



A Better Way To Work

“The Sydney Harbour Bridge needed 20 years of planning, eight years building, 95,000 cubic metres of concrete, 17,000 cubic metres of Granite, 52,800 tonnes of steelwork, and around 6 million rivets to construct it.”

The Digger of Kokoda, The official biography of Reg Chard.

Daniel Lane; Pan Macmillan Australia, 2022



A Better Way To Work

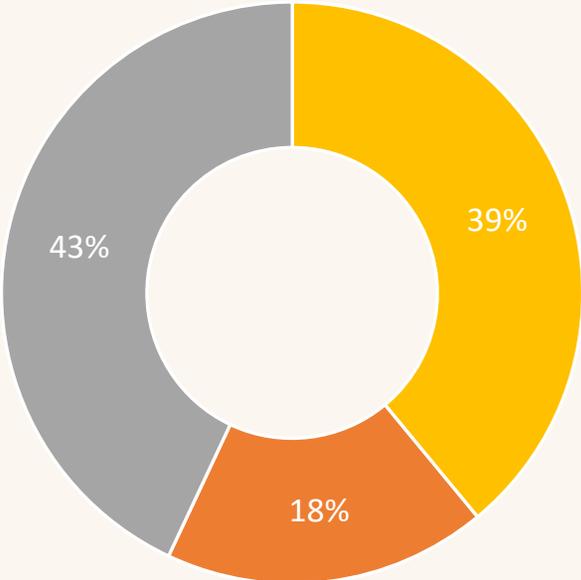
Using Objective Driven Logic to Create Resource Loaded Execution Plans

Wayne Greenwood

[ACTINIA.mp4](#)

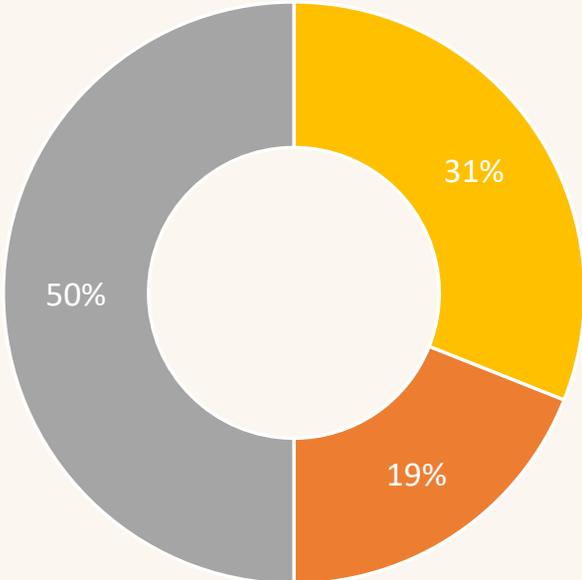
Standish Chaos Report on Project Outcomes

2012



- Successful
- Failed
- Challenged

2021



- Successful
- Failed
- Challenged



Perspective

- Chaos Report by Standish Group
 - Overall project success fell 18% (39% - 32%)
- Oxford University study
 - 12,000 large infrastructure projects
 - Only 8% met schedule & budget
 - Avg. budget overrun - 128%



