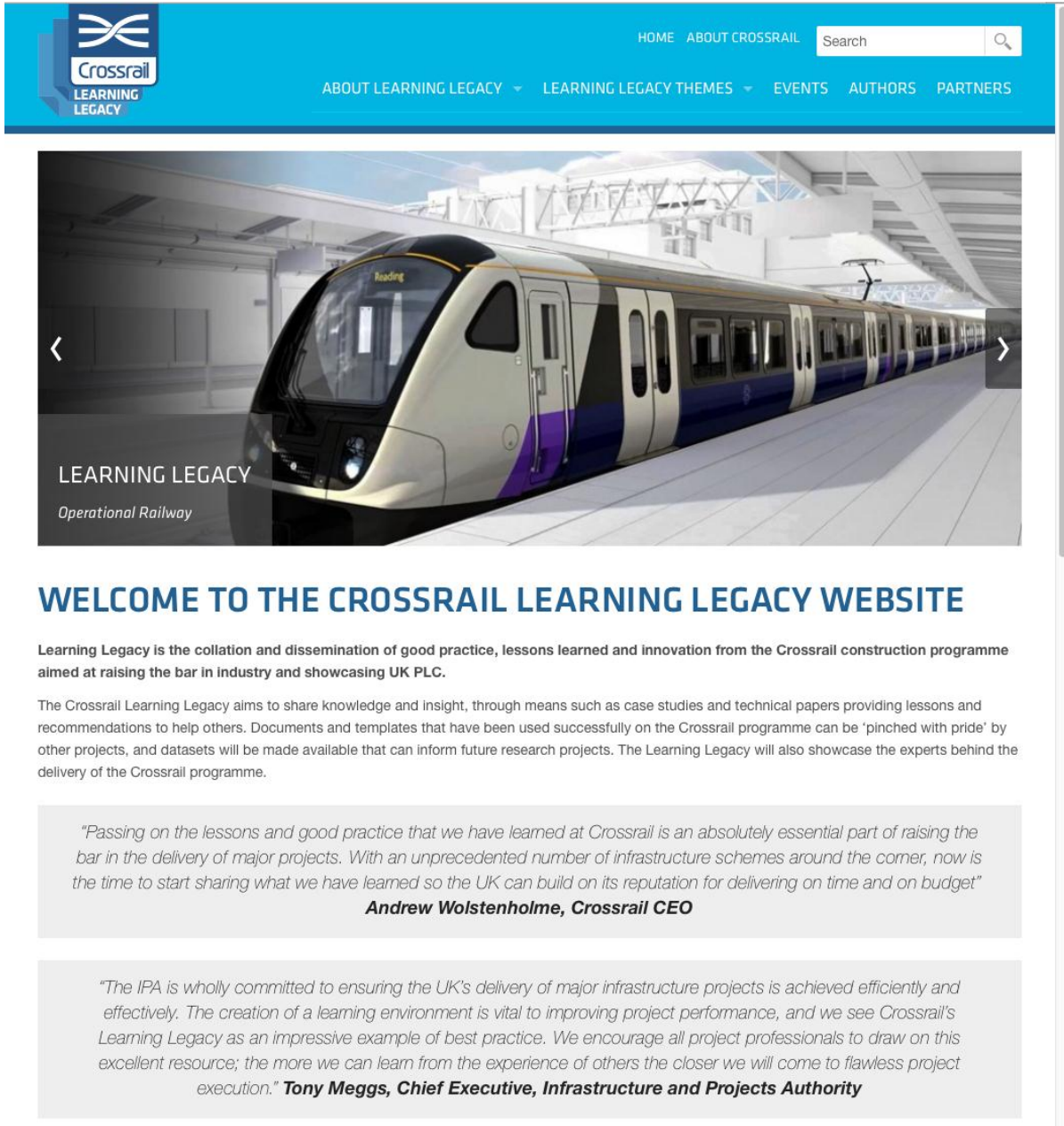


Evidence of having contributed to the Body of Knowledge for the profession

Through Q4, 2015, I authored and directed my team to author all Crossrail Programme Controls content for the initial launch of the first wave of Crossrail's Learning Legacy website (<http://learninglegacy.crossrail.co.uk>) to help encourage the capturing of industry best practice and learning experiences. This is now online and will continue to be enhanced throughout the remaining duration of the programme.



