

منتدى دبي العالمي
لإدارة المشاريع

DUBAI INTERNATIONAL
PROJECT MANAGEMENT FORUM
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PARALLEL SESSION STREAM

Sophisticated tools or genuine methods?
Reflecting some key learnings made in two
major railway infrastructure programs.

Peter Jedelhauser
Head of Léman 2030
Programme
Swiss Federal Railways

www.dipmf.ae

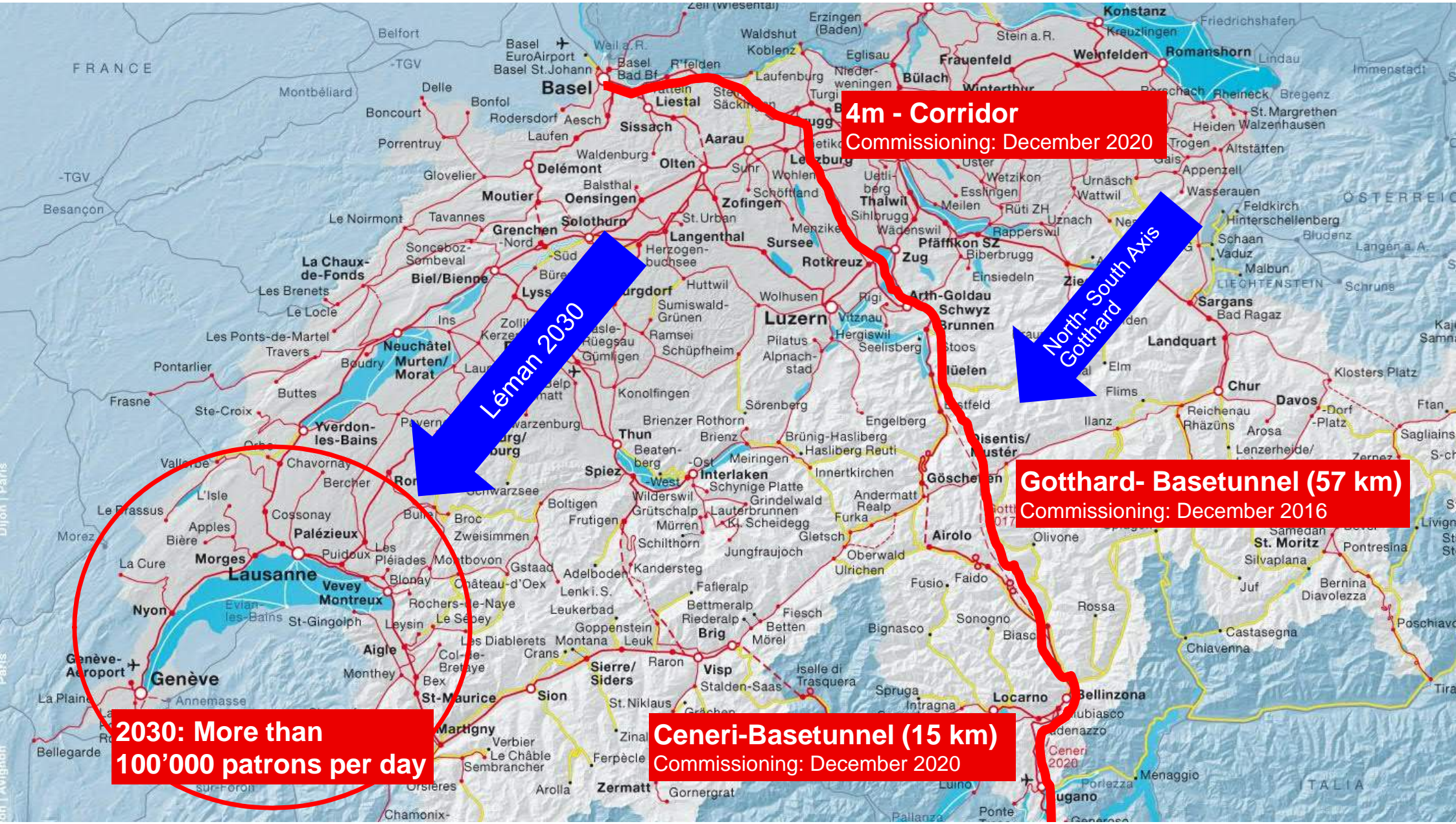
BUILDING NATIONS

Sophisticated Tools or Genuine Methods?

