

# Lessons from the Dark Side

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Director of Professional Practice

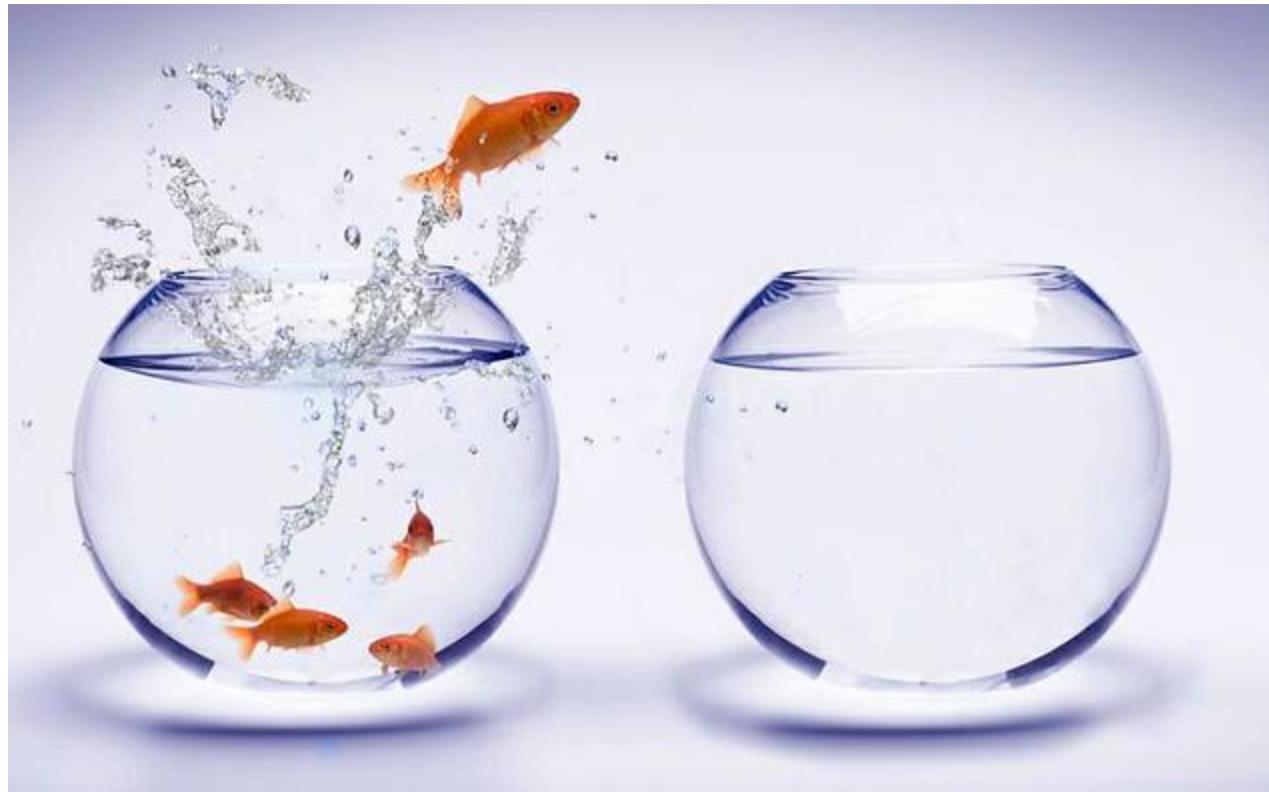
Colliers Project Leaders

## About Me




City of Mississauga, McMaster University

## About Me



2009

## About Me



12 years  
10 projects

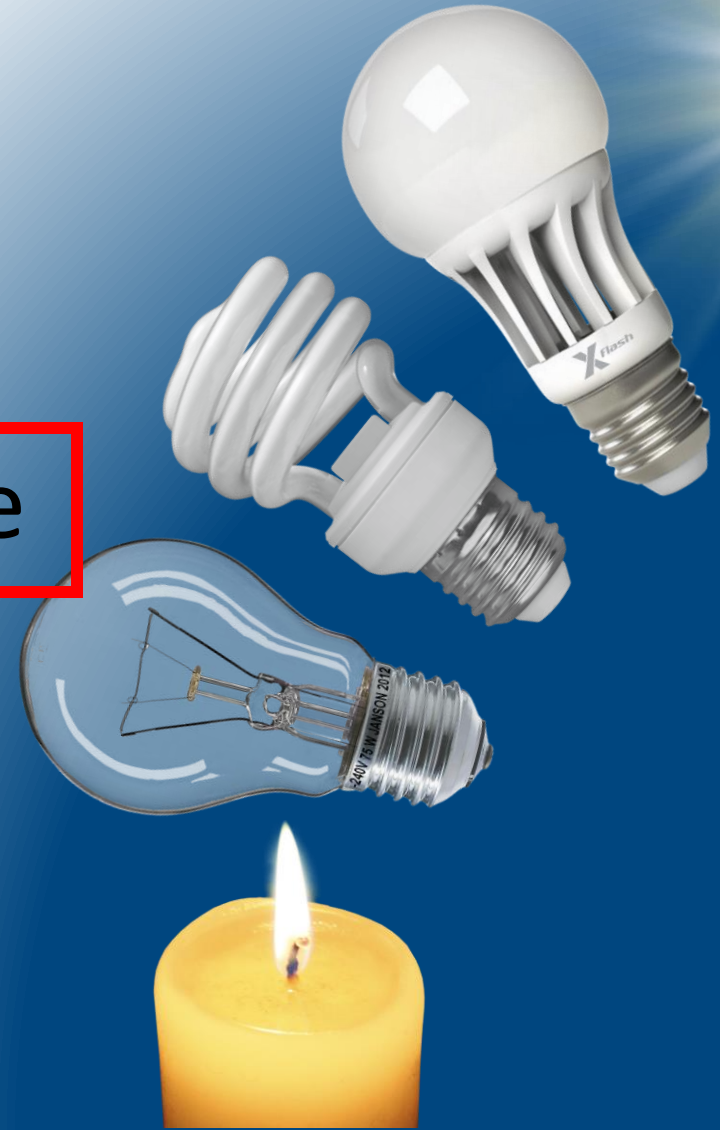
10 years  
127 projects

**Colliers**  
INTERNATIONAL

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Project Leaders