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LEARNING LEGACY
Operational Railway

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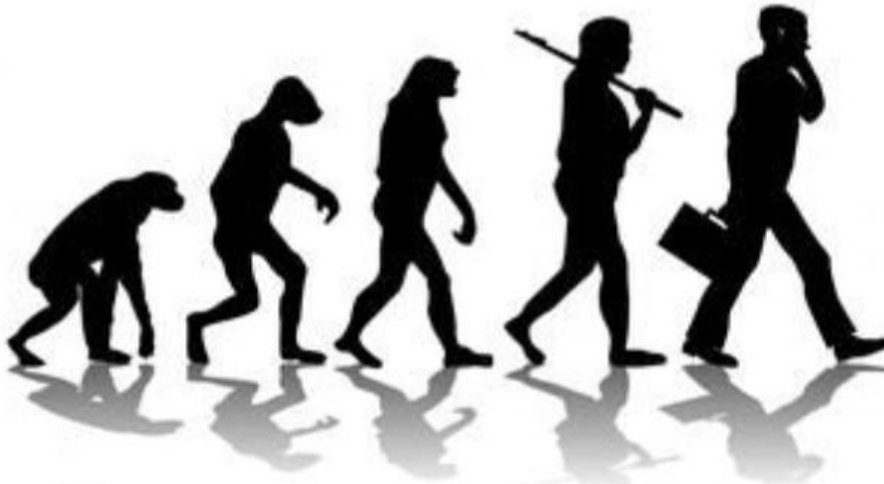
Learning Legacy is the collation and dissemination of good practice, lessons learned and innovation from the Crossrail construction programme aimed at raising the bar in industry and showcasing UK PLC.

The Crossrail Learning Legacy aims to share knowledge and insight, through means such as case studies and technical papers providing lessons and recommendations to help others. Documents and templates that have been used successfully on the Crossrail programme can be 'pinched with pride' by other projects, and datasets will be made available that can inform future research projects. The Learning Legacy will also showcase the experts behind the delivery of the Crossrail programme.

"Passing on the lessons and good practice that we have learned at Crossrail is an absolutely essential part of raising the bar in the delivery of major projects. With an unprecedented number of infrastructure schemes around the corner, now is the time to start sharing what we have learned so the UK can build on its reputation for delivering on time and on budget"
Andrew Wolstenholme, Crossrail CEO

"The IPA is wholly committed to ensuring the UK's delivery of major infrastructure projects is achieved efficiently and effectively. The creation of a learning environment is vital to improving project performance, and we see Crossrail's Learning Legacy as an impressive example of best practice. We encourage all project professionals to draw on this excellent resource; the more we can learn from the experience of others the closer we will come to flawless project execution." **Tony Meggs, Chief Executive, Infrastructure and Projects Authority**

In addition to formally representing my company at speaking engagements, I also publish my own insights through my personal LinkedIn site. The following *Thought Leadership* article was published in June 2015, with an overwhelming positive response through likes and comments. See below.



Richard Palczynski
Head of Controls at Crossrail Ltd

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Programme Management: Evolution or Revolution?

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The following is taken from the 2010 successor to the original 1987 Wall Street movie;

"...You want to know what the mother of all bubbles was? It came out of nowhere. By chance. They called it the Cambrian Explosion. It happened around 530 million years ago. And over the next 70-80 million years, the rate of evolution accelerated so fast that we came along. The human race. They still can't explain how that happened, except that it happened. Some people say it was by chance, others, design. But who really knows?"

What on earth does this have to do with programme management?

It occurs to me that we have been building things for a very long time. Let's go way back... say 5,000 years and in a place, not far from London, someone decided that they needed to build a monument. Today we call it Stonehenge and although we have theories as to how the Henge was built, we don't really know for sure. But in all the exercises we have done in recent years to test our theories, it is clear that someone would have been responsible for even the most rudimentary forms of programme management. And we have been getting better and better at it ever since.