The Project Challenge

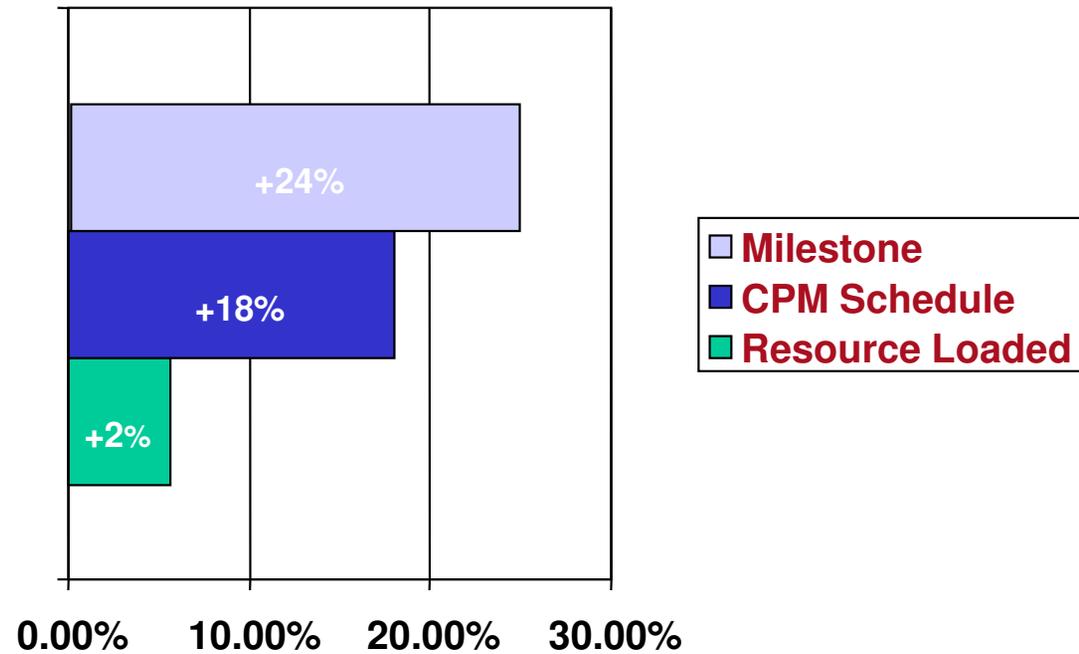
- Projects = \$26t (30% of global GDP)
- Losses = \$2.6t (10% - \$85,000/second)
- #1 cause for those losses...
Errors, Omissions and Rework (EOR)

OBJECTIVES



WHY – Project Planning Breakthroughs

Average Schedule Increases





Today's Case Study

PARAMESWARA – SPS 6 – Shelf Drilling





Project Process

- High Level Scope
- Detailed Scope – Using scope description sheets
- Create High Level Schedule using ODL
- Create individual schedules for each detailed scope using ODL ensuring that each task had resource requirements outlined.
- Consolidating all individual schedules into a Master Project List and using a central resource pool.



Detailed Scope Sheets

[Consolidated Scope Description Sheets \(13 Dec 2012\) ver9.docx](#)



PARAMESWARA – SPS 6 – Shelf Drilling





Project Process Continued

- Level resources based on original scope
- Outline new scope items which have arisen due to resource constraints
- Develop specific schedules for restricted resources and clear communications plans regarding changes in resource availability.
- Manage project by daily tracking of schedule and resources



Project Flow Diagram for 1 deliverable (Blow out Protector)





Parameswara High Level Schedule

[Parameswara Draft Schedule.pdf](#)



Today's Case Study

PARAMESWARA – SPS 6 – Shelf Drilling





Where does Objective Driven Logic fit in?

Objective Driven Logic is a practical approach to scheduling which focuses on identifying predecessors when creating tasks. skills for planning projects which align with PMBOK

ODL schedules provides realistic data that compliments Project Methodologies like Six Sigma, Agile and PRINCE2



‘Pull Planning’ with a Project Flow Diagram

- Gantt charts are oriented around horizontal bars, in a left to right direction
- Kanban and Agile are oriented around vertical swim lanes, in a top-down direction
- Project Flow Diagram combines whiteboards, Gantt charts and network diagrams, in a right to left, top to bottom cyclical pattern



Results

The most accurate combination of methods & tools
for discovering and verifying
dependencies and cross dependencies. Period.



