

# Project Management 2010 Success Strategies for Today's Facility Managers

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*project delivery solutions*

# Project Management 2010 Success Strategies for Today's Facility Managers

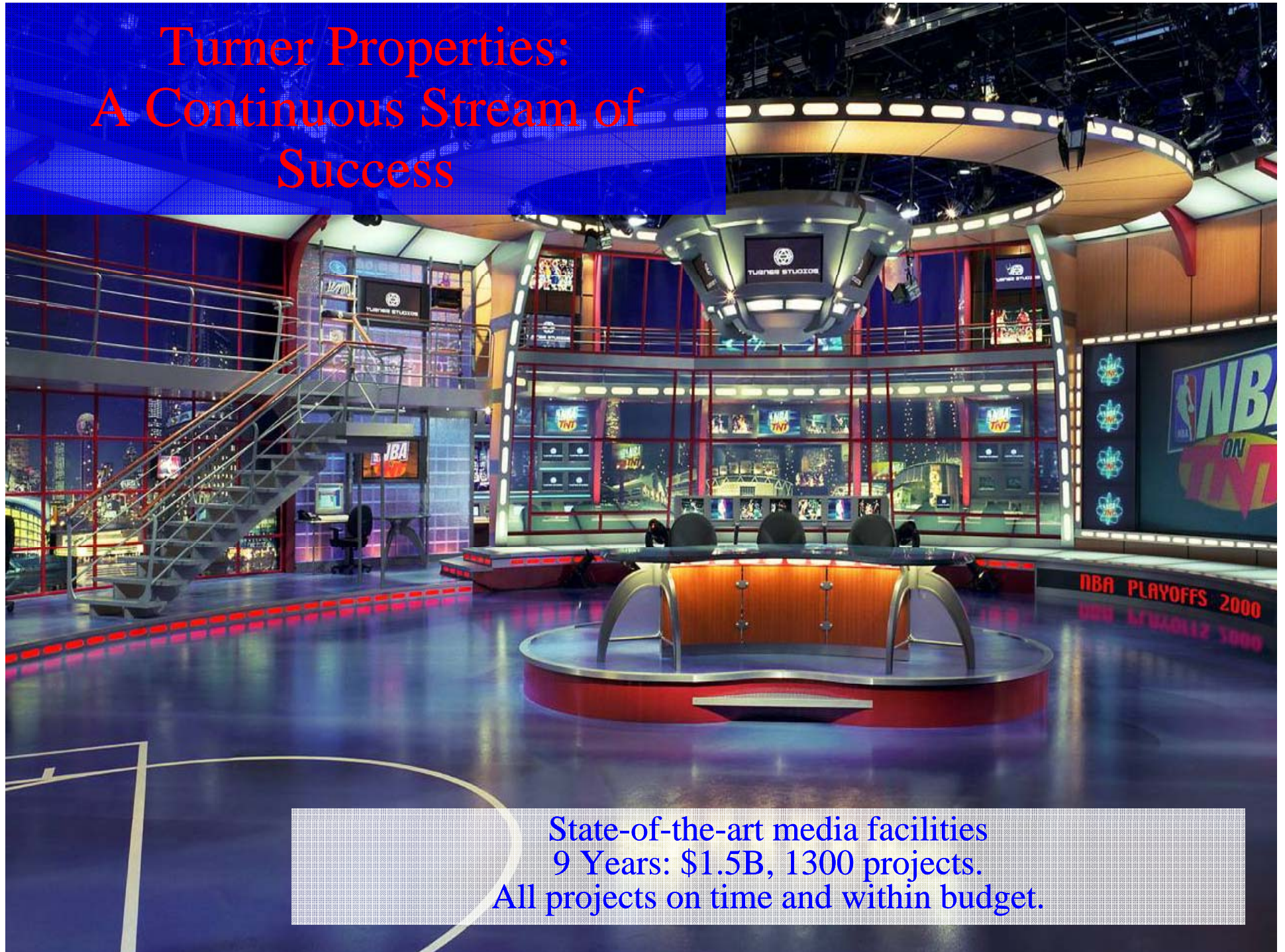