So let's jump ahead to recent years. When it was announced in July 2005 that London would host the Olympic and Paralympic Games, there was a media frenzy of excitement. But once this had died down, many didn't believe the British could do it, that 2012 would somehow be an embarrassment to the nation, that we wouldn't be able to pull it off. Except we did pull it off. Between the client, the delivery partner and the hundreds of contractors and suppliers involved, the organisation,

development and execution of the programme leading to the event itself is now widely regarded as the benchmark for excellence in programme management.

Although I was not involved in the 2012 Games, I watched, as an ordinary member of the public (but perhaps with a special interest I admit), to see how the programme unfolded and I was left asking: was the 7-year period between 2005 and 2012 the programme management equivalent of the Cambrian explosion? Did we see a fundamental change in the way we look at programme management?

Well perhaps. The difference is that when we look back, we can indeed put our finger on why this particular programme was so successful. It was, from the very start, designed to be successful. The client organisation was designed from scratch. The delivery partner's role was extremely well defined and the uniqueness of the programme vision bound people into the success of the event on a very personal level. And ever since, clients have been asking for standards in delivery measured against those who delivered for London 2012.

But what do you do when a client says "...I don't want what they did on London 2012, I want the next evolution in programme management...?"

Here's an observation for you to consider. We are building bigger and bigger things. Buildings are getting taller and taller. Tunnels and bridges are getting longer and longer. Technology installations are getting more and more complex. But the basic components of a programme haven't really changed that much. The need to define the vision hasn't changed. The ability to articulate the desired benefits of a programme remains as important as ever. We have indeed learnt that we must pay continuous attention to stakeholder engagement and health and safety and we have in recent years finally figured out how to profit from addressing the environmental as well as the sustainability challenges across a programme. We still focus on schedule, cost and quality in the same way that we have always done.

So where does that leave us? Well, because programmes are bigger, more complex and more expensive (just google High Speed 2 if you're not convinced) clients are inevitably looking to reduce costs wherever they can. And so, like most things in the modern world since the global economic crisis of 2008 and beyond, we have all been asked to find ways of doing more with less. And when it comes to programme management, it transpires that less is indeed more.

When I've met with industry leaders to discuss these issues, the resounding conclusion is that success isn't about tools, it's not about having mountains of data and it's not about BIM. It's about people focussing on the basics and then doing the basics really well, repeatedly throughout the life of the programme. Less is more. Keep it simple.

So back to the original question; was the 7-year period between 2005 and 2012 the programme management equivalent of the Cambrian explosion?

Maybe the answer isn't as straight forward as a simple yes or no. I believe we should be thinking along the lines of the fact that it wasn't the evolution of programme management, it was the **revolution** that proved you could be incredibly successful by focussing on the basics and then doing the basics really well. If this is true, then what does the future of programme management look like?

The number one priority in the delivery of any project or programme is having the ability to make decisions. Without this ability we stall very quickly. So it stands to reason that anything that helps us make decisions in a faster and more robust fashion will likely play a role in the way in which programme management is carried out in the future. For this reason, data and management information is where we have tended to instinctively gravitate in order to improve our decision making. We have sought better tools with the ability to integrate data into a single environment. We have, as an industry, now all-but-committed to BIM. We emphasise dashboard reporting and everyone uses a 'RAG' status on milestones. But are all these things really what drive better decision making?

Of course, to an extent, they are. But I'd like to think that what really drives decision making remains the experience and professional judgement of the 'Programme Manager'. We can't automate that.

So perhaps we should focus more on ensuring that the governance structures are in place to enable the right people to be in the right place at the right time in order to make the best informed decisions with the information they have available.

Here's a final observation for you to consider. Programme management is beginning to show signs of becoming a very niche field, with a limited number of professionals who actually have the commensurate experience to deliver these mega-programmes. We must continue to recognise that there remains a fundamental difference between programme and project management and avoid falling into the trap of potentially putting square pegs into round holes. We need to improve our ability to recognise programme managers early, and grow their experience from there. Not just assume that each programme manager will be born from a successful project manager as has been the status quo for so many organisations for so many years.