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The slide features a light gray background with abstract, wavy patterns in white, red, and teal. The Oracle logo is positioned in the upper right, with the text 'ORACLE Construction and Engineering' below it. The main title 'One size fits small' is in a large, dark serif font, followed by the subtitle 'The rise of multi-disciplinary teams in the modern project portfolio' in a smaller, dark serif font. The speaker's name and title are in a smaller, dark serif font, and the event information is in a smaller, orange sans-serif font. The Oracle logo is a red square with a white 'O' inside.

ORACLE
Construction
and Engineering

One size fits small

The rise of multi-disciplinary teams in the modern project portfolio

Nick Williams *Utilities Manager*

Project Controls Expo, 13 November 2019

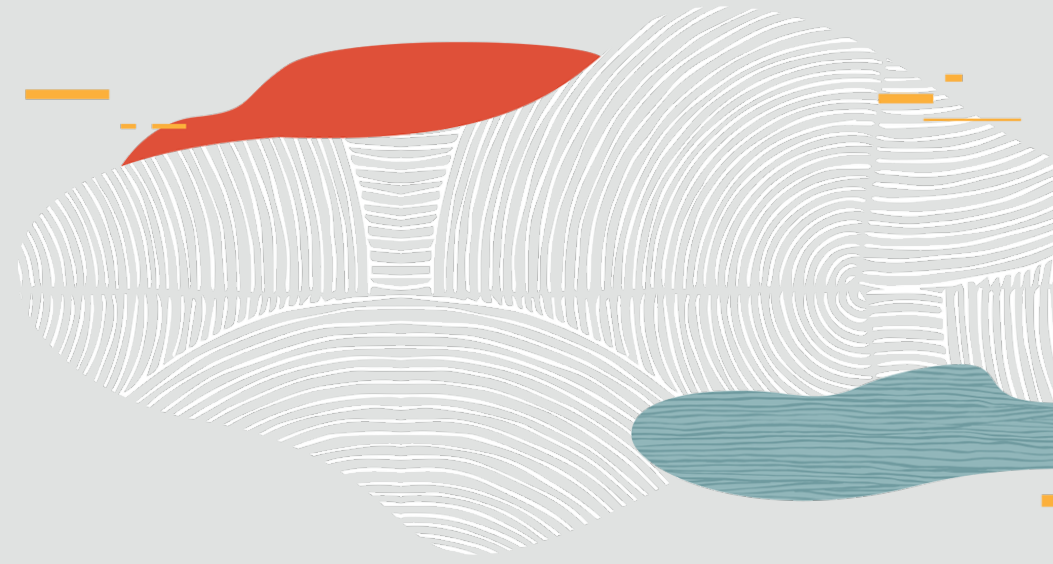
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Focus for today

1. What we are seeing
2. Dynamics of the multi-disciplinary team
3. Who we are and why it matters
4. Key considerations
5. Summary



What we are seeing

What we are seeing

27%

Decrease in average project size since 2000

40%

Increase in number of projects in portfolio since 2000

17%

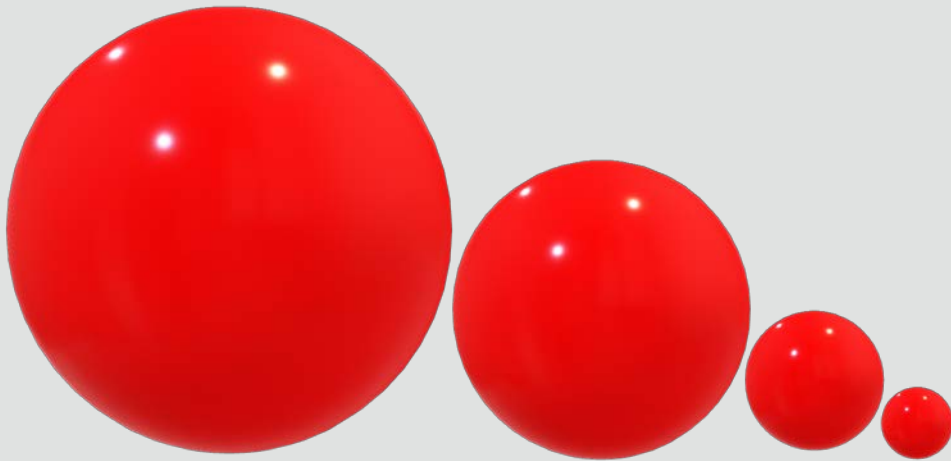
Increase in number of small projects by CAGR over 2016-2021

