOW*, Drees & Sommer, *DSM*, Dura Vermeer, EBN, van Eesteren, Eneco, *Engie*, ePM, *Fluor*, *FrieslandCampina*, van Hattum en Blankevoort, Havenbedrijf Rotterdam, Heijmans, *Heineken*, Hertel, *Hollandia*, Huisman, IBA, Inros Lackner, IV Infra, Jansen de Jong, Joulz, *KH Engineering*, KWD RM, LM Glasfibre, *McDermott (Badger, Lummus, ABB, CBI)*, *Mobilis/TBI*, Mott McDonald, *NEM*, Van Oord, Pacer, PHBM, Pro6 managers, ProRail, *RHDHV*, RWS, Schiphol Group, *Shell*, *Siemens*, *Spie*, *Stork*, Strukton, Sunuru, SWECO, TAQA, *Tata Steel*, *Technip*, Tennet, Twijnstra & Gudde, VDL, Volker Wessels, *Witteveen+Bos*

# Dissertations from the MEP chair ....and 4 more to come

Guus Keusters (2024)  
Maryam Nezami (2024)  
Jaap Stoppels (2025)  
Marco Buijnsters (2026)



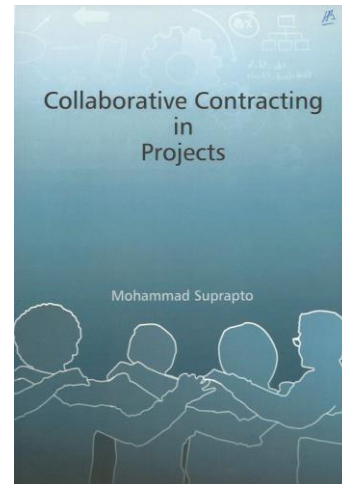
Berends  
(2007)



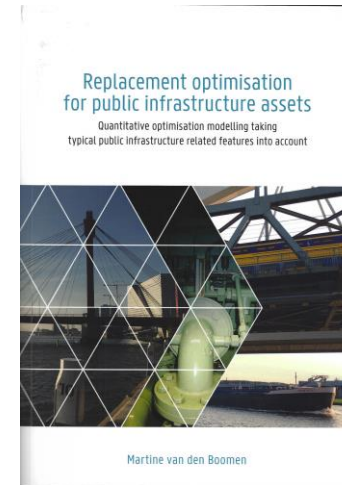
Bosch-Rekvelde  
(2011)



Koops  
(2017)



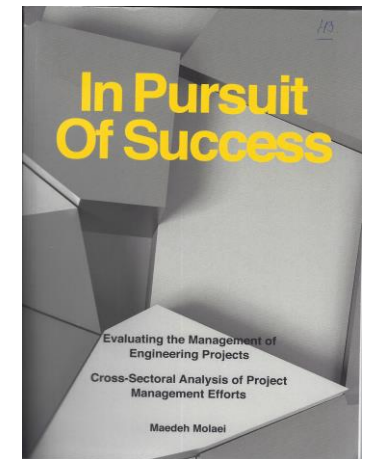
Suprpto  
(2016)



van den Boomen  
(2020)



Liu  
(2021)



Molaei  
(2021)

# What have we learned ?

- *Standardisation works*
- Attention for safety pays-off
- Manage relations
- Social learning
- Scale, not skip
- Balancing attention





# First date



Michèle Blom  
(former Director General RWS)