## Innovations:

- Lessons learned
- Best practices from elsewhere
- New ideas



## Best Practices

- Understand Why
- Measure Success
- Solve Risks
- Be Intentional
- Have a Plan



# Understand Why

## Understand Why

### Project Objectives:

- The benefit sought

### Not:

- Scope
- Design aspirations





# WHY?

# SUCCESS



...is achieved when we  
*meet stated and implied needs.*

# Measure Success

## Measure Success

SMART metrics

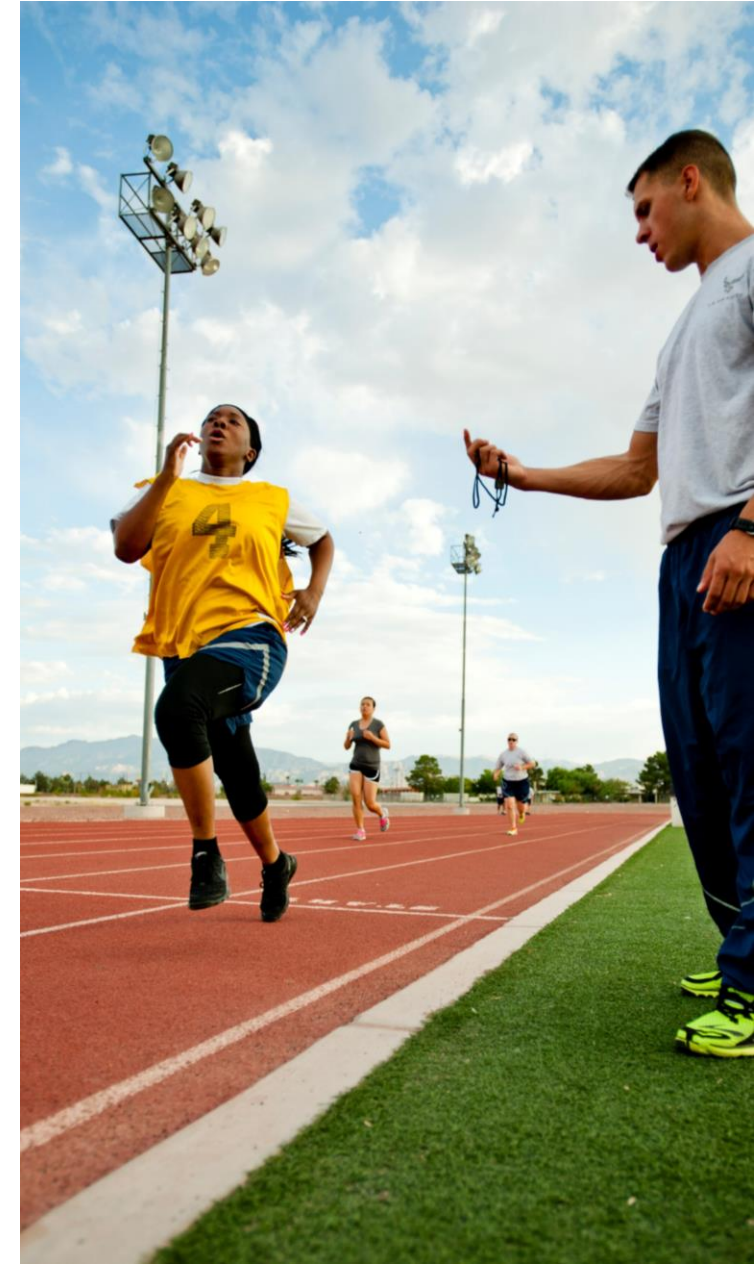
