



Project Controls – the root of success

or are they?

Luke Brown

Assistant Secretary Space and Communications
November 2019



Who am I?



Australian Government
Department of Defence

Luke Brown

Assistant Secretary Space and Communications

Information Warfare Division

Joint Capabilities Group



In 2019, Luke Brown took up the duties of the Assistant Secretary Space and Communications Branch of the Australian Department of Defence Joint Capabilities Group. In this role he is responsible for managing the coordination and consolidation of space and communications capabilities. This includes a specific focus on Position, Navigation and Timing as well as beyond-line-of-sight communications (SATCOM and HF).

Luke originally joined the Royal Australian Air Force in January 1982. As an Aeronautical Engineer he worked on mostly transport aircraft. In the early 1990s Luke also worked as part of the RAAF team in development of the Airworthiness framework.

From 1996 Luke has been working in various acquisition engineering and project management roles in Aerospace, Guided Weapons and organisational reform. After transitioning to the public service in 1999 he has worked on secondment with the UK MoD and the KC-30A Multi Role Tanker Transport aircraft team in Madrid.

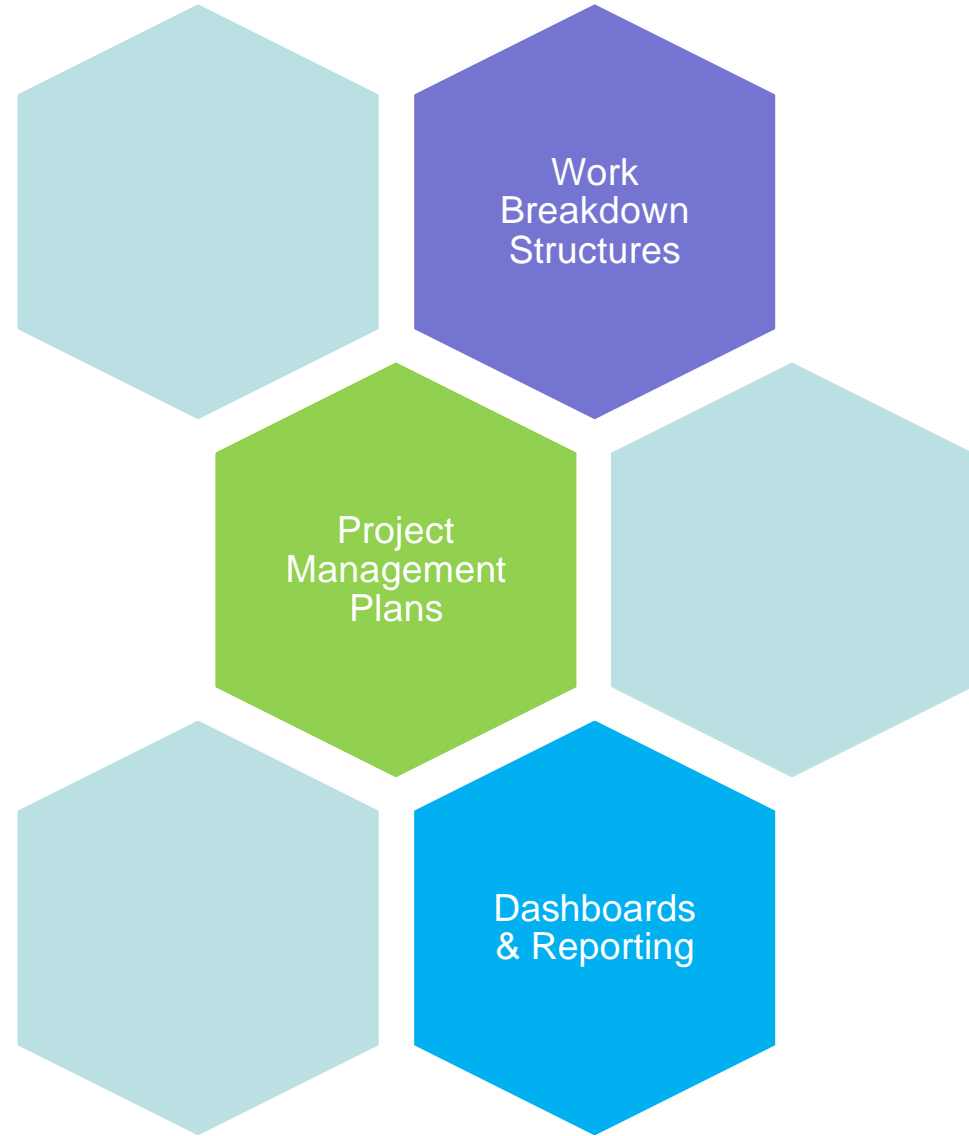
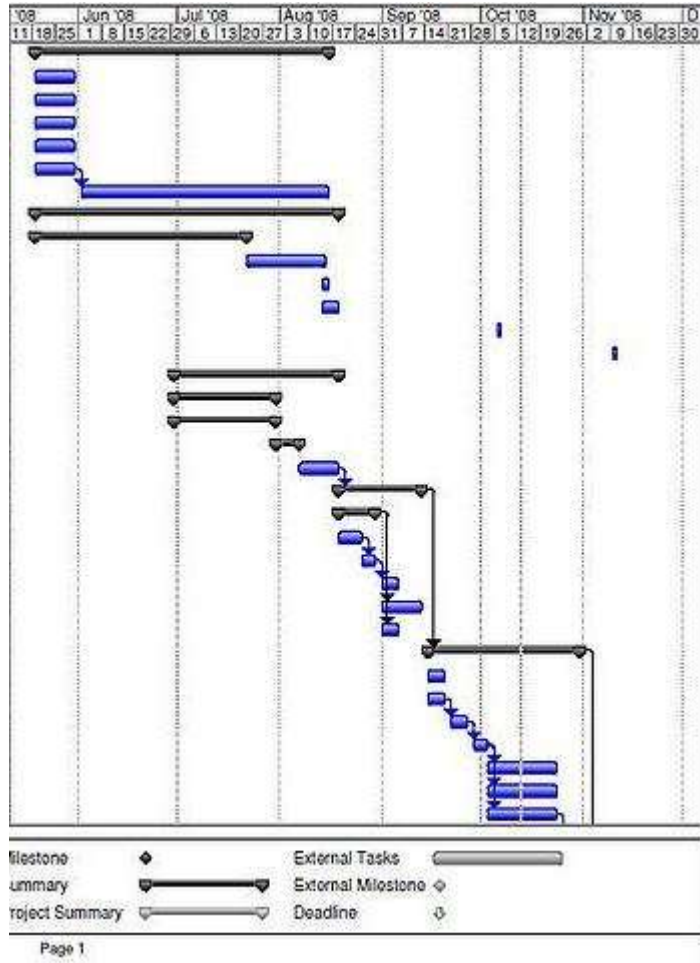
Most recently Luke was the Chief Engineer of the Defence Capability Acquisition and Sustainment Group.