10%

Utilities projects completing on time and within budget

Source:  The Impact of Portfolio Management on Capital Projects in the Energy Industry | 2018

Why we see that



- A lot of infrastructure is already built and the focus is more on **asset upkeep** and **life extension**
- Programmatic approaches are taken as **the outcome is the goal** rather than the completed project
- Reduces the risk of a **'megafailure'**
- **Fulfilling business cases** doesn't require the bells-and-whistles approach of old.

What's the impact?



Small projects can't **bear the cost** of the traditional delivery team

Lengthy governance and hand-offs would slow down **time to value**

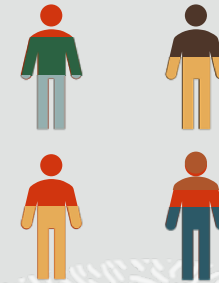
The team is getting smaller

The contraction of the team will be dictated by:

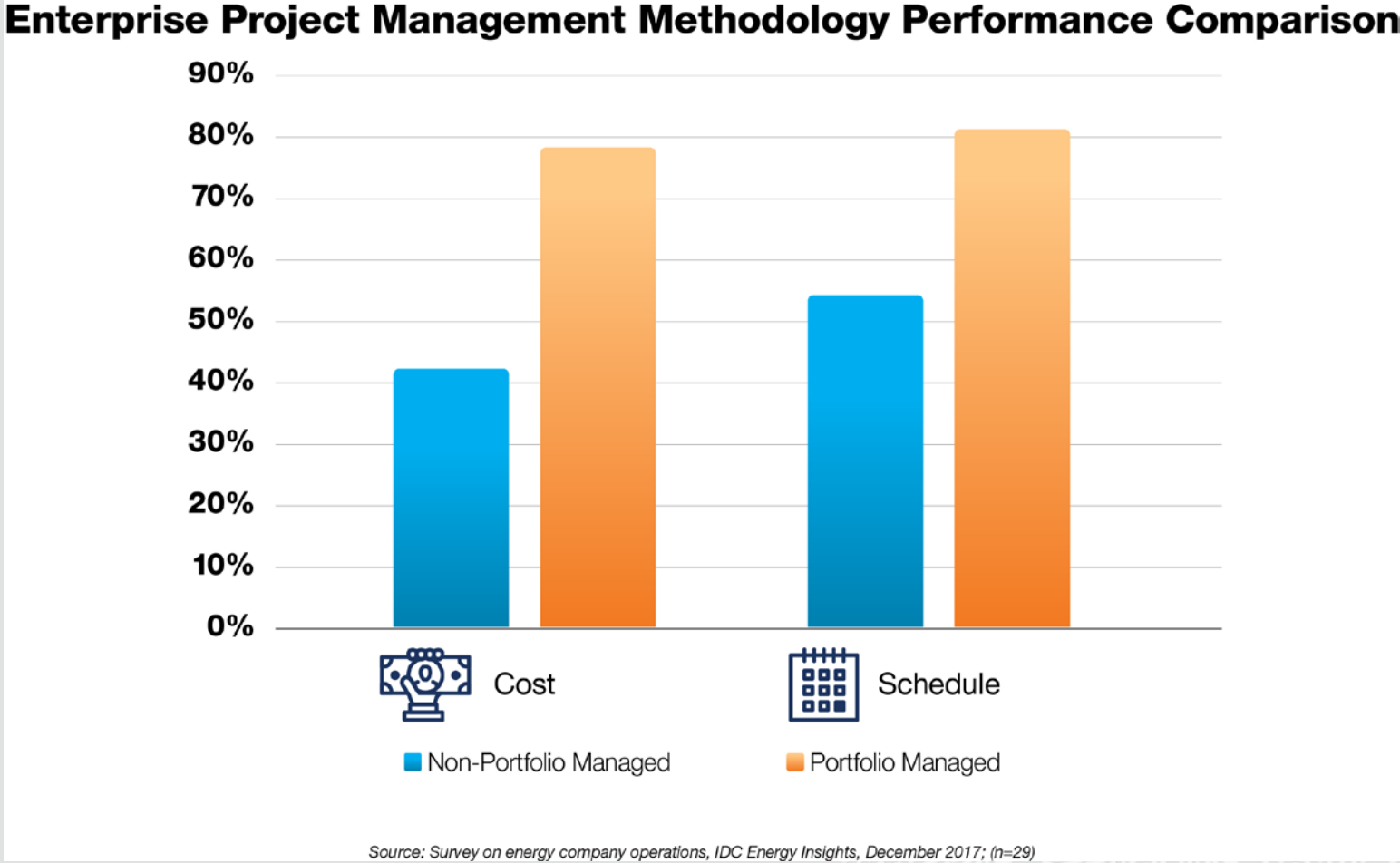
The extent to which individuals can become **jacks-of-all-trades**