- We will know we  
Post-project

**S**pecific  
**M**easurable  
**A**chievable (or Ambitious)  
**R**ealistic  
**T**ime-bound

## Measure Success

### SMART metrics

- We will know we are successful if ...  
Post-project
- We know we are destined for success if ...  
In-project



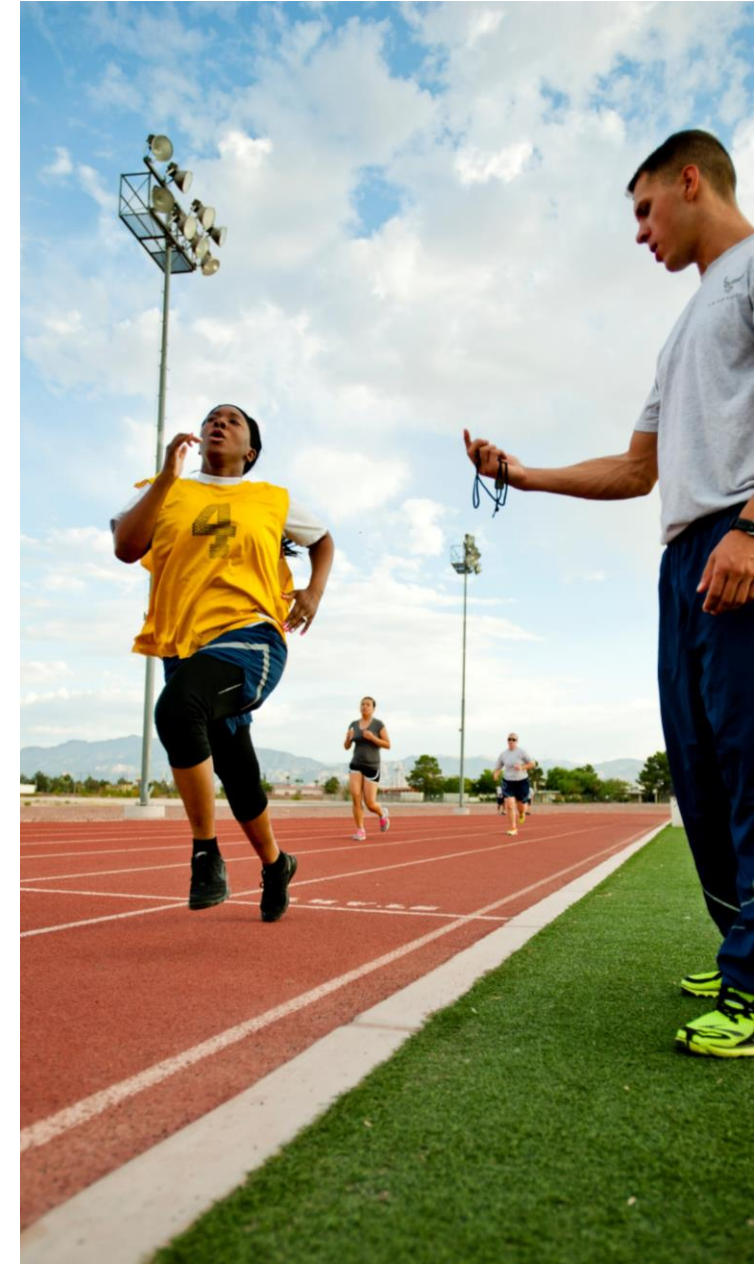
## Measure Success

### Quantitative

- Objectively measured

### Qualitative

- Measured by whom?
- When?
- What criteria?