Peter Jedelhauser
Dubai International Project
Management Forum

December 10, 2018





4m - Corridor
Commissioning: December 2020

Léman 2030

North-South Axis
Gotthard

Gotthard- Basetunnel (57 km)
Commissioning: December 2016

2030: More than 100'000 patrons per day

Ceneri-Basetunnel (15 km)
Commissioning: December 2020



The most important benefits of the new North-South Axis Gotthard for our clients.

Competitive Rail Freight Traffic:

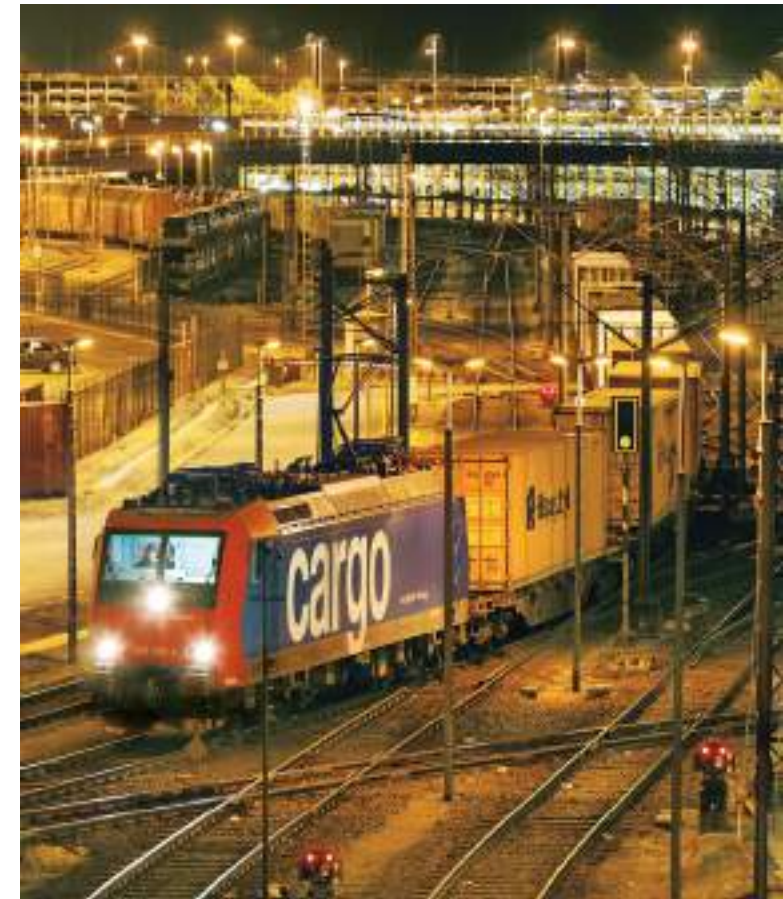
Increased capacity, longer trains, reduced travel distance, faster from north to south border, more reliable.

4m high trailers can be transported from 2021, up to 160'000 additional truck trips can be transferred from road to rail each year.

Attractive Rail Passenger Traffic:

Shorter travel times between Zürich and Milan from 2016 onwards.

More frequent, faster and more comfortable trains between northern and southern Switzerland, and Italy.





North-South Axis Gotthard: the most important Responsibilities of the Swiss Federal Railway.

Commissioning of the base tunnels.

New offers and timetables.

Upgrade of the access routes (including 4m corridor) and traction power supply.

Rolling stock (new and upgrading).

New O&M concepts, logistic centers and maintenance vehicles.