Luke has a Bachelor of Engineering (Aeronautical) from RMIT, a Master of Science (Aerospace Systems Engineering) from Loughborough University, UK, and a Master of Business - Executive (Complex Project Management) from QUT. Luke is also a Fellow of the Institution of Engineers Australia.



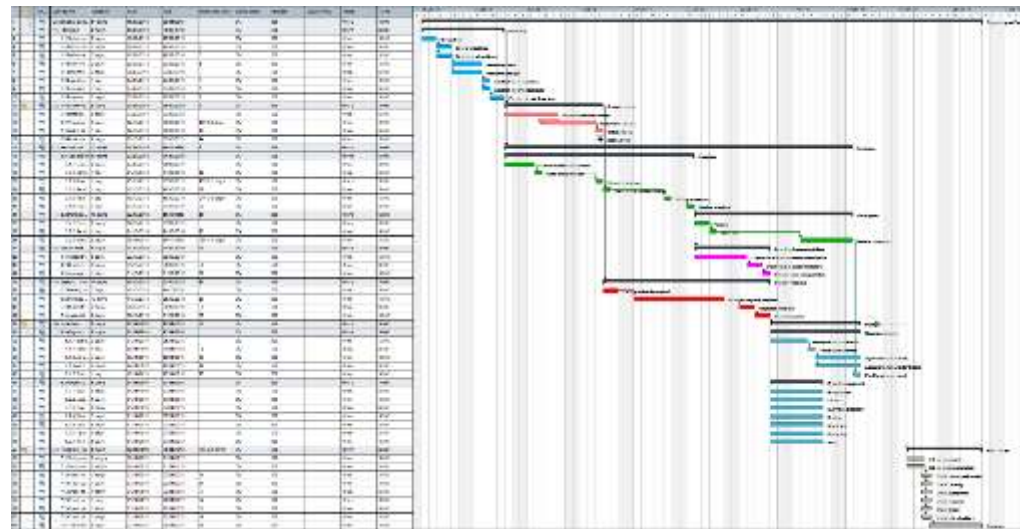
Defence and Space

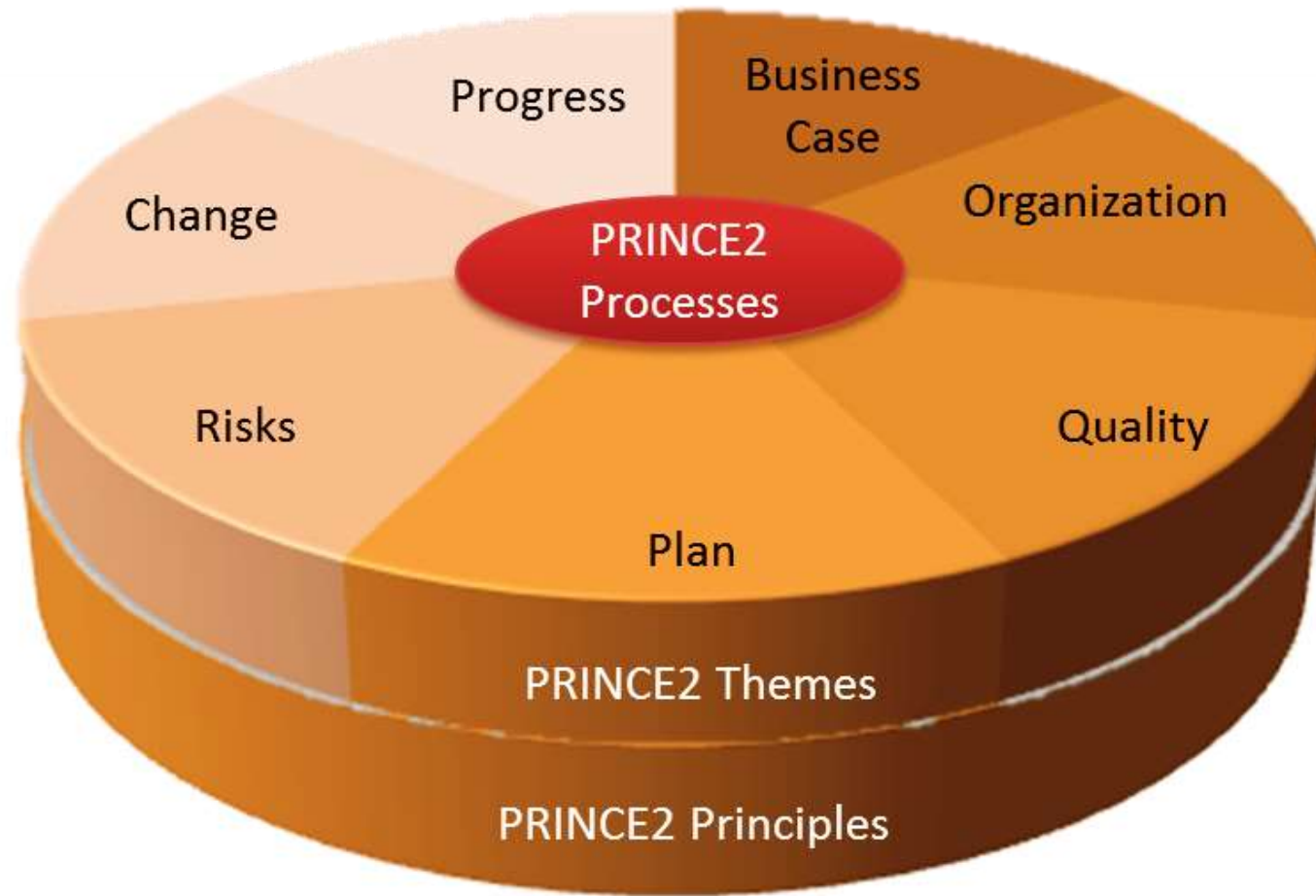






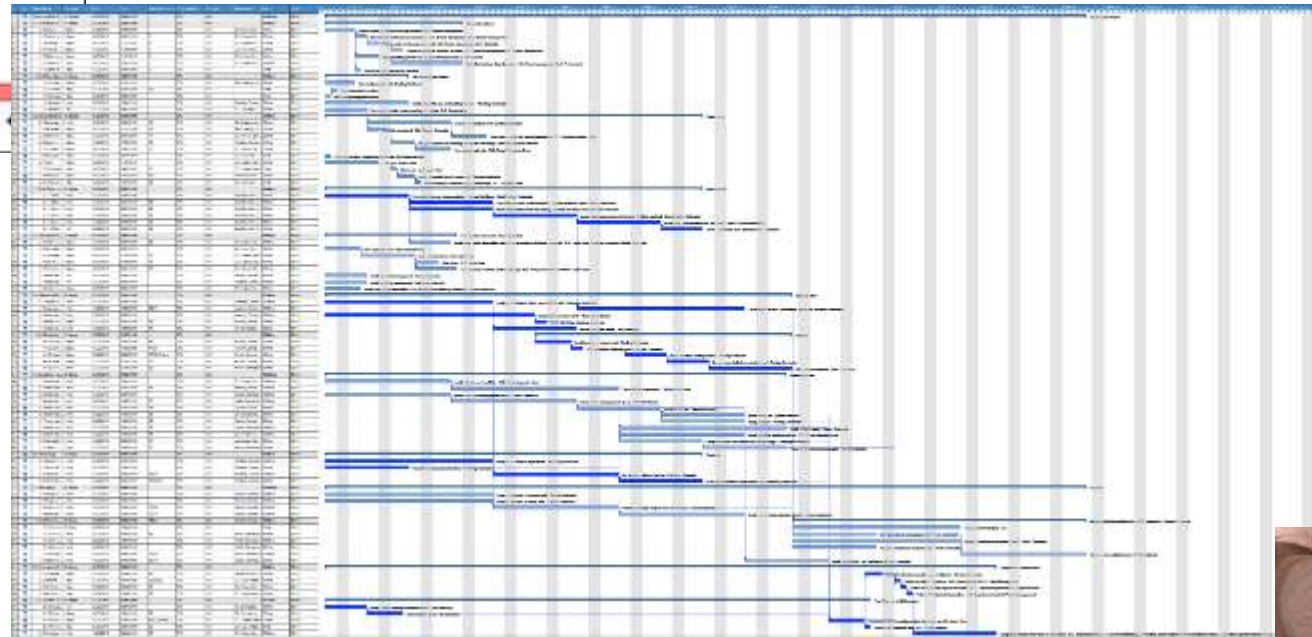
**PLAN
THE
WORK
AND THEN
WORK
THE
PLAN**