## Overview

- 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



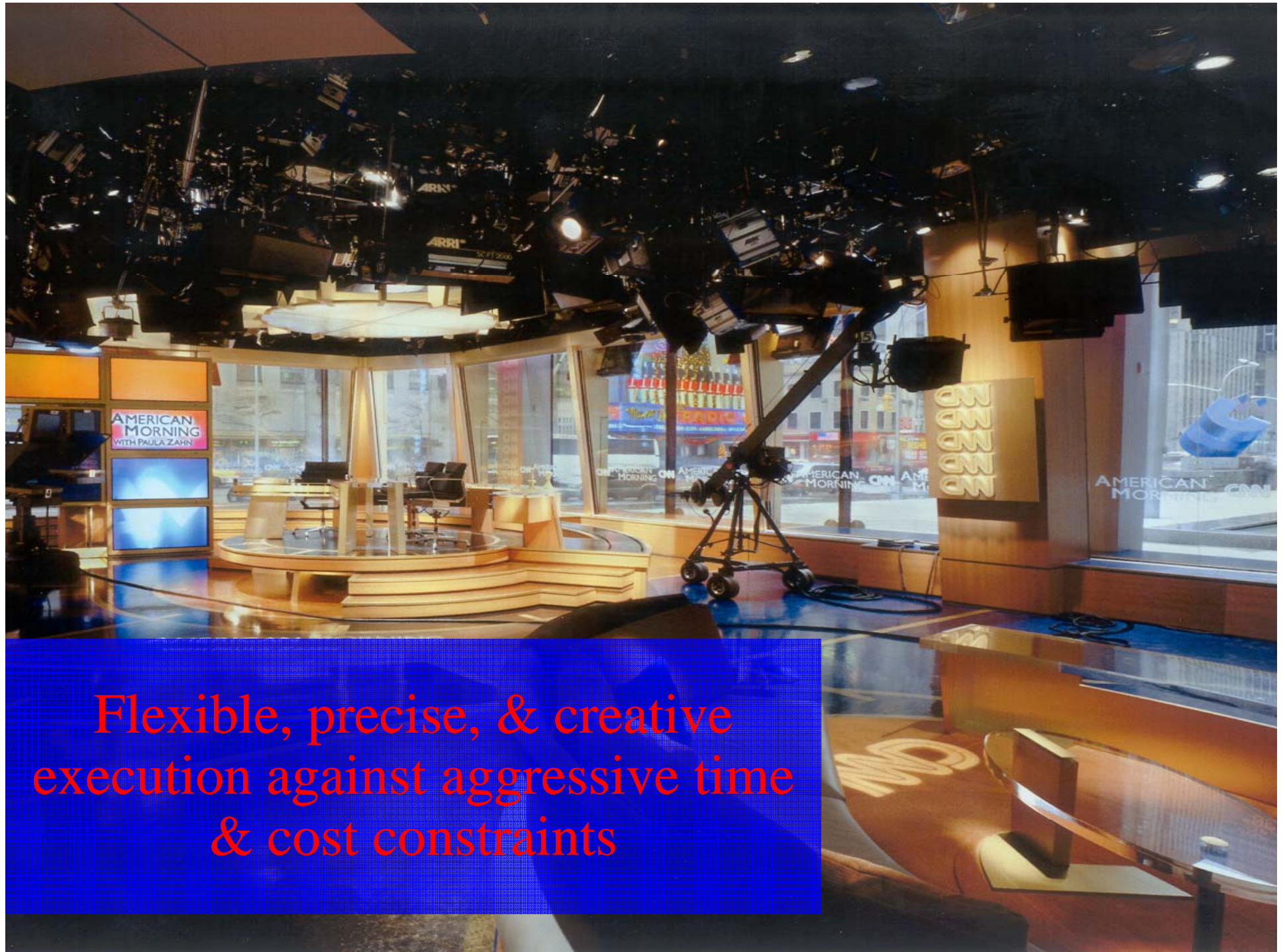
State-of-the-art media facilities  
9 Years: \$1.5B, 1300 projects.  
All projects on time and within budget.