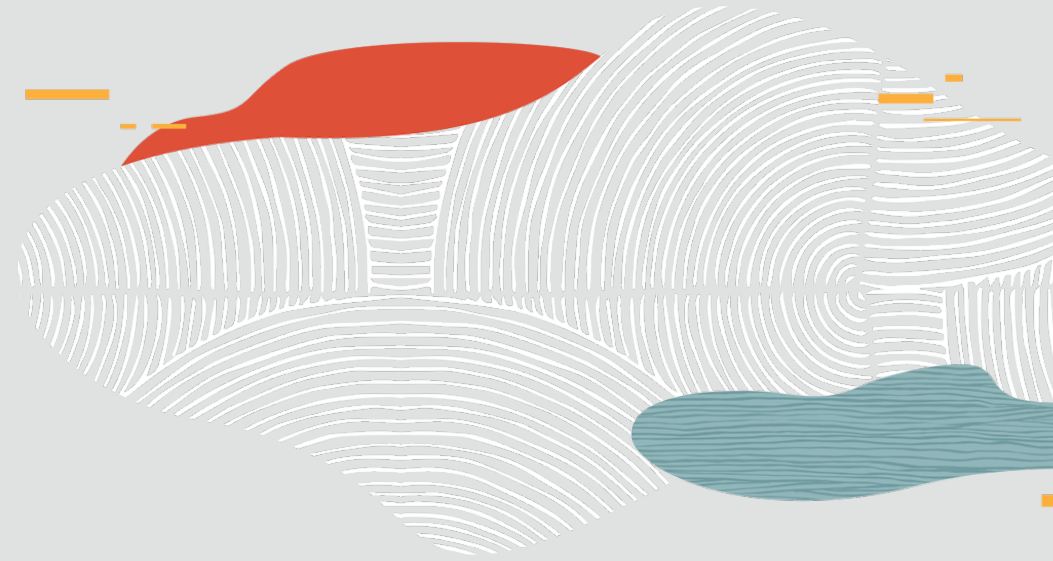
The team's ability to **collaborate**

The degree to which work can be bundled, **projects programmed**, etc.



How's that changed the high-level approach?





Dynamics of the multi-disciplinary team

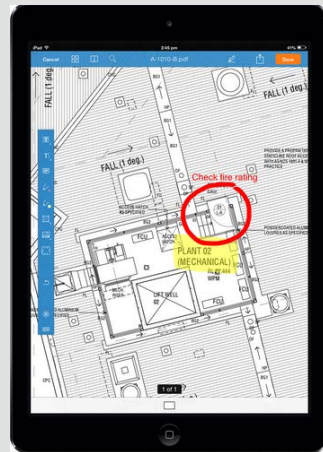
Key traits

3 key traits for the successful multi-disciplinary team are:

1. Reducing travel time and managing multiple projects means people often aren't at the job site and need **mobility**
2. Bringing together capabilities within a smaller group requires **accessibility** of tools to support standardisation
3. This remote team need **visibility** to collaborate and synchronise efforts, both
 - a) horizontally across programme functions; and
 - b) vertically to inform the boardroom on key projects and portfolio decisions



