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"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

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Using Objective Driven Logic to Create Resource Loaded Execution Plans

Wayne Greenwood

ACTINIA.mp4

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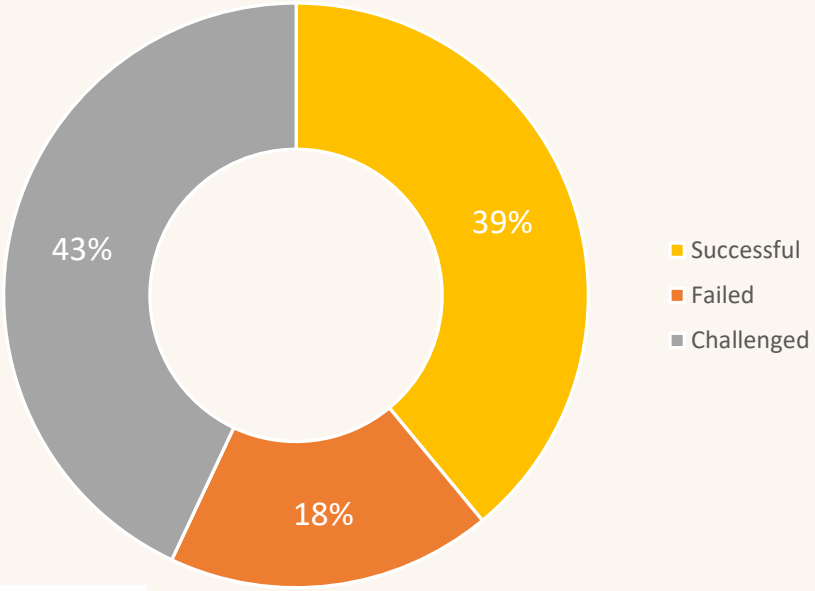
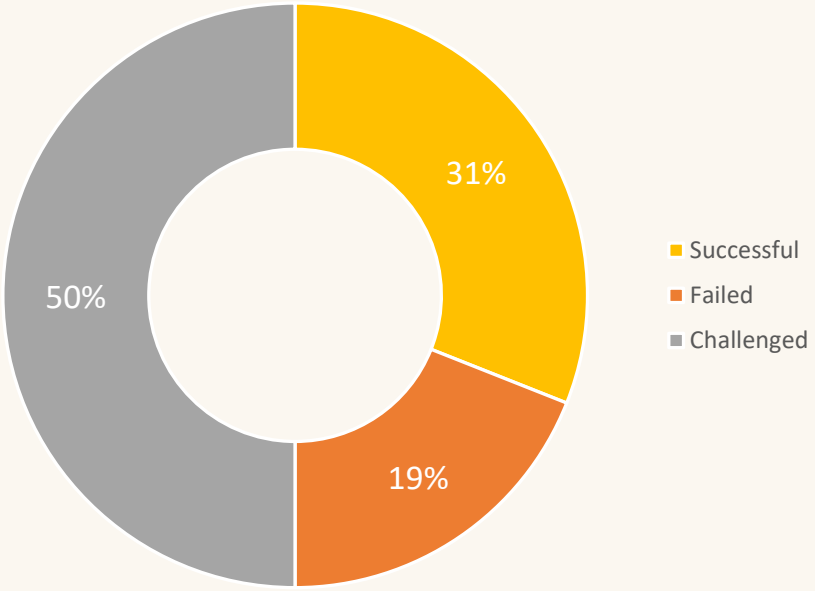
Standish Chaos Report on Project Outcomes

2012



2021



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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%