An unwavering passion  
for technical and brand  
excellence







Flexible, precise, & creative  
execution against aggressive time  
& cost constraints

# CNN Atrium



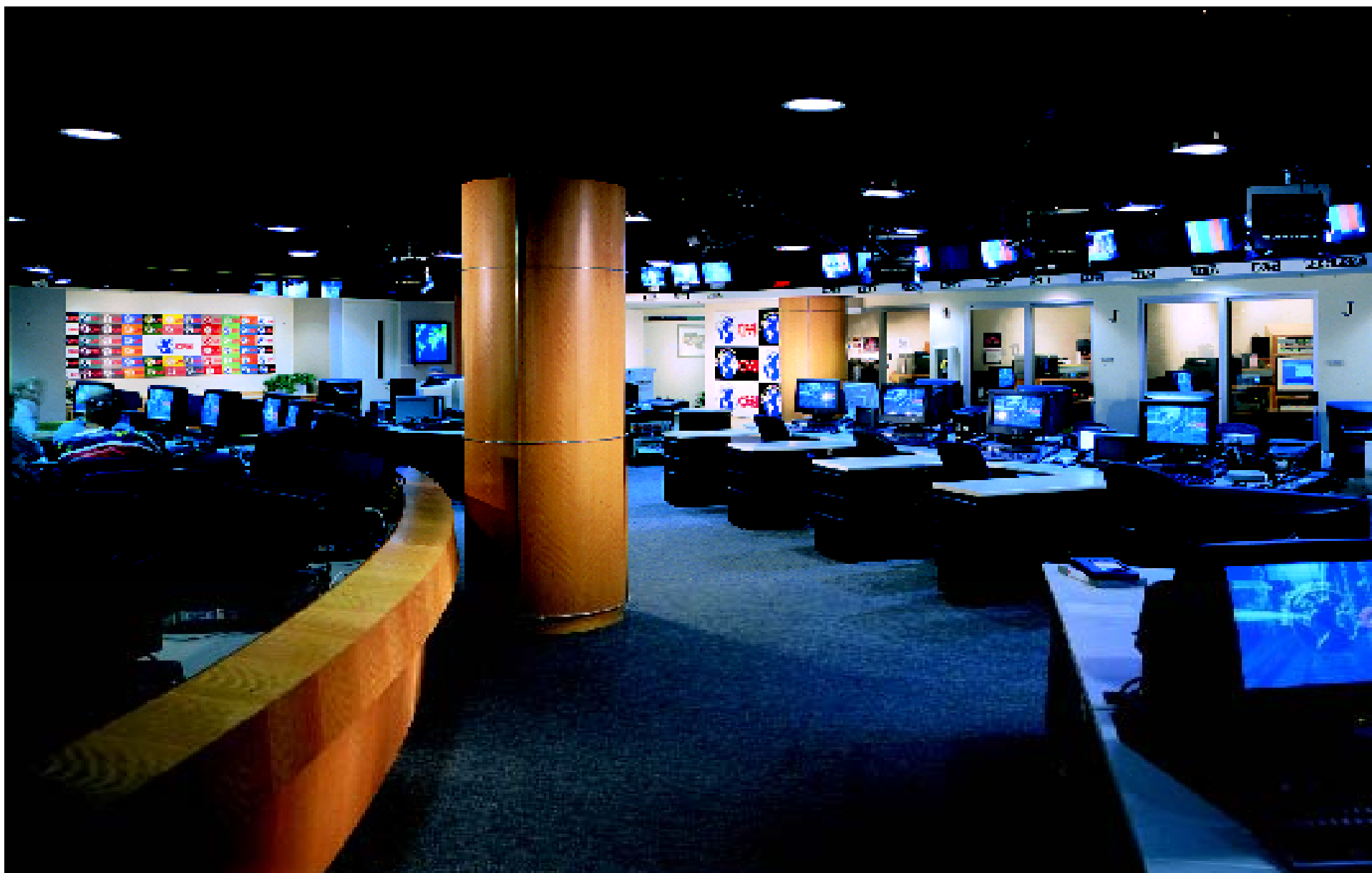


# CNN Media Operations





# CNN Media Operations





One, common, world-class  
project management method

Collaborative Project Management



Three Case Studies:

The Atlanta Omni Hotel  