Training of 3'900 persons.





Léman 2030: for your mobility of tomorrow.

Lausanne - Geneva: 100'000 persons a day in 2030..



Upgrades between Lausanne and Geneva.



15' headway regional traffic Lausanne and Geneva.



Upgraded / new railway stations in Lausanne, Renens and Geneva.



Partners: **Confederation, 2 cantons, SBB.**

4

Important Real Estate Developments.



More than **150'000** residents.



From 670 to 800 trains a day.



4 billion CHF. Investment..



150'000 freight waggons per year.





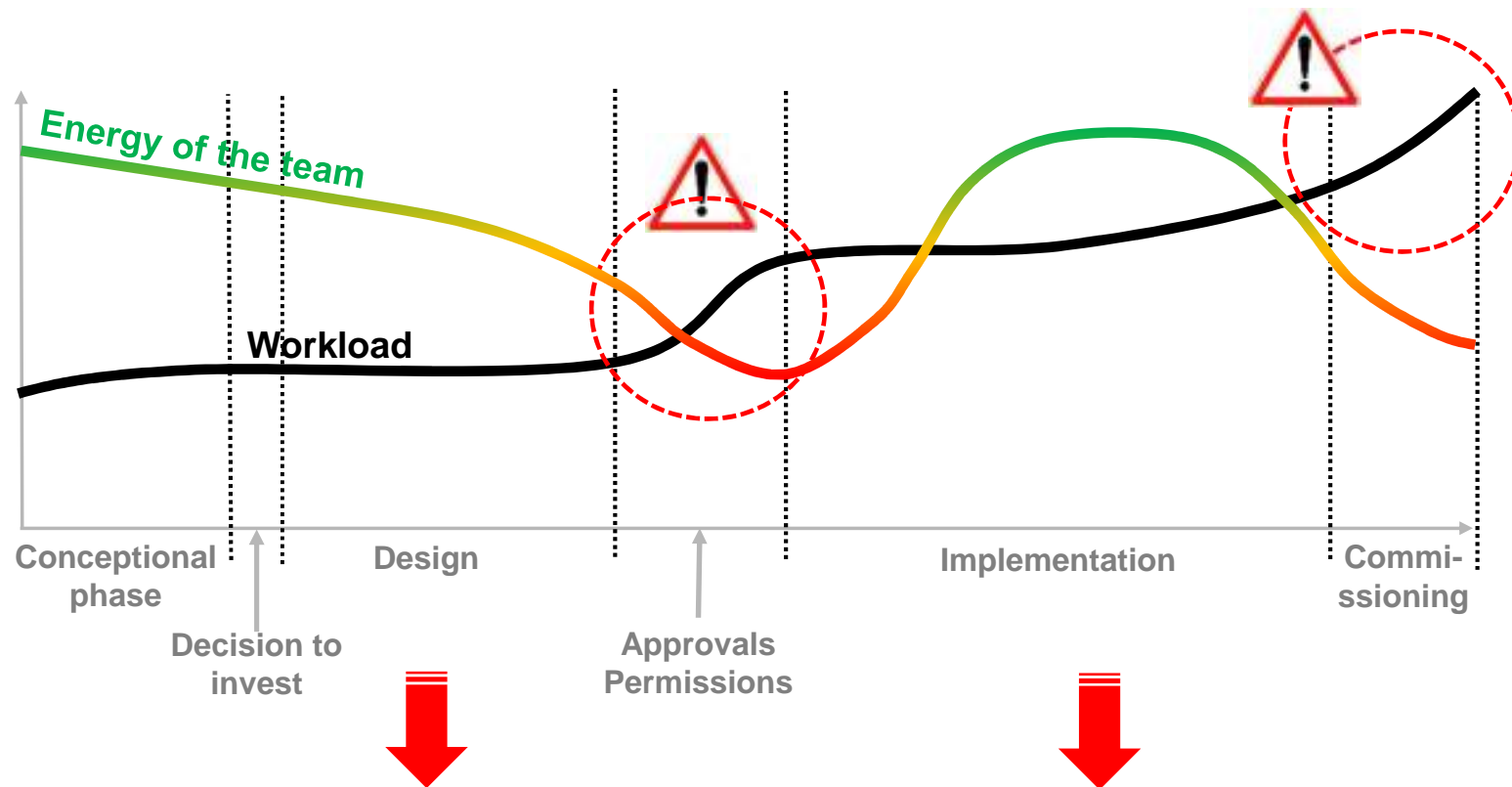
Northern portal of the 57 km long Gotthard Basetunnel.



