

Project Controls Expo UK - 13th November 2019

Emirates Arsenal Stadium, London

Recent Innovation in Change Management

Ari Isaacs

Founder and CEO, ShapeDo



About the Speaker

Ari Isaacs – Founder and CEO, ShapeDo

- As ShapeDo's CEO, Ari has worked closely with major international projects and helped parties in conflict resolve disputes leveraging technology to analyze design change and liability throughout a project's history. Ari has developed a specialty in creating and implementing processes and procedures made to ensure effective project controls and delivery despite changes in design. His philosophy is that effective, clear, and transparent change management greatly mitigate risk and minimize disputes.



90% of construction projects overrun in cost or time.

Design change is the single biggest cause.



“Change management is a major challenge the industry currently has no good solution for”



Franco Pittoni
*Project Controls
Expert*

Design Change Management –
Why it matters, why it's hard, and
what you can do about it.



Change Management

Design

Program

Ops

Commercial



Why Change Management Matters

- Core competency at all levels project management
- Top risk to project
- Top opportunity
- Priority increases in downturn
- Technology is actually changing things



Design Change Management is Hard

- Many thousands of occurrences per project.
- Terrible medium
- Complicated and Complex
- Adversarial
- Non-segmentable problem.



Common + Big + Complex + Adversarial =

TOP RISK



Common Pitfalls

- No change management
- Document level change management
- Face value change management
- Retrospective/reactive change management
- In denial, siloed or functional change management
- Death by a thousand papercuts

A Framework

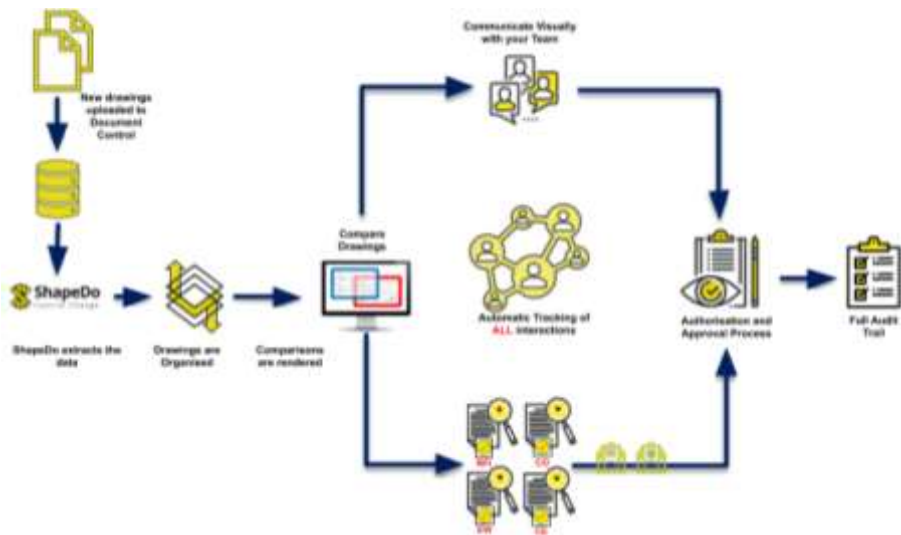
- Start from the end and work backwards.
- Drill down to actions & persons that are clear in plain English
- Build a workflow and communicate it effectively
- Be realistic about your people's capacity
- Don't be afraid to using a broad brush
- Communicate a no-blame environment
- Fill gaps with cross functional training



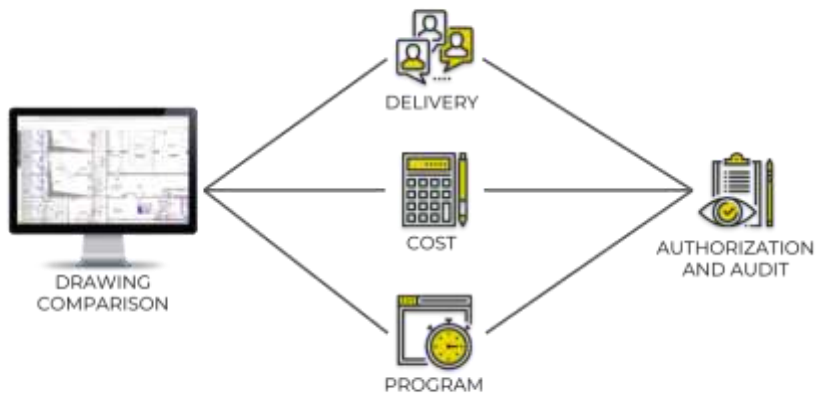




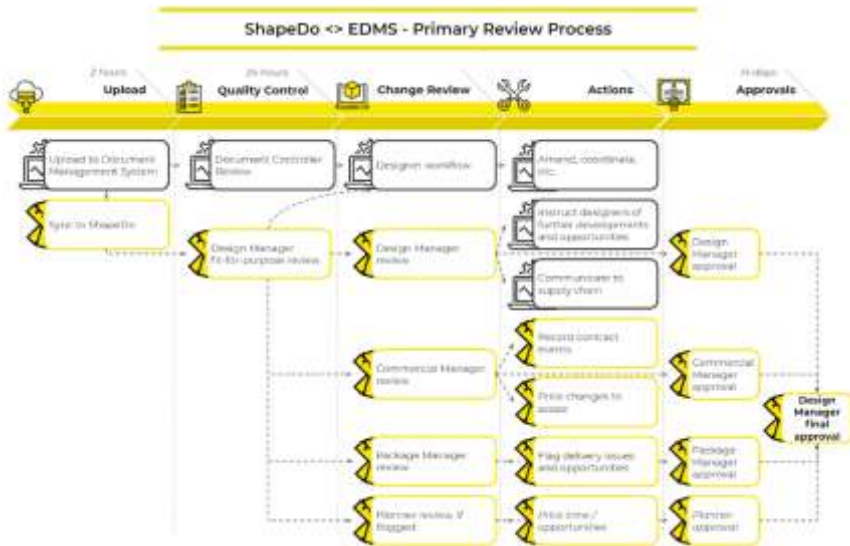
Standard Process



Simplified Process



Complex Process



Typical benefits

Direct:

- Improved control, governance and accountability
- 20%-40% increase in DM & QS efficiency
- Better accounting of scope & Risk
- Better enterprise resource management

Indirect:

- Fewer disputes
- High RFI response rate
- Tend to finish on time



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