at CNN Center







CNN Center  
Atlanta, GA



# 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

**Turner**

**CNN**  
**CNNfn**  
the financial network







# Central Park View from Roof





# Time Warner Center Retail Atrium







MANDARIN ORIENTAL  
NEW YORK

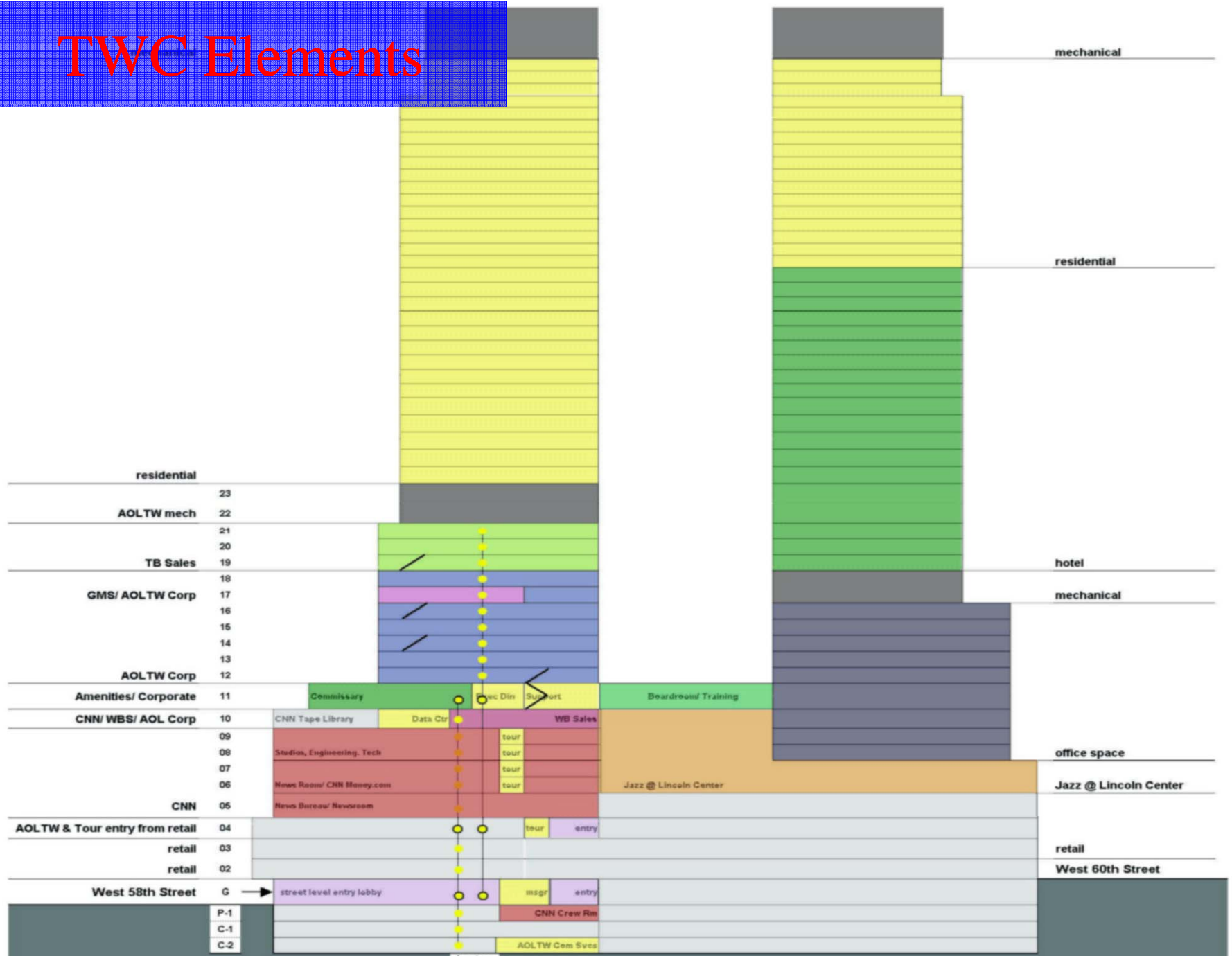
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# TWC Elements