# WHY?

# SUCCESS



...is achieved when we  
*meet stated and implied needs.*

# WHAT?

# QUALITY



The characteristics that bear on the ability to meet those needs.

# Solve Risks



# HOW?

# RISK



Anything that  
imperils quality.

## Solve Risks

### Well-defined is half-solved

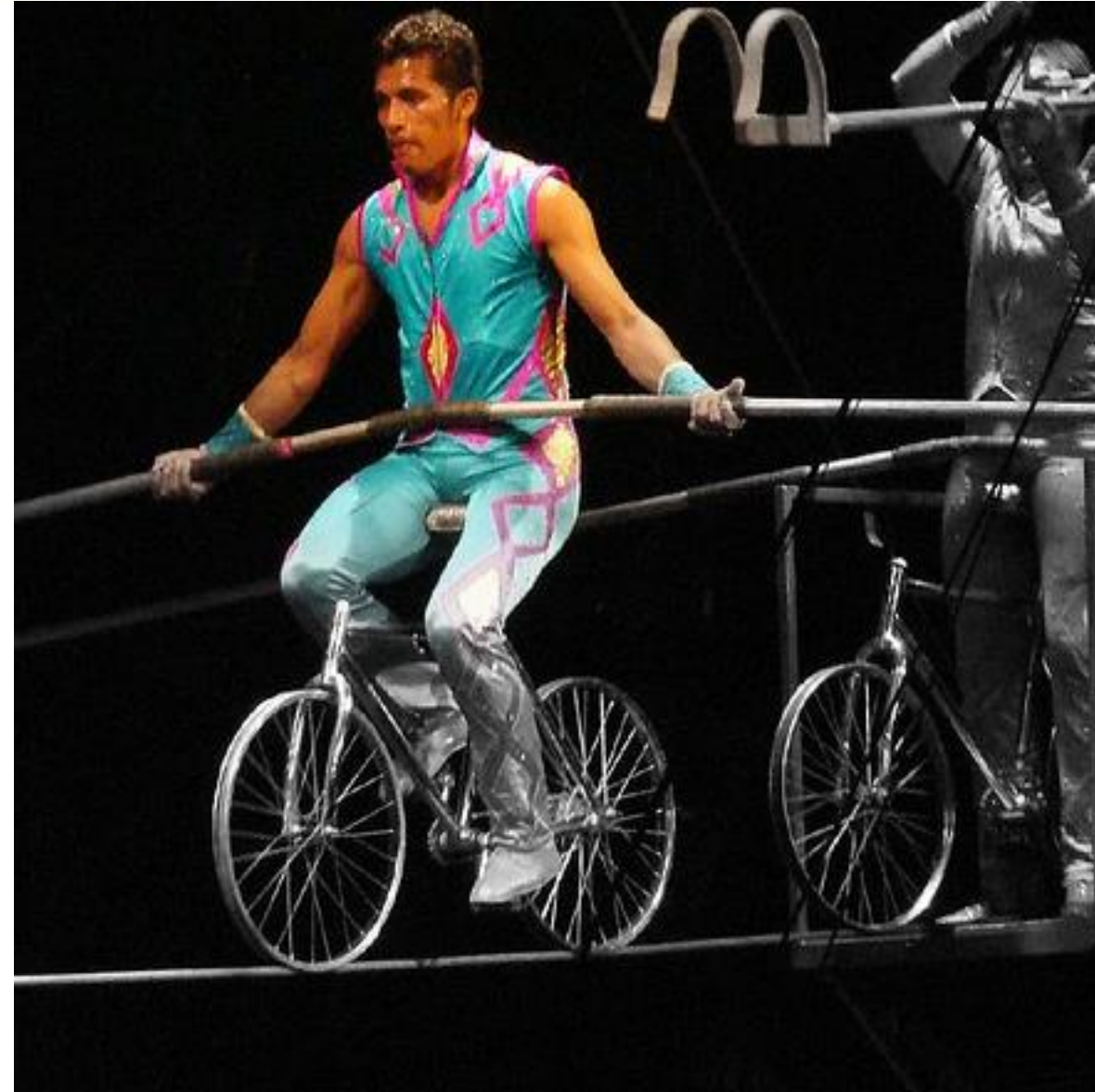
- What is uncertain?
- What is the root cause?
- How will it affect the project?
- How bad could it be?
- How could we reduce probability or impact?