From the Gotthard North-South Axis to Léman 2030:
Positive an negative experiences made, key sucess factors?



An important lesson learnt: Anticipate and prepare yourself for stormy weather conditions.



What are the key factors determining success?



Success = Quality x Acceptance



Focus on three areas:

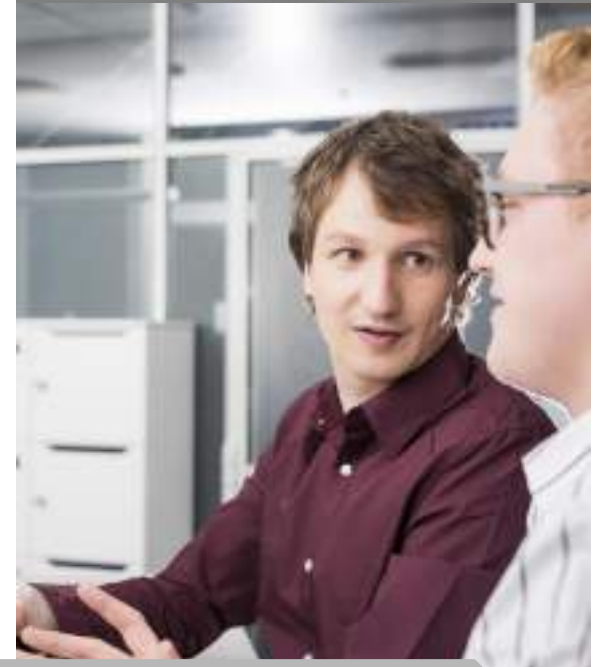
Governance and Set Up.