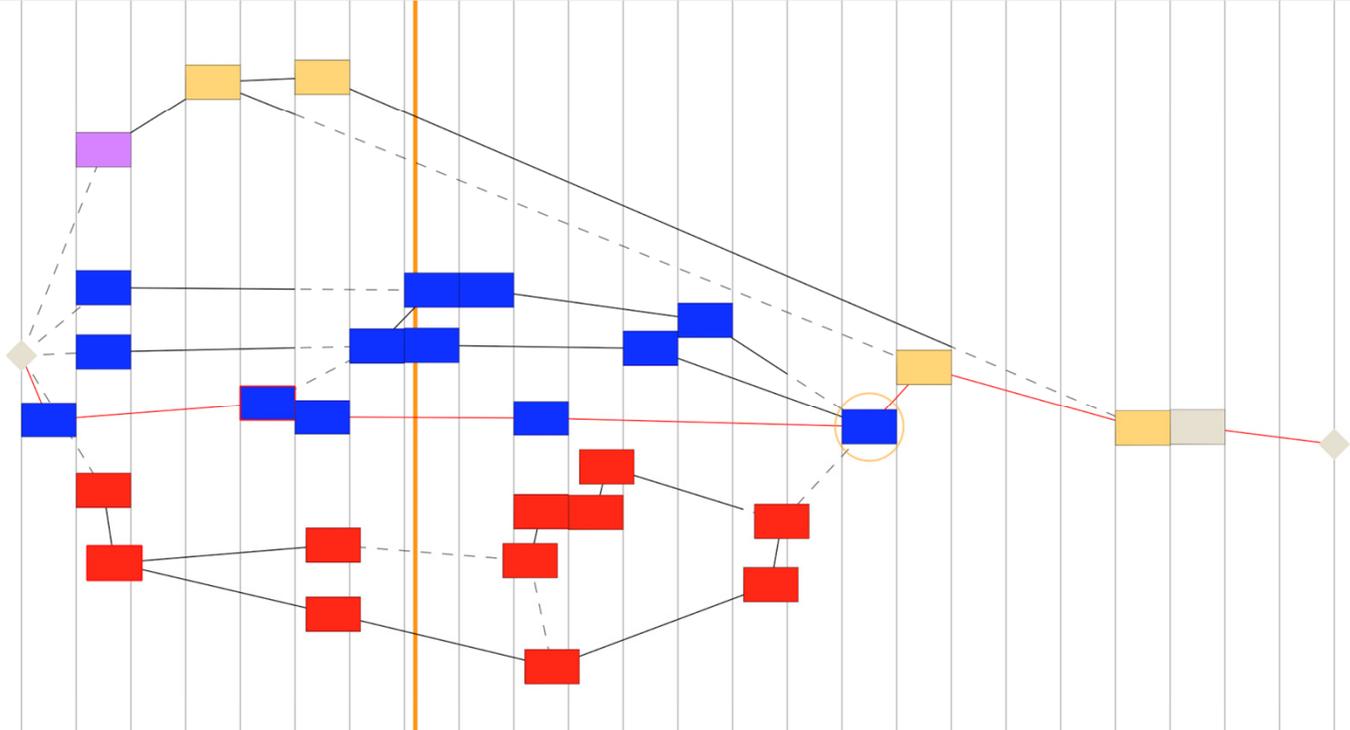
Deepwater Equinor



Date	16-05	23-05	30-05	06-06	13-06	20-06	27-06	04-07	11-07	18-07	25-07	01-08	08-08	15-08	22-08	29-08	05-09	12-09	19-09	26-09	03-10	10-10	17-10	24-10	31-10	07-11	14-11	21-11	28-11	05-12	12-12-22		
Period #	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	1w		
Cash/Period								512	640	2,140	4,840	128	2,700	2,700	300		300				160												17,000
Running Total							0	512	1,152	3,292	8,132	8,260	10,960	13,660	13,960	13,960	14,260	14,260	14,260	14,420	14,420	14,420	14,420	14,420	14,420	14,420	15,920	15,920	15,920	15,920	1,080		