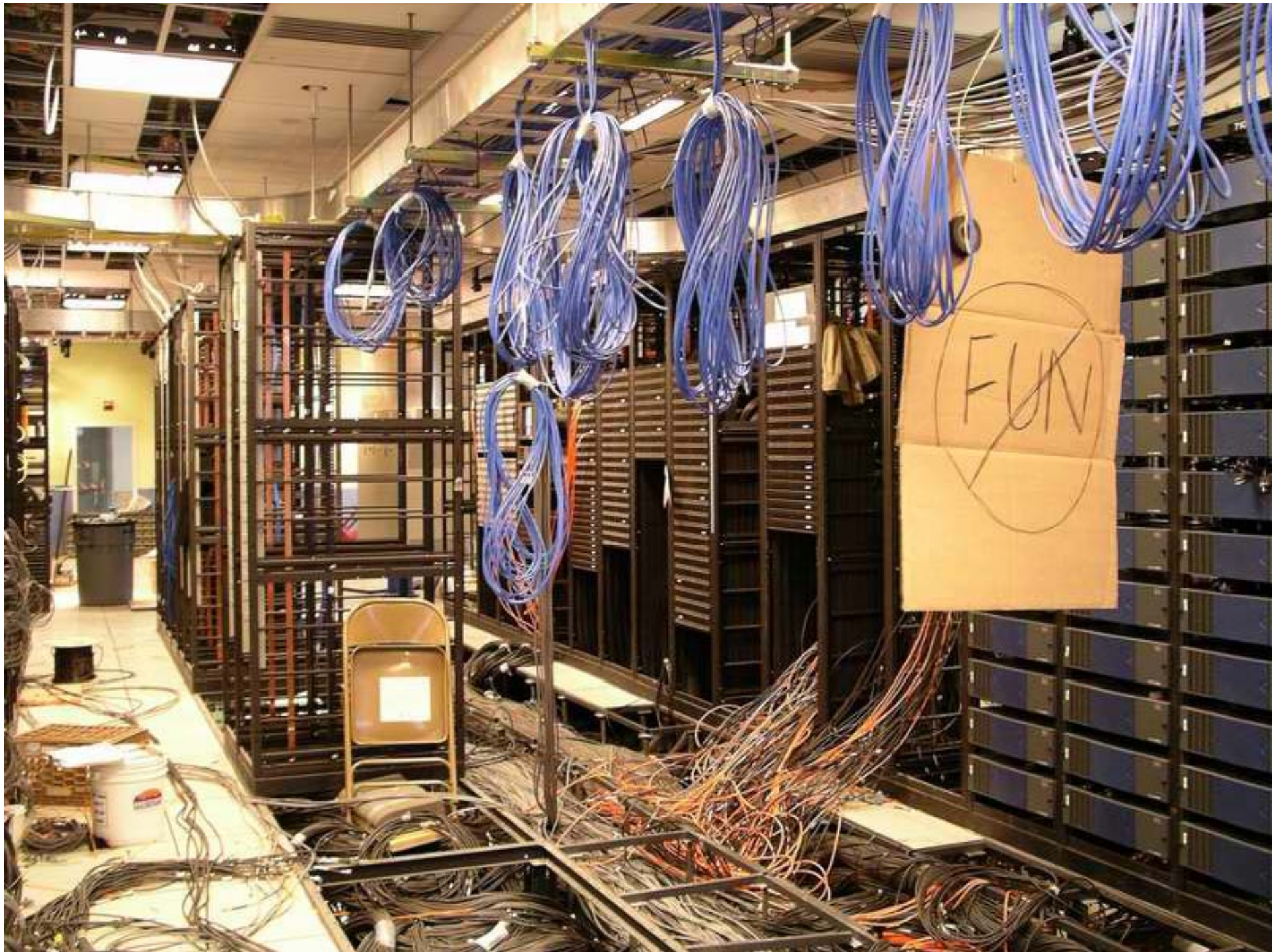
















## Results:

- 2 Months Early
- 6% under budget (\$400M Budget)
- State-of-art digital capability
- “Smoothest broadcast transition”