## Solve Risks

### Monitor and pursue mitigation

- Who is responsible
- What are they doing?
- When is it due?
- Did it work?



**WHY?**

**SUCCESS**

**WHAT?**

**QUALITY**

**ASSURANCE**

**CONTROL**

**HOW?**

**RISK**



Cost



Time



Scope



Human  
Resources



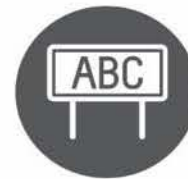
Procurement



Stakeholders



Integration



Communications

# Be Intentional

## Be Intentional

Focus on achieving success

- Standard methodologies
- Unique aspects of the project
- Points of leverage



Be Intentional

Lead

Inspire

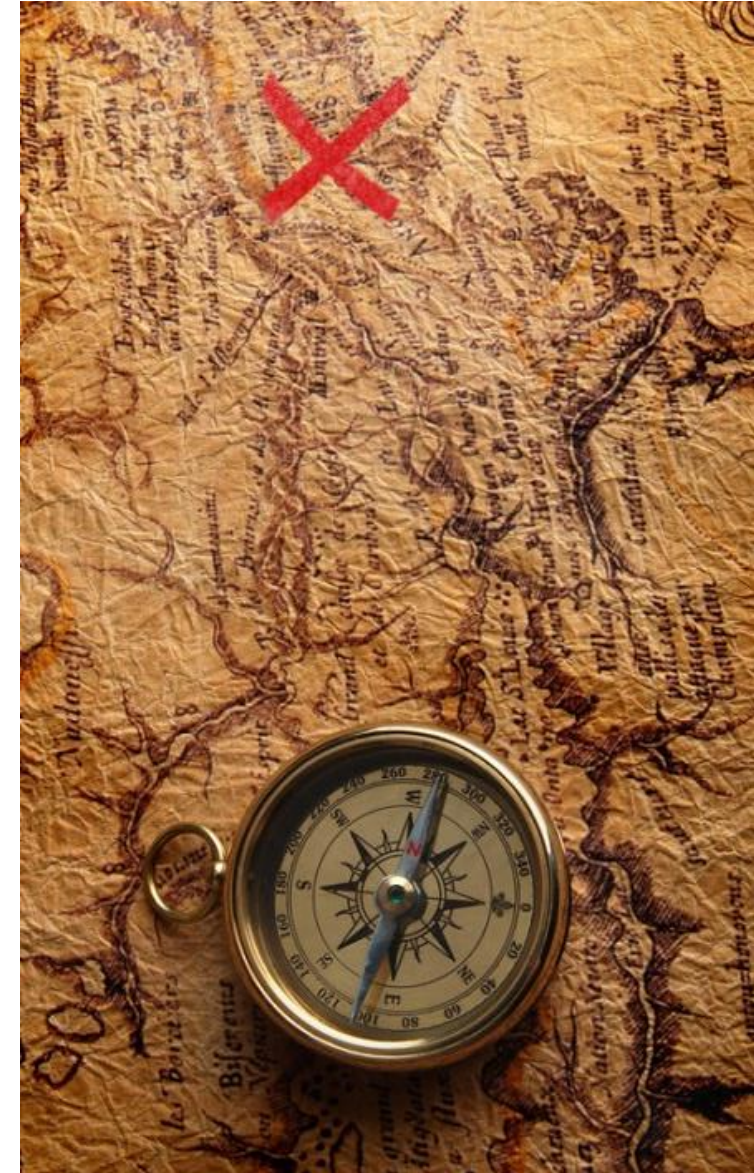


# Have a Plan



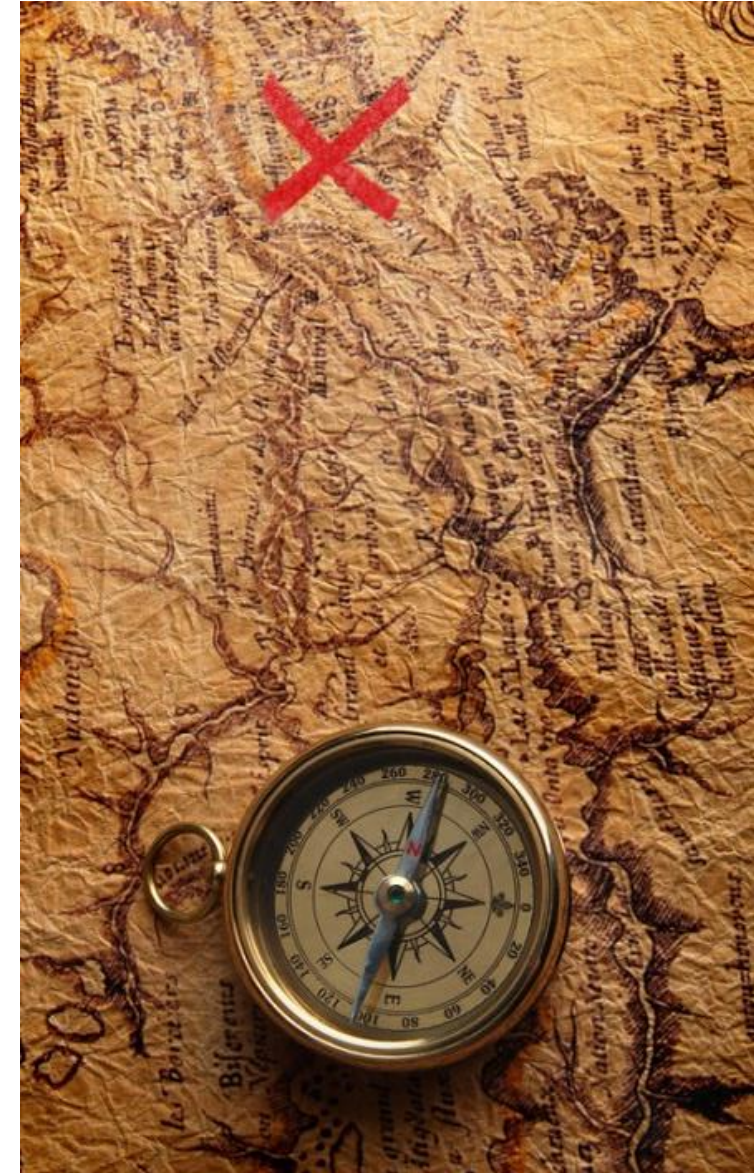
*“I think we too often blow off these project plans as fluff, but they are really important to document our understanding our client’s objectives and success criteria.”*

*MP, Vice President*



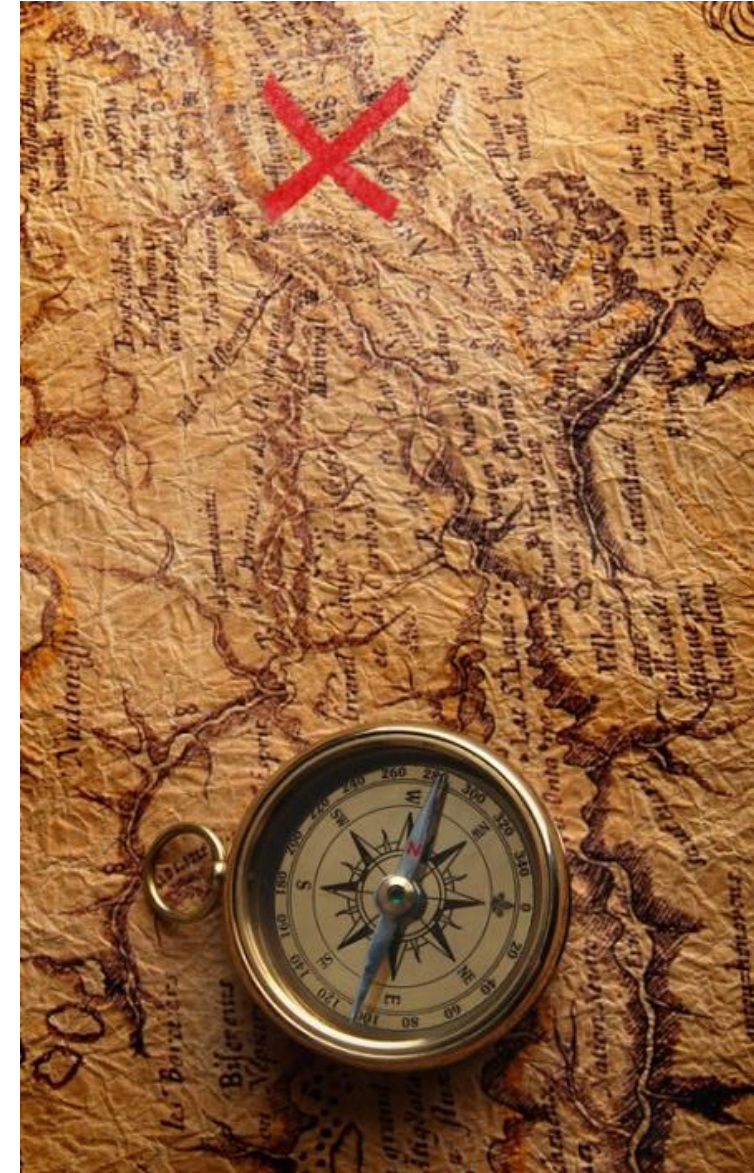
## What is in your (8-page) plan?

