

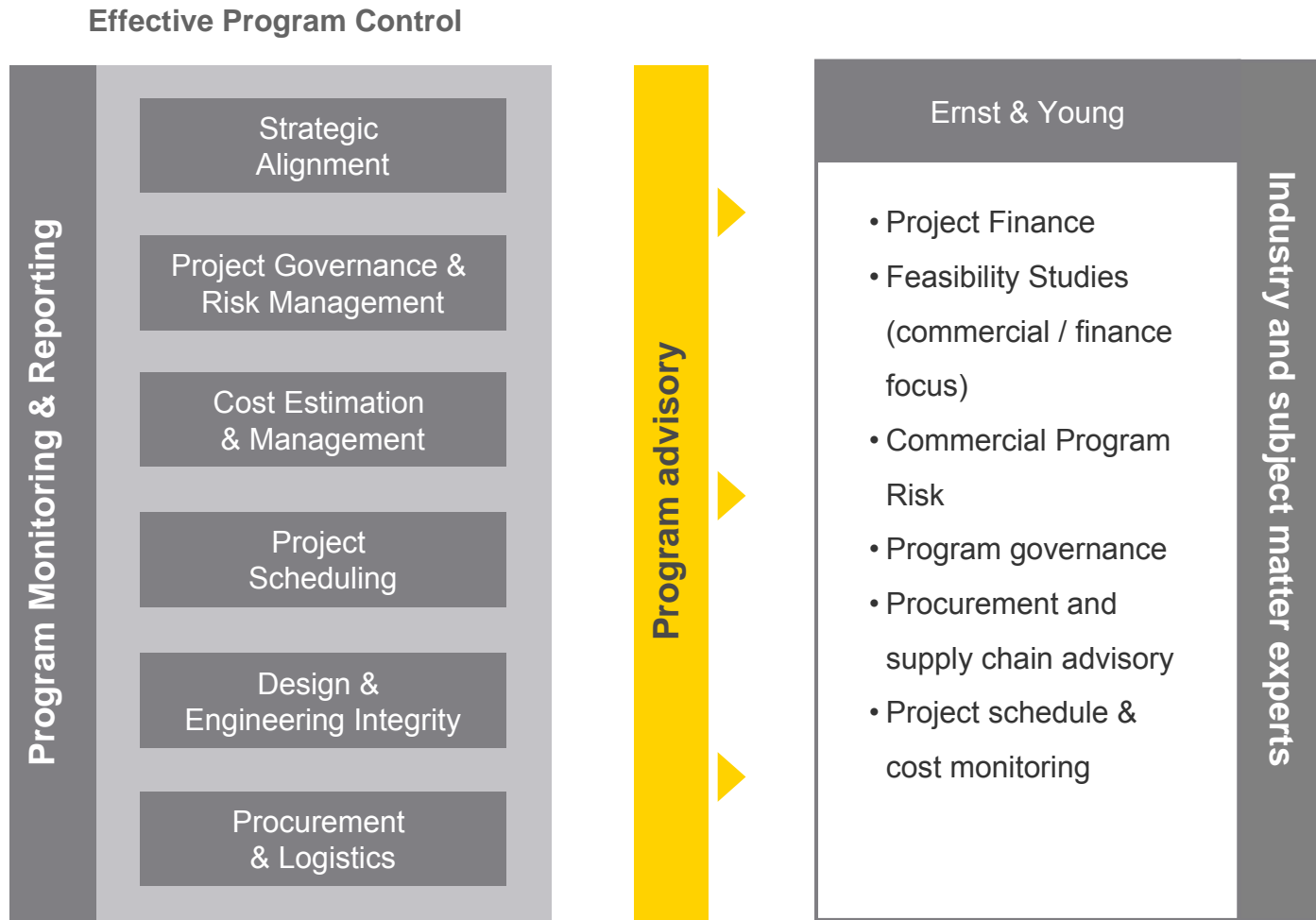


Is technical proficiency essential to manage a project?

AIPM Breakfast

24 February 2010

Ernst & Young Program Advisory Capability



Is technical proficiency essential to manage a project?

Yes But why?