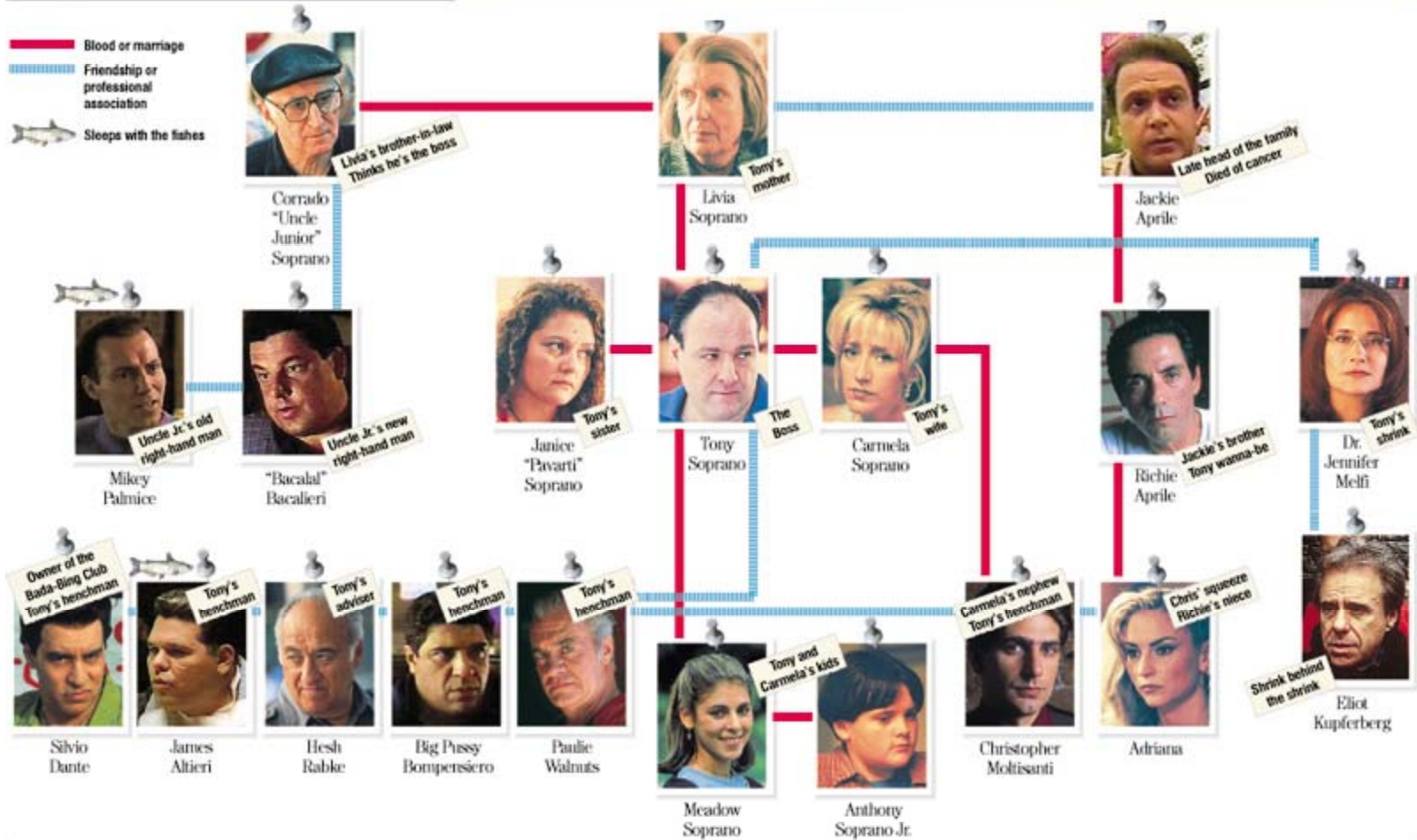
# NY Project Management Team





# NY Time Warner Center Org Chart

## THE Sopranos Family Tree





# Turner Properties Project Management