Mobility



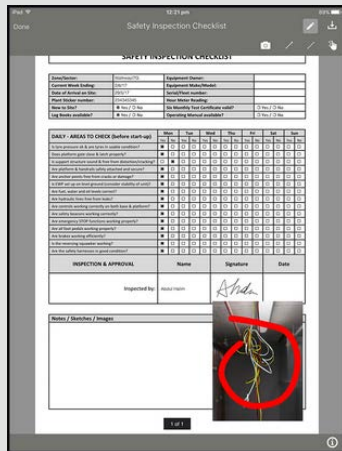
The multi-disciplinary team simply **can't afford time** in motion

Version control needs to be managed on documentation flowing onto site; **latency** needs to be managed on progress and risks flowing off site

Change needs to be reported **accurately**

Geospatial information helps **support health and safety** of the extended team and **streamlines operations**

Not all jobsites are WiFi hotspots: **online and offline** work needs to be possible





Accessibility

Direct procurement brings in individuals that haven't been exposed to the client's approach to delivery

Complex governance processes can be concealed by a **simple interface**

The multi-disciplinary team wants **powerful** tool-based support that is **easy** to use

An extensive array of contractors across the programme need **access anytime, anywhere**

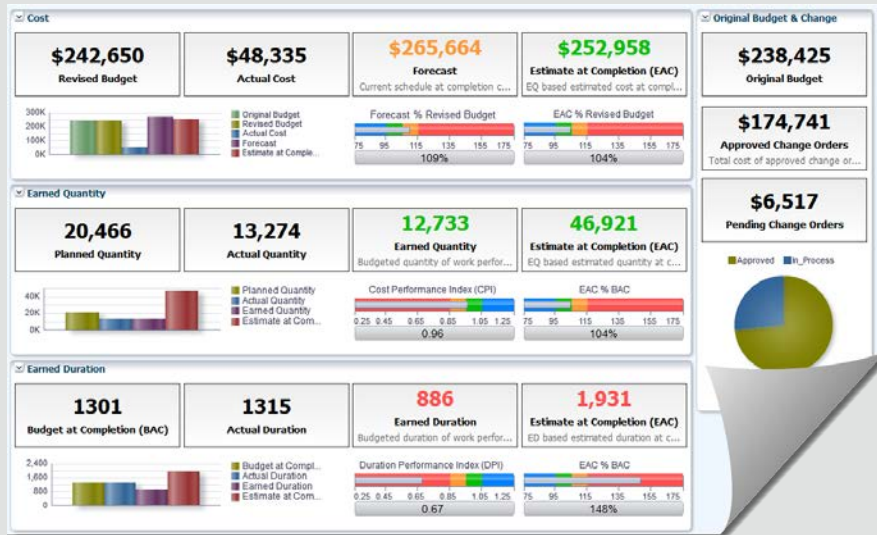
Minimal training should be required to pick up tools

Standardised approach means that tools and techniques can **rapidly be deployed** on the next project





Visibility



Smallest number of tools can turn a loosely **integrated** patchwork (if you're lucky!) to an **integral** platform

Bringing together **data from across the disciplines** is key, both:

Horizontally to inform and align inherently-linked functions such as those involved in change controls
Vertically to inform the boardroom of progress, portfolio health and to drive portfolio management and outcome-based decision-making

