The Human Factor in Project Delivery

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"Project delivery is a social activity and we manage complexity by managing relationships"

For millennia, navigating the social network was the most complex activity of humans and was essential to our survival as a species.

To expand our group beyond about fifty to one hundred people, we need stories.

We've been doing projects for a very long time. As projects have become more technically complex, they have also become more socially complex.
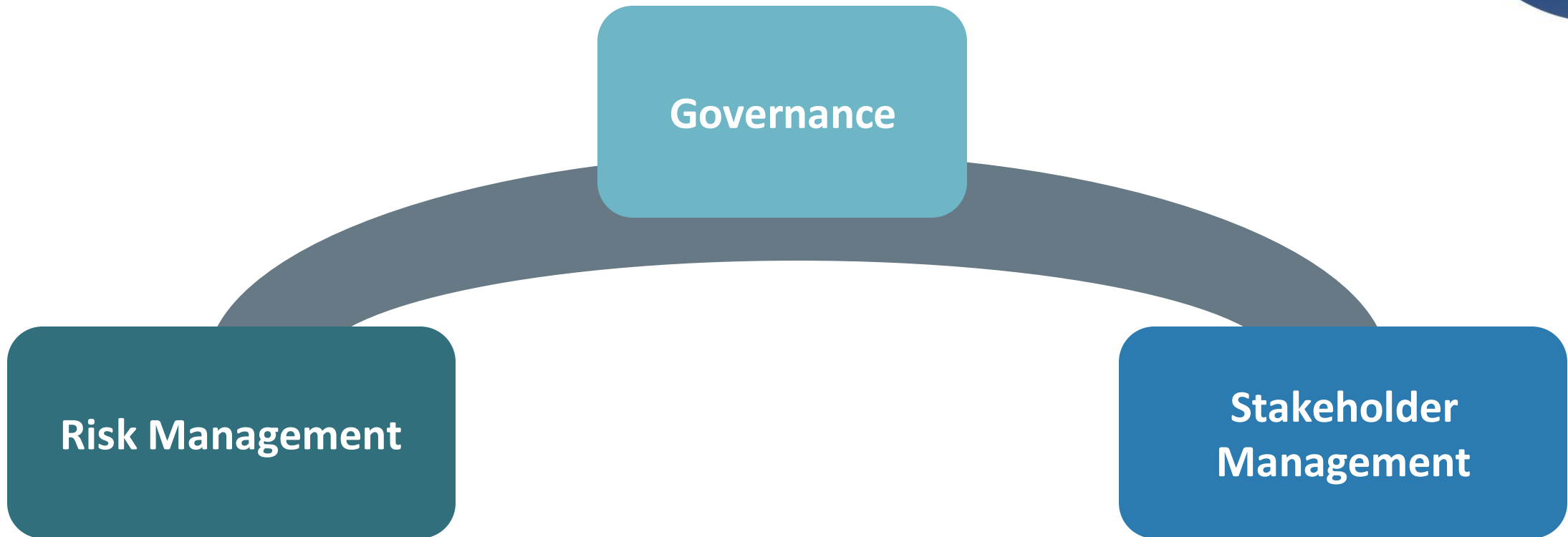
In this technically and socially complex environment, decision making is a very human process.

Strategies

Understand the big picture

Governance

Risk Management

Stakeholder Management

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Governance, Stakeholder Management and Risk Management drive project integration
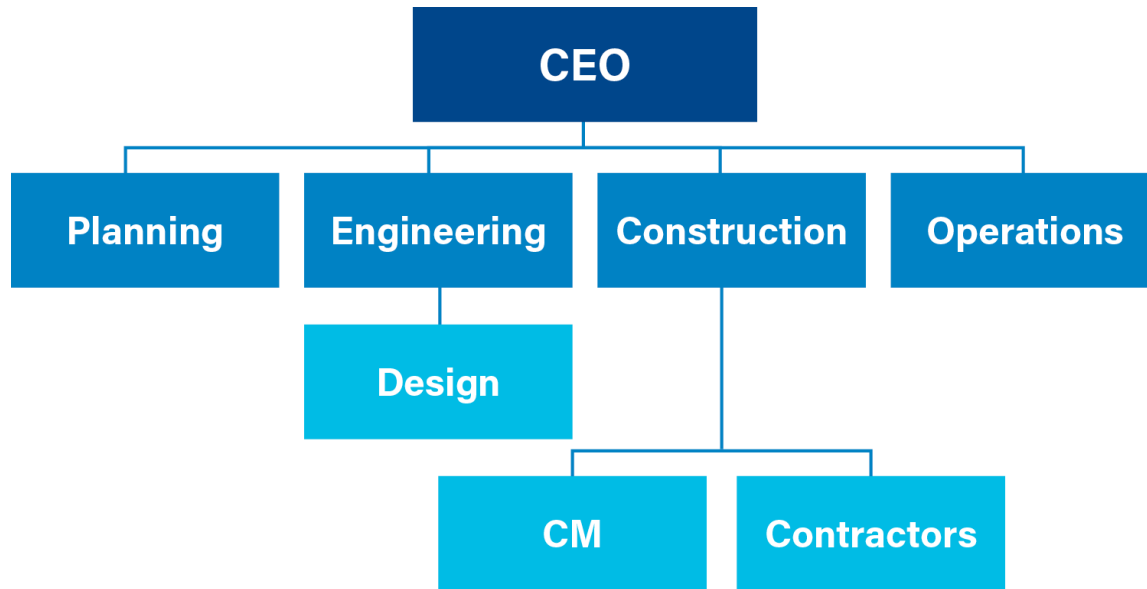
Think of Schedules and Estimates as Models

"Models: *Organizing devices* that *facilitate* a *continuous explicit dialogue* among *multiple sources* of *data* and *assumptions.*"

- David Britt

Think about networks

How we plan

How we work

Beware of Bias and Noise

Bias – the Planning
Fallacy

- Optimism

- Anchoring

- Recency

- Power

- Egos

- Task unpacking

Noise

- Level noise

- Pattern noise

- Occasion noise

Managing time is more than measuring time

Chronos

- Clock
- Calendar
- CPM Schedule

Kairos

- Moment
- Opportune time
- Singular event

Help shape the stories of our profession

THANK YOU

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