1. Level of Complexity
2. Advantages of technical proficiency
3. Some examples

Level of Complexity

Top 4 reasons for programs getting into trouble

- ▶ Unrealistic programme at outset
- ▶ Unrealistic budget at outset
- ▶ Inexperienced design and delivery teams
- ▶ Failure to align, manage and control at outset the complex matrix of technical, financial, regulatory and business requirements

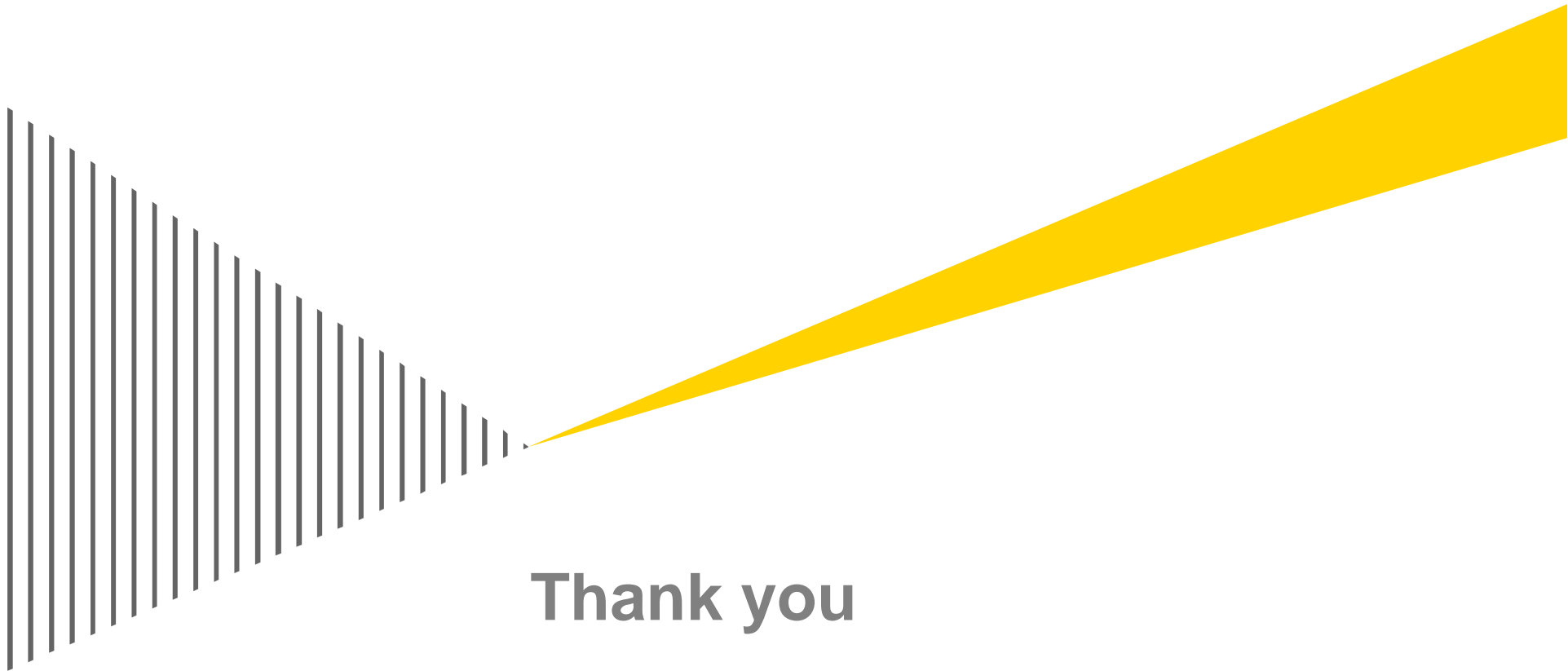
Advantages of technical proficiency

“An expert is a person who has made all the mistakes that can be made in a very narrow field” (Niels Bohr Danish Physicist 1885 – 1962)

- ▶ Talk the language of the technical subject
- ▶ Understand complex interfaces between project areas (e.g. Construction / operations / financial impact / change management)
- ▶ Relevant experience

Some examples

- ▶ **Underground mine expansion**
 - ▶ Complex
 - ▶ Interface between expansion and continuing operations
- ▶ **Hospital**
 - ▶ Construction – moderate complexity
 - ▶ Clinical / Non-clinical services impact - significant
- ▶ **Mine closure**
 - ▶ Financial analysis
 - ▶ Environmental issues
 - ▶ Strategic alignment



Thank you

Month Year

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