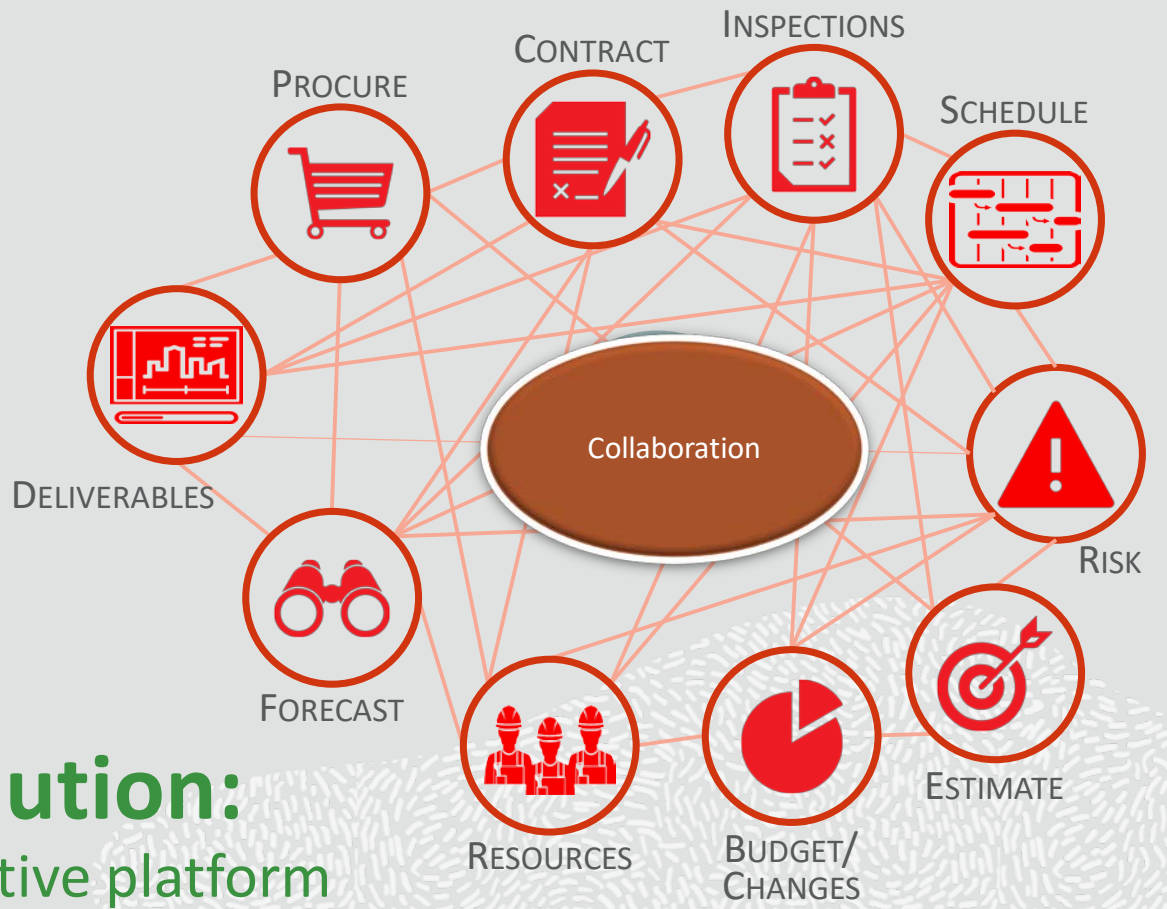
The small numbers of **post mortems** are constructive



Solving the scope challenge



Scope-Centered Single System



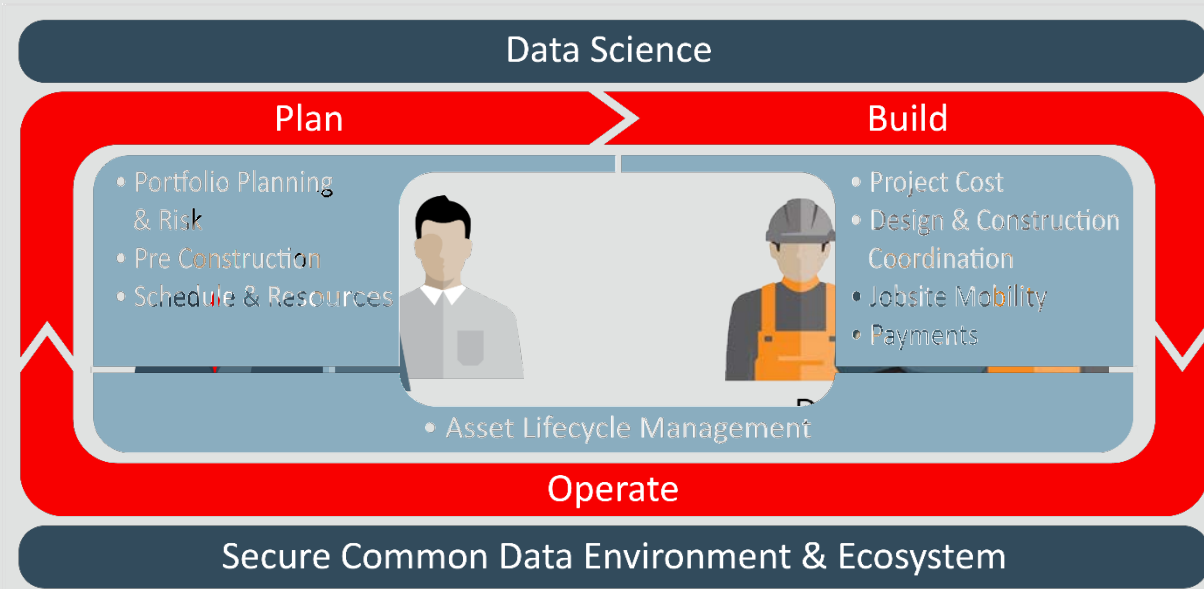
The solution:
One collaborative platform