Admin. Manager

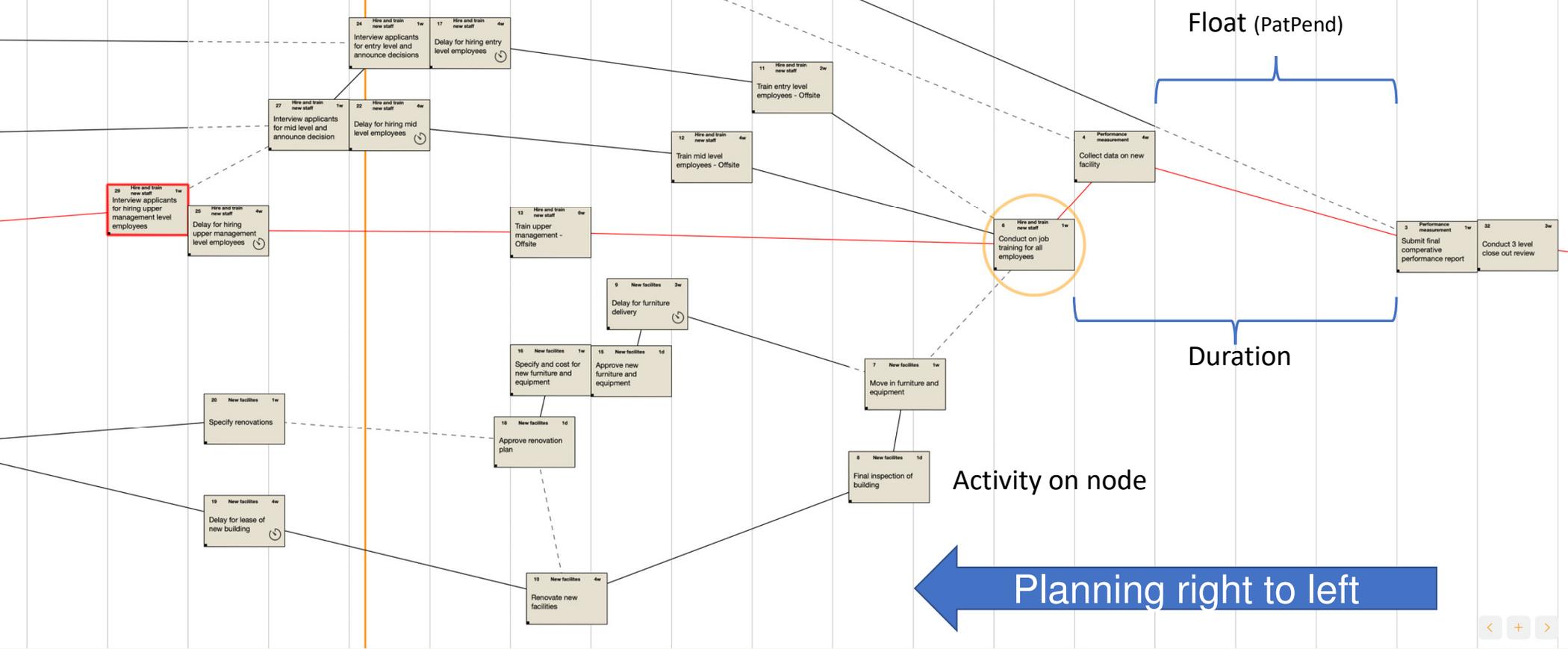
Project Flow Diagram



Summary view based on deliverables

Date	18-07-22	25-07-22	01-08-22	08-08-22	15-08-22	22-08-22	29-08-22	05-09-22	12-09-22	19-09-22	26-09-22	03-10-22	10-10-22	17-10-22	24-10-22	31-10-22	07-11-22	14-11-22	21-11-22
Period #	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3
Cash/Period	2,140	4,840	128	2,700	2,700	300	13,960	300	14,260	14,260	14,420	14,420	14,420	14,420	14,420	14,420	14,420	1,500	17,000
Running Total	3,292	8,132	8,260	10,960	13,660	13,960	13,960	14,260	14,260	14,260	14,420	14,420	14,420	14,420	14,420	14,420	14,420	15,920	15,9

Time-scaled whiteboard



Float (PatPend)

Duration

Activity on node

← Planning right to left



Conclusions from Oxford Study

- Most research on improving projects is focused on the *execution* of the plan.
- Overruns not always a failure of execution, *but are always a failure of planning.*
- Little has been done to improve the *planning* of projects.