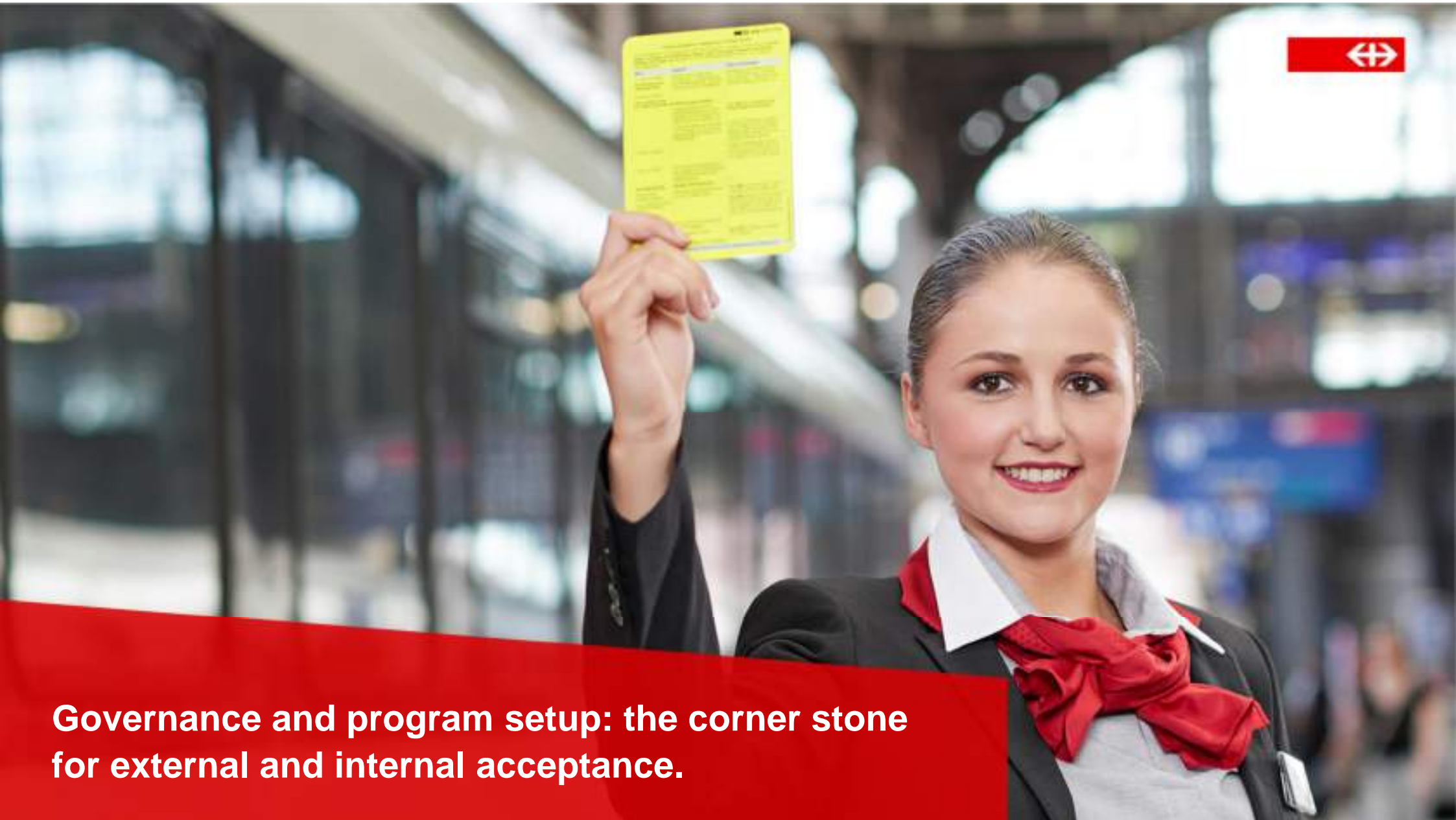
Methods and Tools.



Human Factors / Behavioural Values.



Success = Quality x Acceptance.



Governance and program setup: the corner stone for external and internal acceptance.

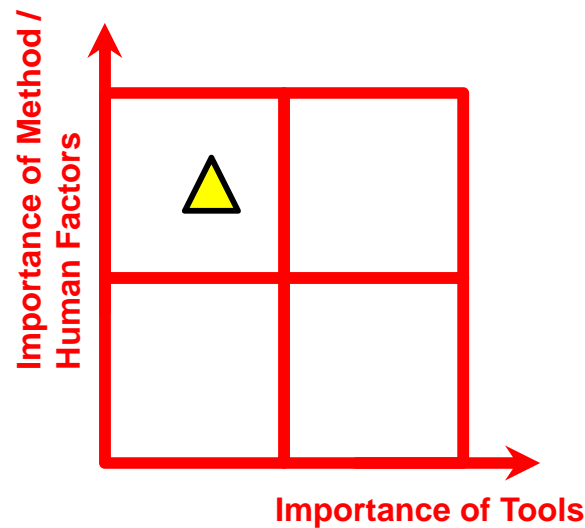
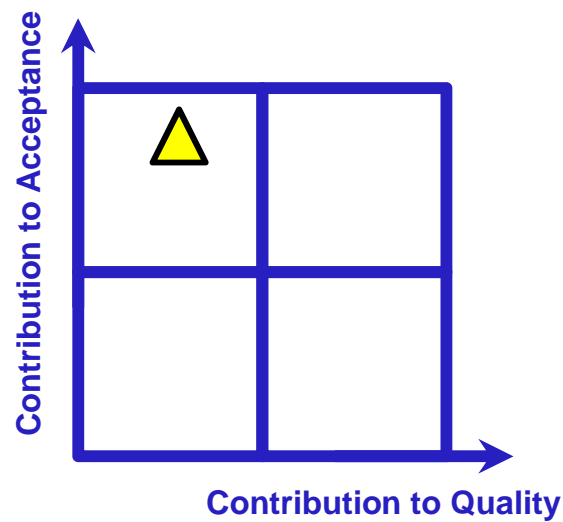