Who we are and why it matters

Who we are and why it matters



Challenges...

①

100's not 1

②



③



73% late, 64% ↑ \$

One size fits small

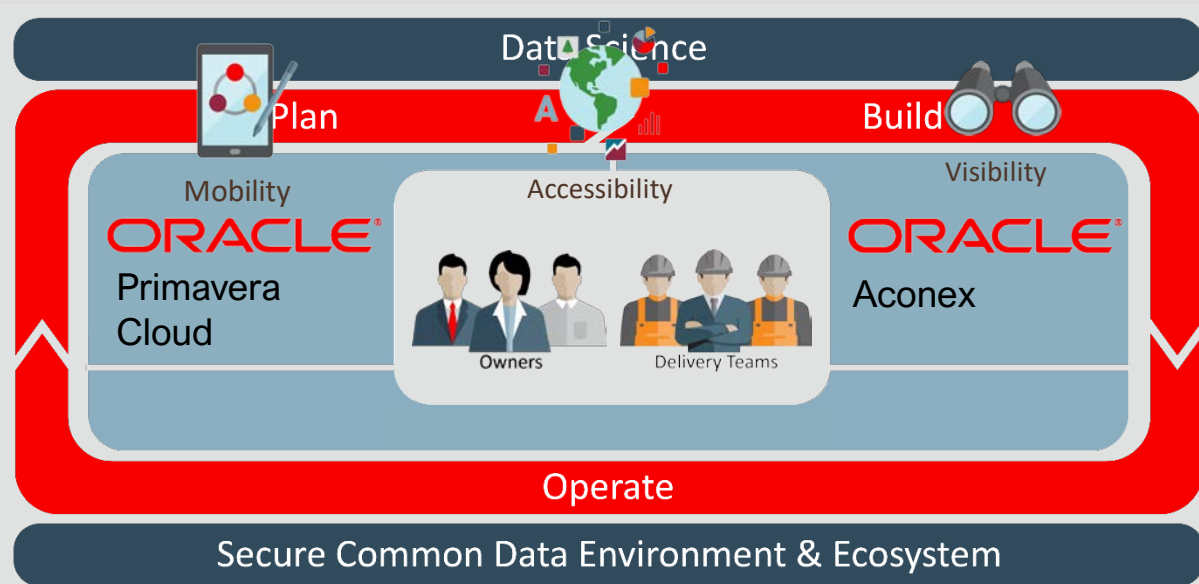
Integral schedule
with CPM conversion
to Lean



