Project Management 2010
Success Strategies for Today’s Facility Managers

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ADVENT pds
project delivery solutions
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Overview

• A quick look at Turner Broadcasting and Time Warner
• Three Case Studies
• Description of the PM Success Process
• Differences from Traditional Process
• Challenge to the Audience
• Q&A
Turner Properties: A Continuous Stream of Success

State-of-the-art media facilities
9 Years: $1.5B, 1300 projects.
All projects on time and within budget.
An unwavering passion for technical and brand excellence
Flexible, precise, & creative execution against aggressive time & cost constraints
CNN Atrium
CNN Media Operations
CNN Media Operations
One, common, world-class project management method

Collaborative Project Management
Three Case Studies:

The Atlanta Omni Hotel
at CNN Center
Omni Hotel – Latitudes Lounge
Results:
- 2 Months Early (24 mo.)
- $1.5M below Budget ($100M)
- Hotel rating raised from 3 to 4 stars
TBS Techwood Campus

Results:
- Delivered on Time (24 mo.)
- Delivered below Budget (1% on $250 M)
- World Class Facilities
Techwood Studio
Time Warner Center at Columbus Circle
AOL Time Warner Center

CNN New York Expansion

CNN
Central Park View from Roof
Time Warner Center
Retail Atrium
Results:

- 2 Months Early
- 6% under budget ($400M Budget)
- State-of-art digital capability
- “Smoothest broadcast transition”
NY Time Warner Center Org Chart
Turner Properties
Project Management

During Nine Years, We Delivered:

- Over 1300 Quality Projects
- Worth Over $1.5 Billion
- On-Time and On-Budget

ReActive -> ProActive
Collaborative Project Management

- Developed through application on thousands of projects in many industries
- Emphasizes the core PM elements that create the highest likelihood of project success
- Three practical processes that establish critical behavior changes in team and sponsors

First Step: Define
Planning
Control

Cost
Time
Quality

Define
Plan
Do

Achieve Desired Results
Celebrate Success!
The Drivers of Collaborative Project Mgt.

1. Active Involvement by Project Stakeholders
2. Capable Project Team
3. Cross-Functional Participation
4. Team-Based Approach
5. Clear Requirements & Expectations
6. Ownership / Commitment / Accountability
7. Early Planning
8. Network-based Schedules
9. Front-Scheduling
10. Disciplined Control Process
Planning

• Involve all functions and stakeholders
• Engage a neutral unbiased facilitator
• Begin with the end in mind (business benefit)
• Get consensus on scope & objectives (charter)
• Let team members determine their tasks
• Build a complete CPM activity network (post-its)
• Assign responsibility & durations to tasks
• Validate, revise and compress to meet deadlines
• Make strategic decisions to balance TC&Q
Client Worry Curve...

Typical Escalation Issues...

- Poor planning, project management on part of contractor leads to steady escalation of problematic issues as project draws closer to completion.
- Solid planning, project management on part of contractor leads to steady-state client worry line.
- Problem escalations carry over, delaying completion and leading to budget overruns.

How It Should Be
- Contractor Hired

What Often Happens
- Project Scheduled Completion
-....
Control

- Select neutral facilitator / schedule analyst
- Conduct weekly control meetings (1hr max)
- Collect updates from team in advance (PUF)
- Std. agenda emphasizes problem-solving
- Resolve schedule slippage **every week**
- Collect, track, & follow-up on action items
- Send revised plan to all stakeholders weekly
- Detail the plan as you go & as vendors added
- Participation mandatory for vendors (in contract)
The Difference (vs. traditional)

- More collaborative vendor relationships
- Peer pressure team environment
- Creativity of cross-functional team
- Engaged business client
- Early warning on potential problems
- Fact-based decisions & tradeoffs
- No panic! Less stress!
Implementation Approach

• Select a quality method (see drivers)
• Conduct initial training & apply to pilot projects
• Repeat training and project application
• Develop internal champions / mentors
• Broaden use to business client projects

Challenges:
• Internal resistance to change
• Vendor acceptance and “openness”
• Internal skills and competencies
Audience Challenge

- What is your organization’s “hit rate”?
- Do you have a common, consistent approach?
- Does it drive the correct behaviors among your staff, vendors, & clients?
- What do you sacrifice to achieve deadlines?
- Is there room for improvement?