Long term  
relationship:  
early example

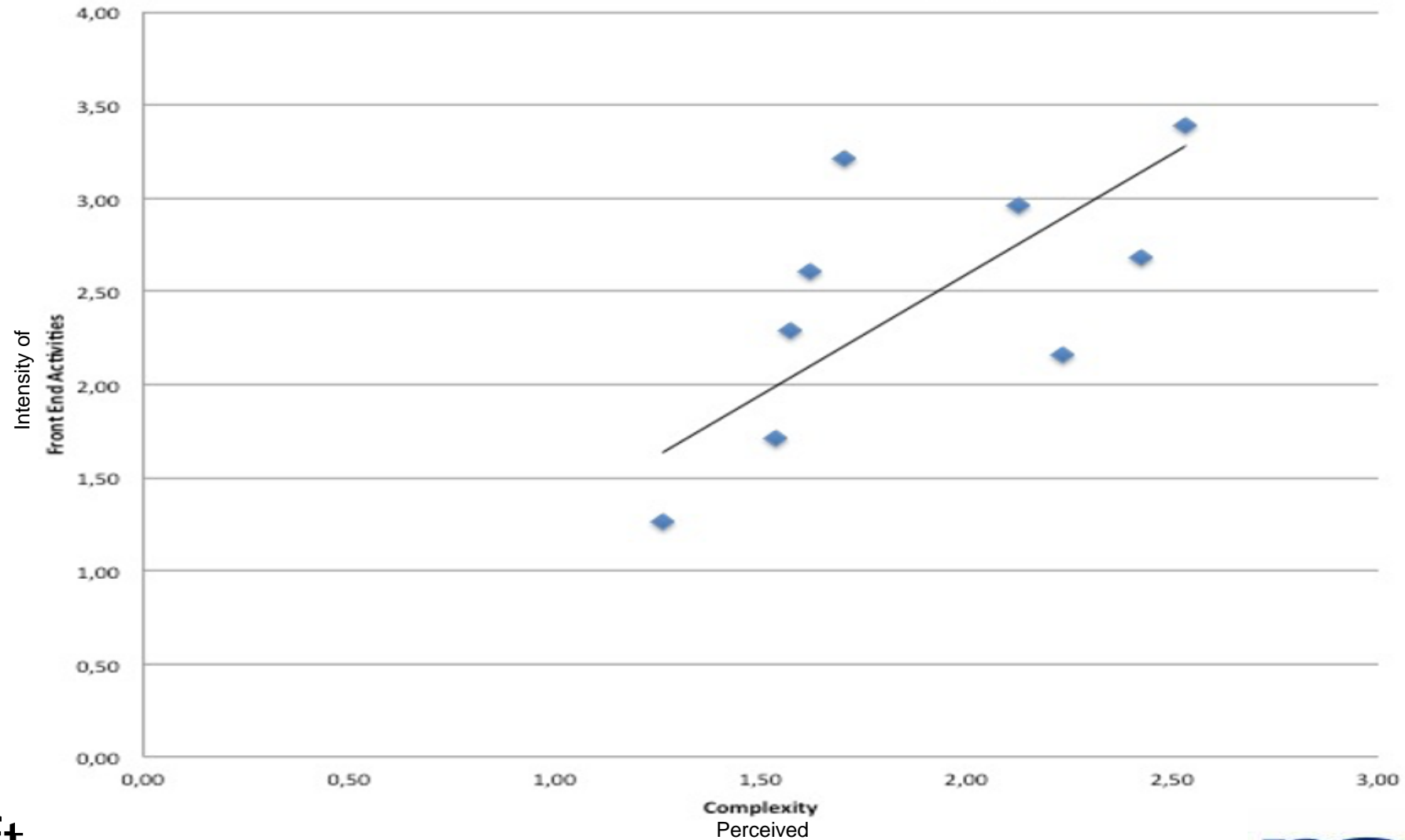




# Social Learning



# Fit for purpose: scaling, not skipping



# A balancing act...



# Deliverables

Dissertation	Title	Deliverable
Berends (2007)	Contracting economics	Contracting quilts
Bosch-Rekveltdt (2011)	Managing project complexity	TOE framework
Suprpto (2016)	Collaborative contracting	RECAP tool
Koops (2017)	Creating public value	Multifaceted clients
Van den Boomen (2020)	Replacement optimisation	Optimisation modelling
Yan (2021)	From best to next practices	Social learning
Molaei (2021)	In pursuit of success	Nexis model
Keusters (2024)	Empathy driving performance	Empathy assessment
Nezami (2024)	Inter-organisational collaboration	ICAT
Stoppels (2025)	Project steering committees	PSC reference card

# Diverse people are key