During Nine Years, We Delivered:

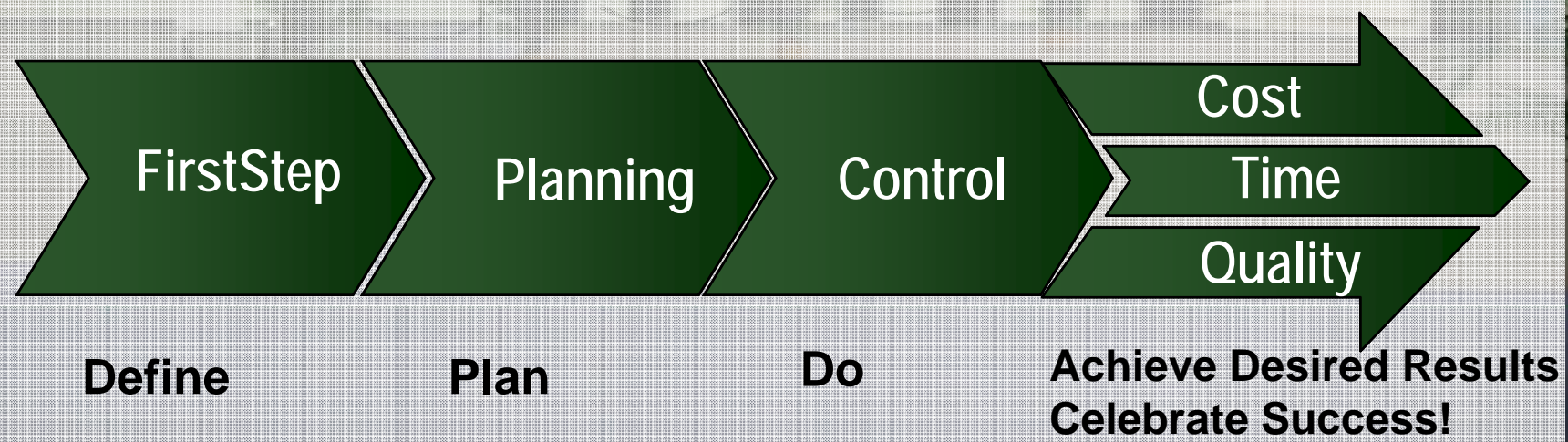
- Over **1300** Quality Projects
  - Worth Over **\$1.5 Billion**
  - *On-Time* and *On-Budget*