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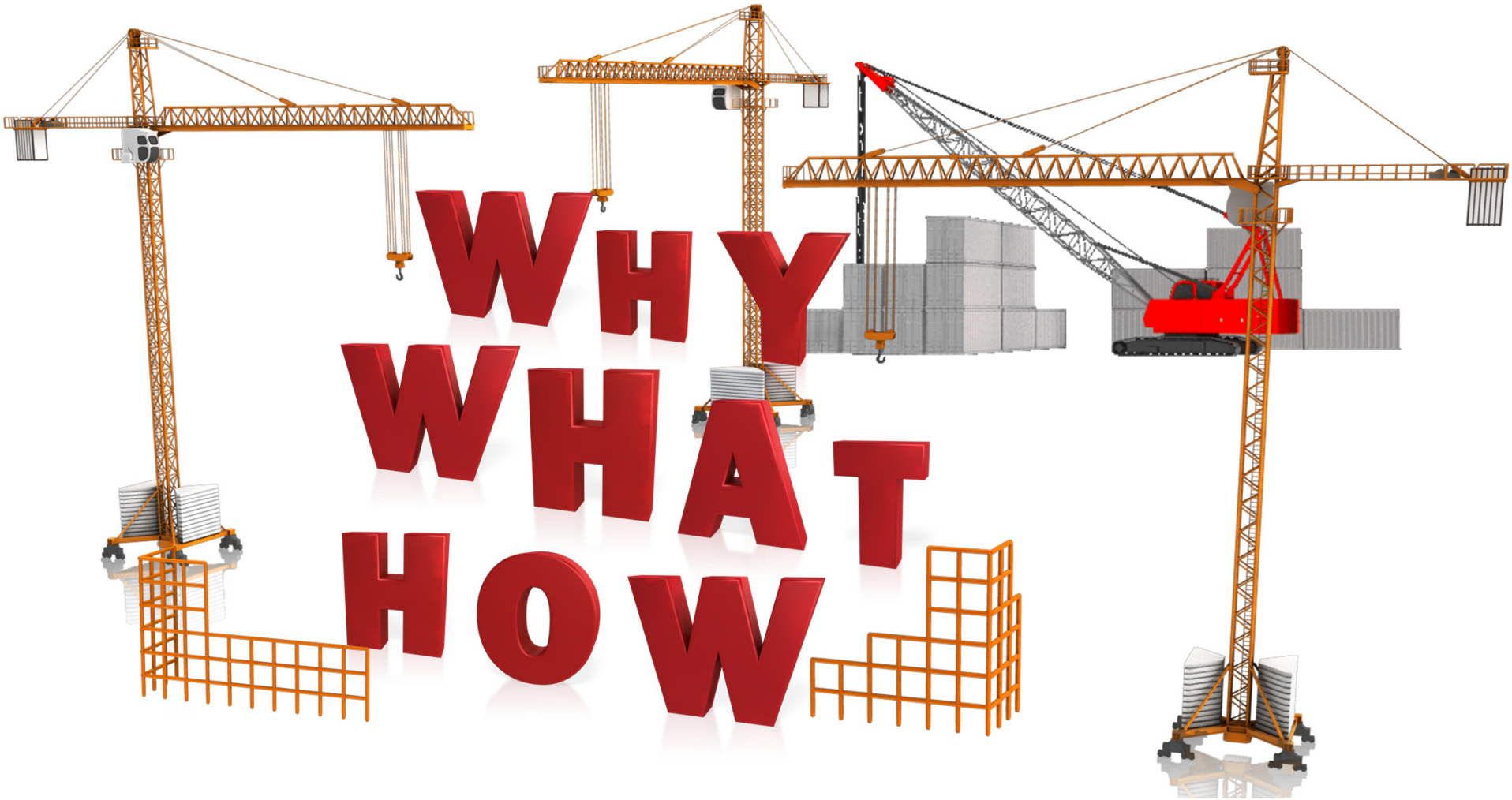
The Project Challenge

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

OBJECTIVES



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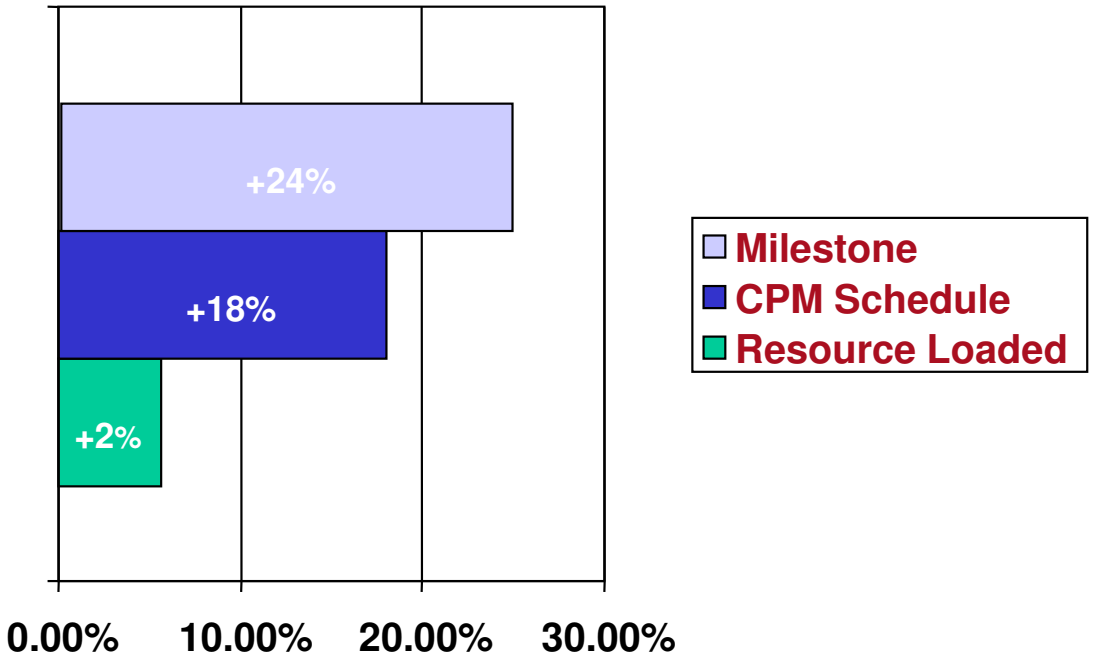
WHY – Project Planning Breakthroughs

Average Schedule Increases



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Today's Case Study
PARAMESWARA – SPS 6 – Shelf Drilling

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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

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PARAMESWARA – SPS 6 – Shelf Drilling

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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.