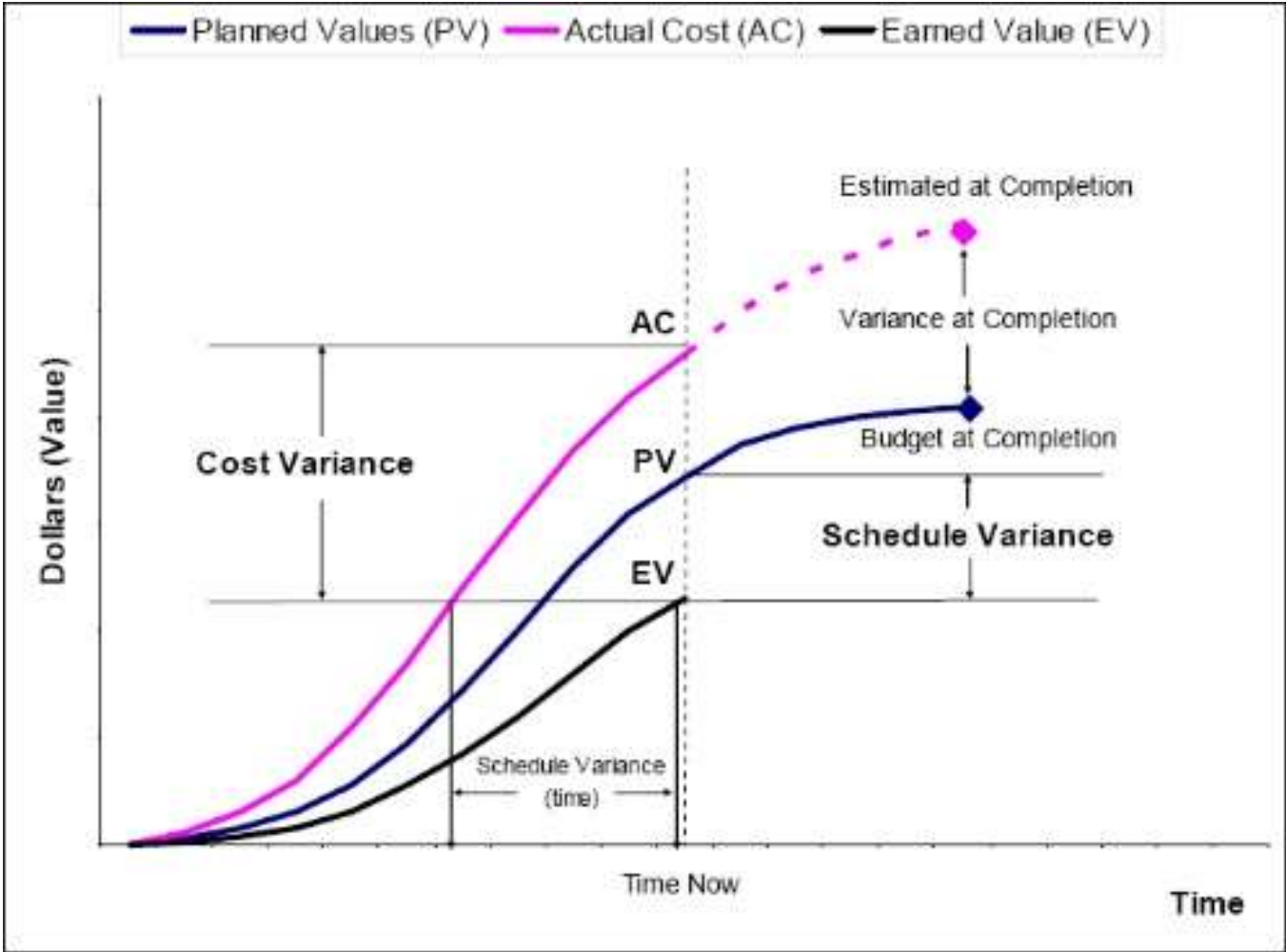




**PLAN
THE
WORK
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But go harder





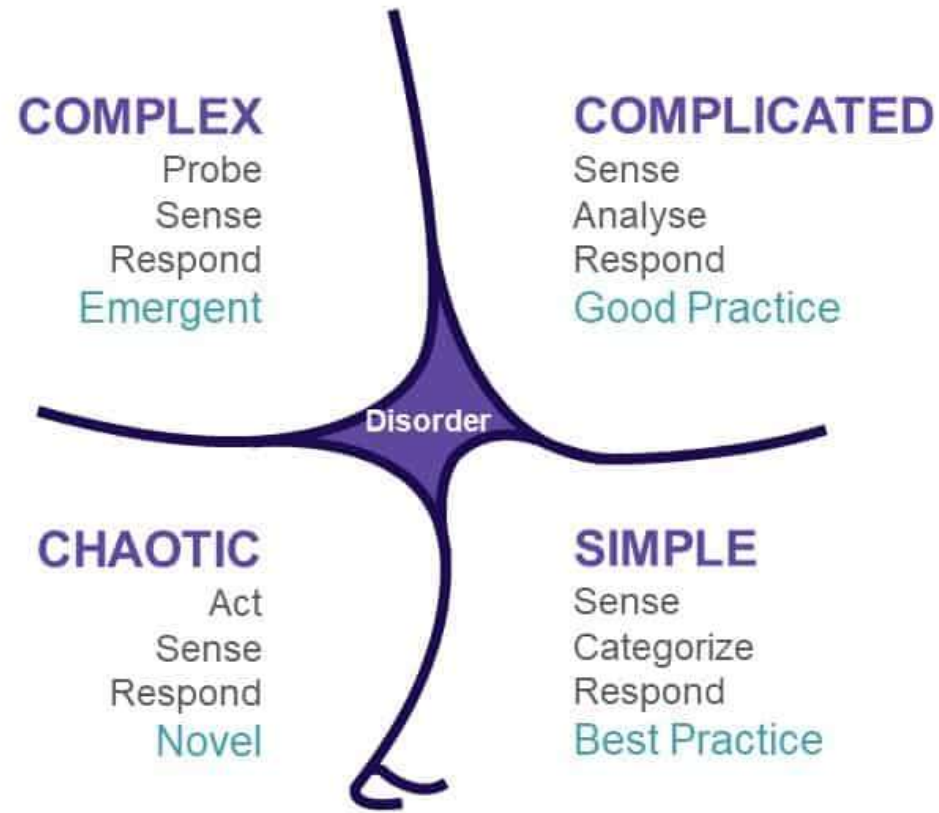


*Find who has succeeded,
... and why.*



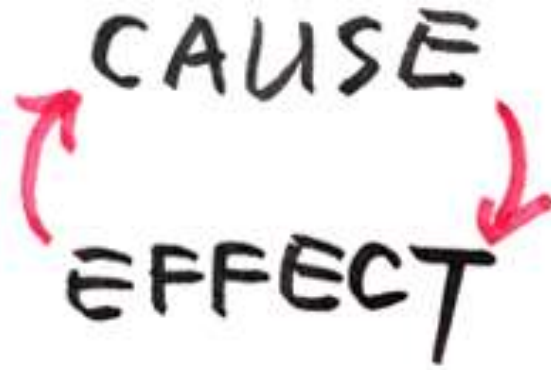
Diagram

CYNEFIN FRAMEWORK



THE DEFINITION OF INSANITY
IS DOING THE SAME THING
OVER AND OVER,
BUT EXPECTING
DIFFERENT RESULTS

CAUSE
EFFECT



Why the uncertainty?



It's All About People



**PLAN
THE
WORK
AND THEN
WORK**

**WITH THE
PEOPLE**

Success is built on relationships...

Relationships are built on trust...

Trust comes from openness,
transparency and a common
understanding.

LEADERSHIP

MANAGEMENT

ROLE	Visionary / Strategic Thinker	Enterprise Builder / Productivity Expert
FOCUS	Define Purpose / Set Direction	Nurture Organizational Structure / Establish Systems and Processes
APPROACH	Create a Mission Statement	Deliver on the Mission Statement
METHODOLOGY	Evaluate Strengths, Needs and Marketplace	Organize Teams, Plan Budgets, Set Timelines and Maintain Quality
STYLE/TONE	Inspire People / Foster Commitment	Develop Talent / Solve Problems
OUTCOME	Reach Long-Range Goals and Objectives	Manage Projects Effectively and Efficiently

The world according to Luke:



Project Controls are a critical part of Project Management that inform a common understanding

That LEADERS use in trusting relationships to drive success



CONCLUSION

Project Controls are not the root of success – relationships are.

And good leaders use Project Controls to inform and guide those relationships.