# 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





# 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

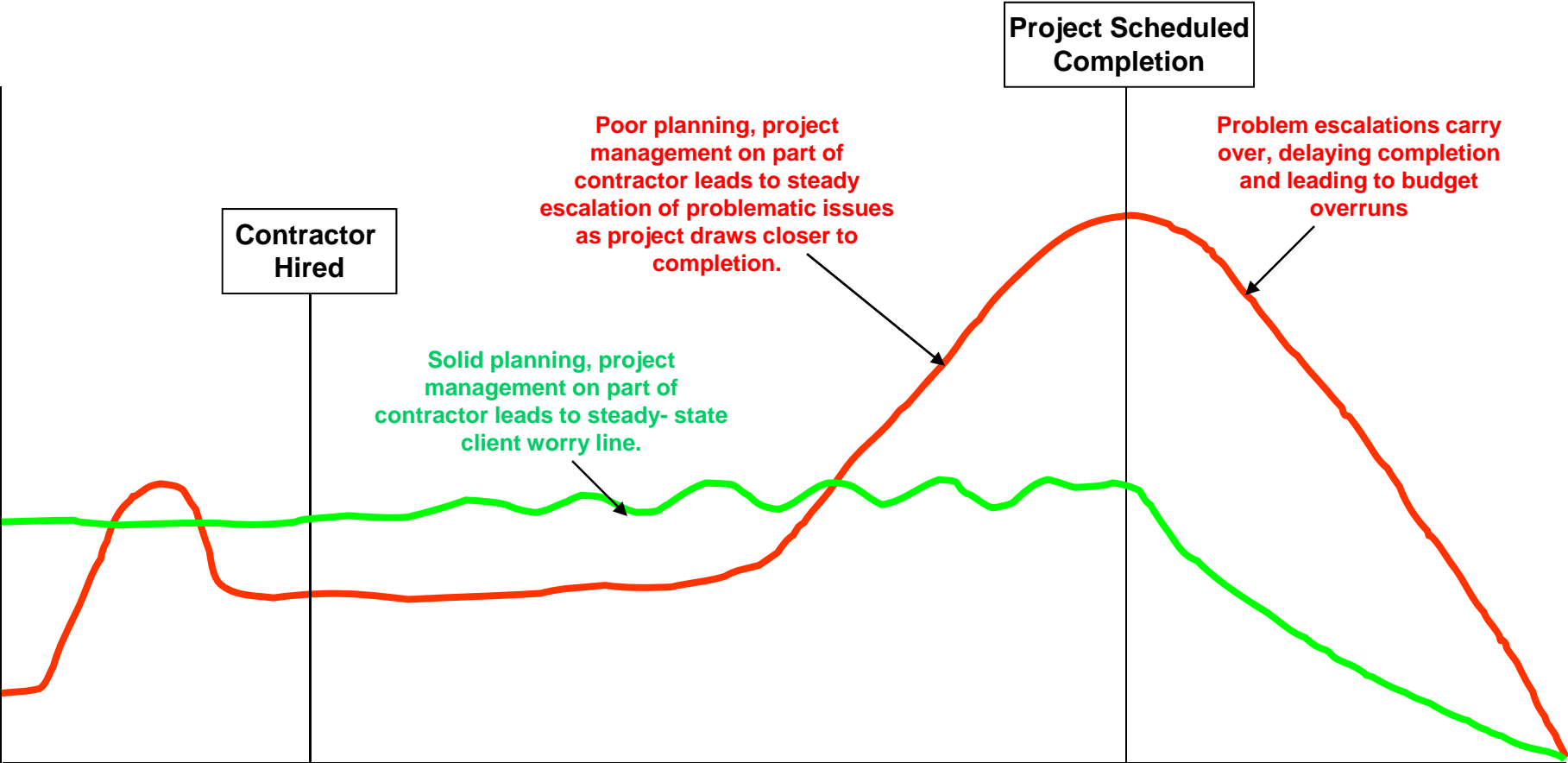


# Planning

- 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&O

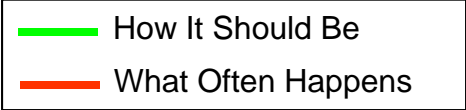


# Client Worry Curve...



## Typical Escalation Issues...

- ....
- ....
- ....
- ....





# 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?