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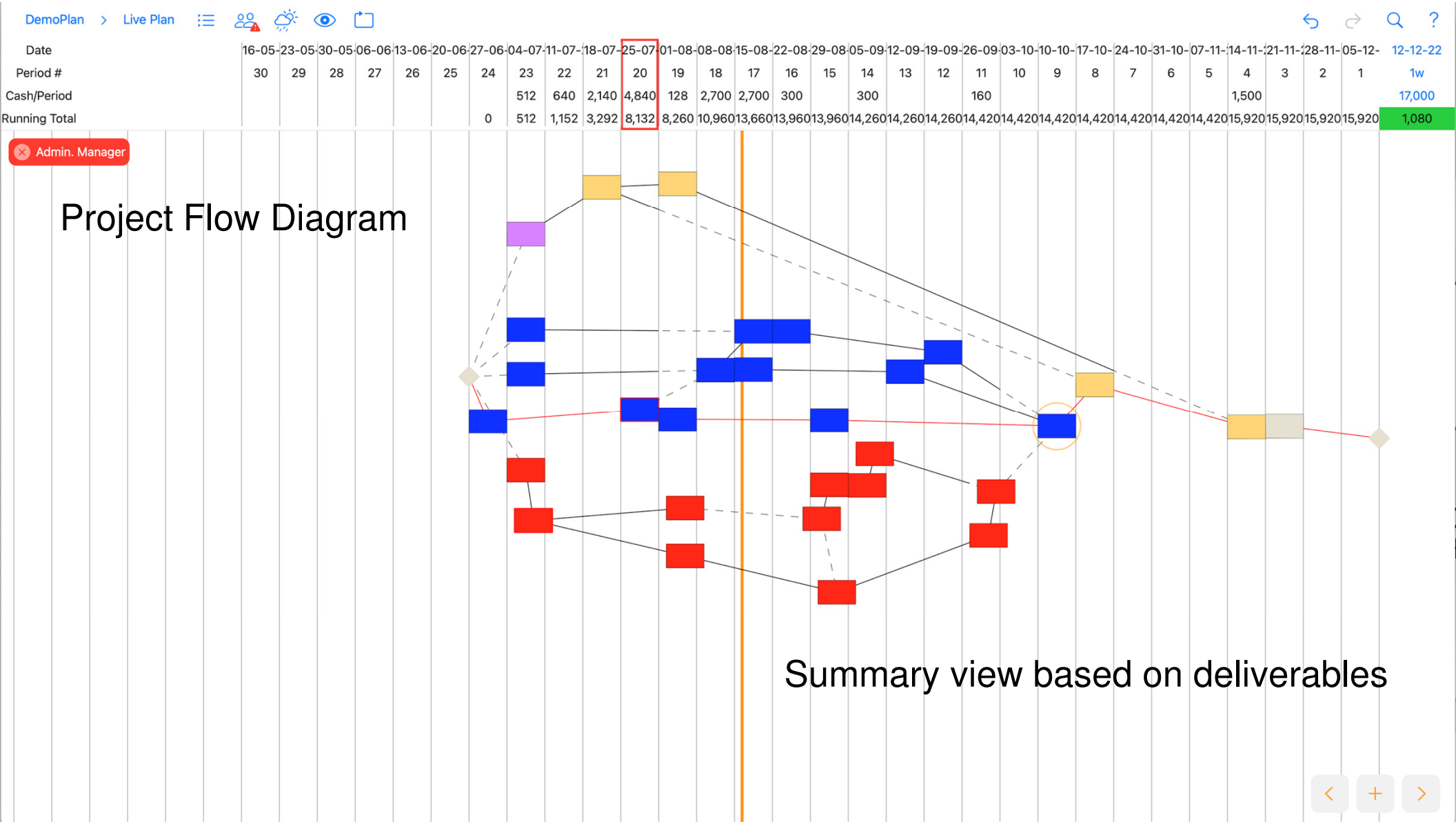
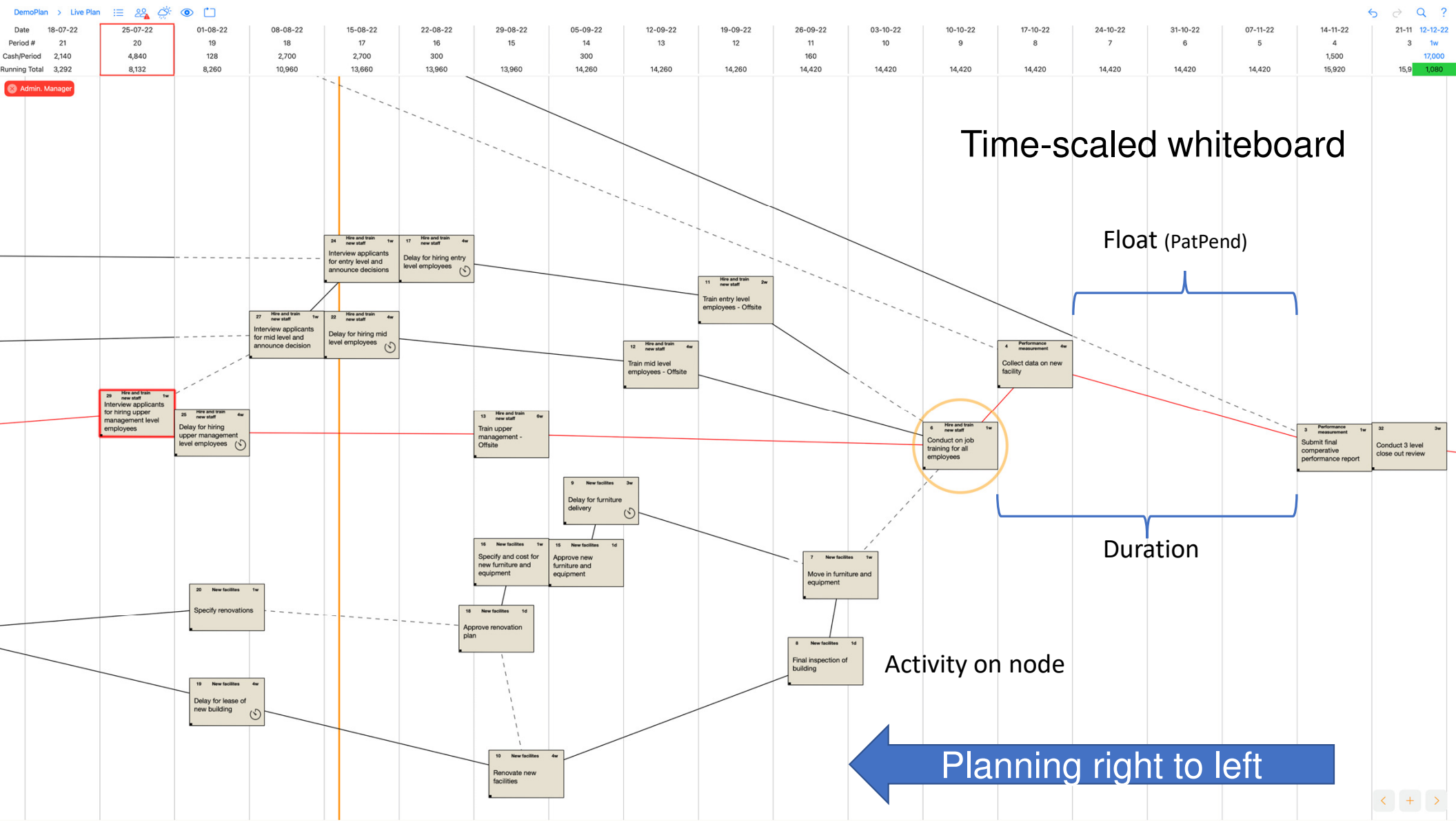
Deepwater Equinor


DemoPlan
Live Plan
Date
Period #
Cash/Period
Running Total
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
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
512 640 2,140 4,840 128 2,700 2,700 300 300 160 1,500 17,000
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 14,420 15,920 15,920 15,920 15,920 1,080
Admin. Manager
Project Flow Diagram
Summary view based on deliverables


DemoPlan
Live Plan
Admin. Manager
Time-scaled whiteboard
Float (PatPend)
Duration
Activity on node
Planning right to left
Interview applicants for entry level and announce decisions
Delay for hiring entry level employees
Train entry level employees - Offsite
Interview applicants for mid level and announce decision
Delay for hiring mid level employees
Train mid level employees - Offsite
Collect data on new facility
Interview applicants for hiring upper management level employees
Delay for hiring upper management level employees
Train upper management - Offsite
Conduct on job training for all employees
Submit final comperative performance report
Conduct 3 level close out review
Delay for furniture delivery
Specify and cost for new furniture and equipment
Approve new furniture and equipment
Move in furniture and equipment
Specify renovations
Approve renovation plan
Final inspection of building
Delay for lease of new building
Renovate new facilities

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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.

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