Programme Risk



Portfolio
optimisation



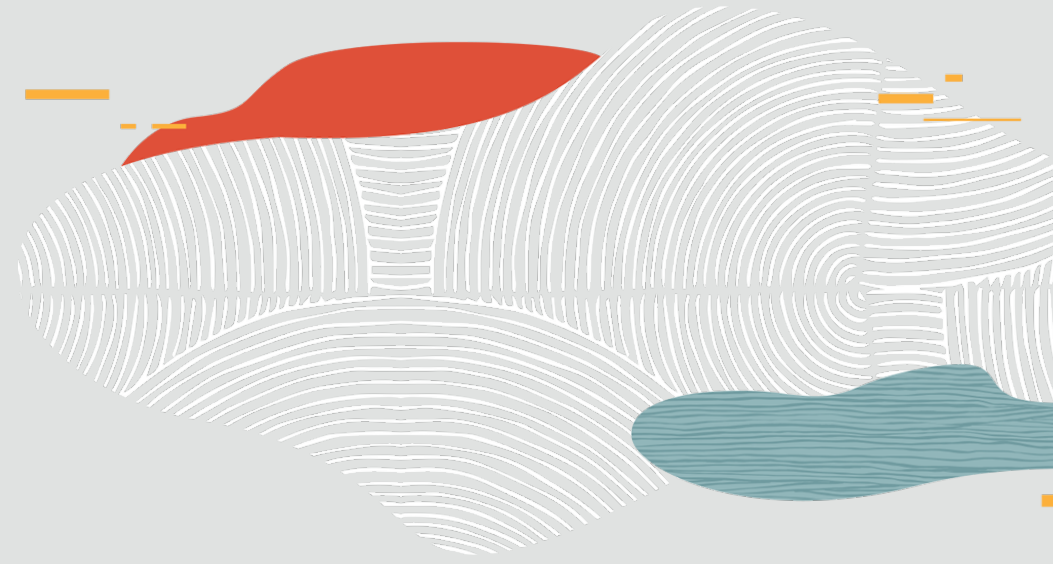
Change controls



Field transmittals



Neutral document
collaboration



Key considerations

Key considerations



Executive sponsorship



Executive sponsorship



Executive sponsorship



Have an ultimate vision but adopt iteratively; avoid sticky plasters

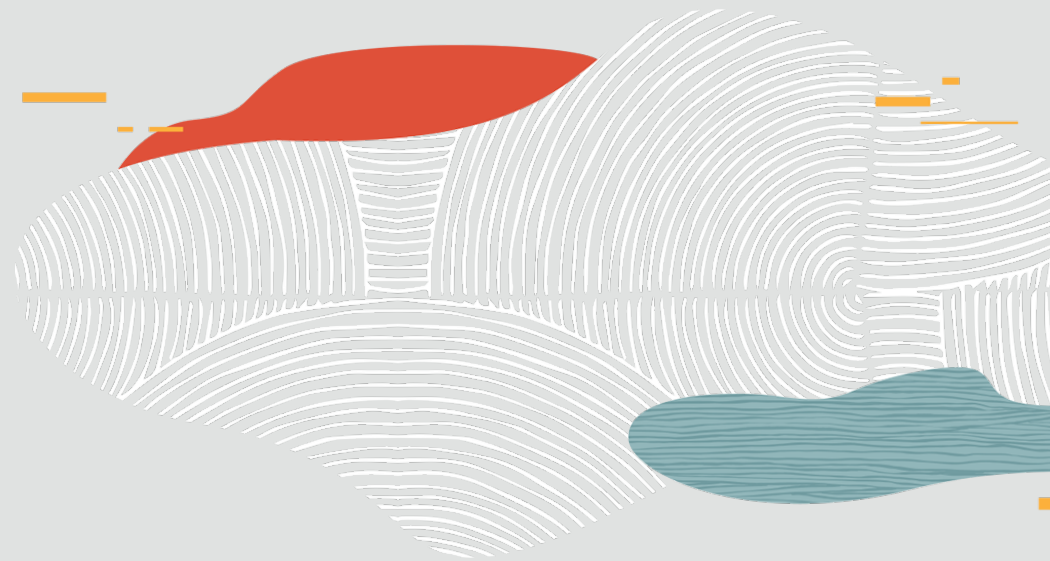


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Organisational change management





Summary



Summary

Small

...is becoming the new norm in a number of industries and is driving multi-disciplinary teams

...benefits from small, portable devices

...benefits from the smallest hassle in accessing tools

...benefits from the smallest amount of training

...benefits from the smallest number of tools, both to assimilate for new programme teams and to manage data 'handshakes' for reporting and analytics

...is the number of post mortems that anybody wants to conduct, but they want them to be constructive

**The goal should be a singular approach to handle this for the new multi-disciplinary teams:
ONE SIZE FITS small**

Thank you

Nick Williams

Oracle Construction & Engineering Global Business Unit