- Objectives
- Success metrics
- Risks
- How we manage cost, scope and time
- Communication management
- Roles and responsibilities
- Procurement strategy



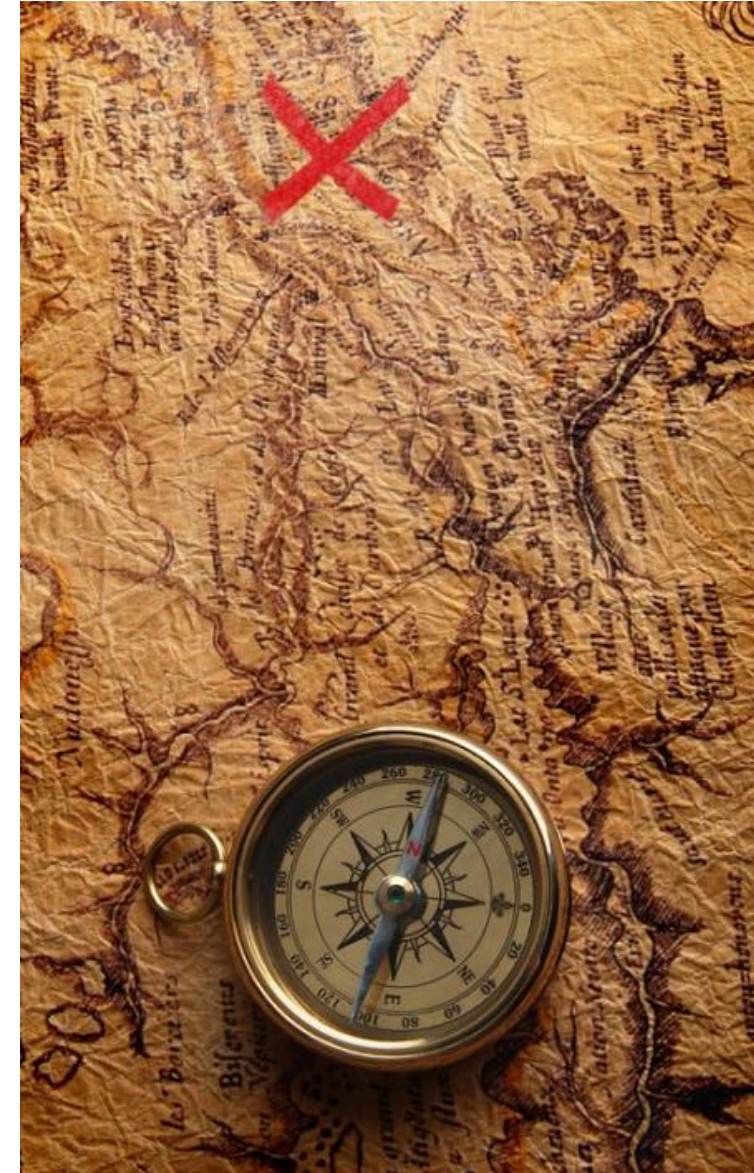
## Who sees your plan?

- Everyone ...
  - Your client
  - Your team
  - Your vendors
  - Stakeholders



## Why do you need a plan?

- Set shared expectations
- Focus on success
- Accommodate changing stakeholders
- Help your backup
- Let your go on vacation



## Borrowed Innovation

- Understand Why
- Measure Success
- Solve Risks
- Be Intentional
- Have a Plan



# Questions?

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