Governance and program set up: the cornerstone for external and internal acceptance

Issue	Positive Experience	Try to avoid
Mandate	Position de départ: clear, concerted and validated scope / responsibilities.	
External governance	Clear “landscape” of committees including decisional power.	To many committees, especially with “advisory” roles.
Internal governance	Maximum 2 levels of internal escalation within dedicated committees.	Delegation of decisions to various committees within permanent org.
Project organisation	Work packages	Copy – paste of permanent organization.
Staff assignment	> 70% dedicated to program.	Part time assignments < 50%.



Governance and program set up: High importance of method and behaviour, high contribution to quality and acceptance.



 Governance and program set up

Tools used today:	Good templates / experience / project manuals.
Tools to be used tomorrow:	Good templates / experience / modular project manuals.



Risk Management.



Planning.

Root Case Analysis.

Creating room for manoeuvre.



Methods and Tools.

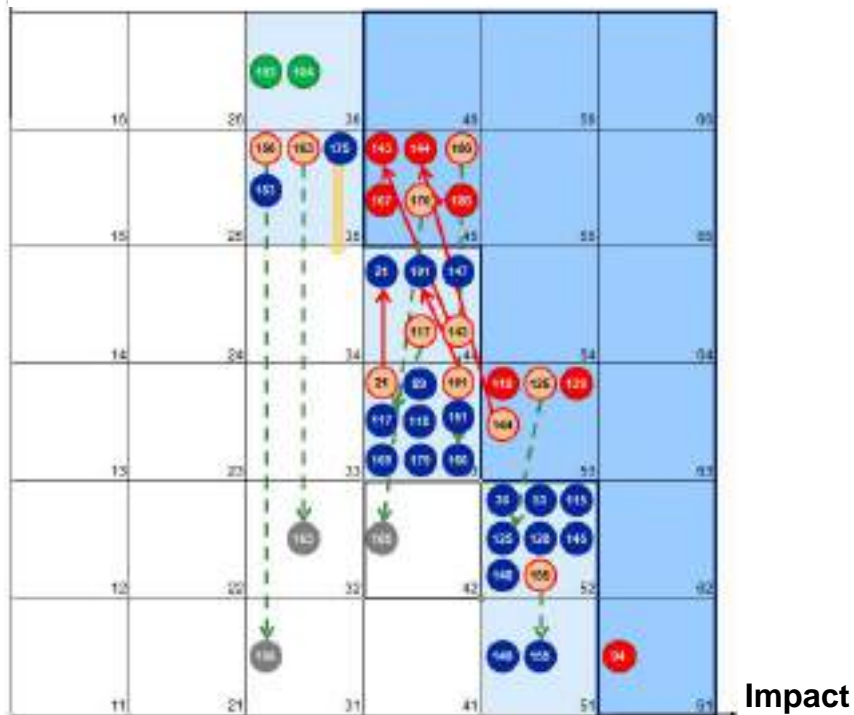


Methods and tools: Risk-Management – anticipate important decisions.

Top-Risks and Risks with Management Attention

Changes Q2 2018 to Q3 2018

Probability of occurrence



- TOP-Risk
- Risk with Management Attention
- Chance
- Other Risks
- Risk in recent quarter
- ➔ Positive Change Q2 to Q3
- ➔ Negative Change Q2 to Q3
- ➔ Trend



Risk Management – The three most important questions:

1. What if (a risk occurs)?

2. Which fallback-positions do we have («plan B»)?

3. When to decide what?
→ Planning, critical path!



Result:

Risk Management = insurance.





Risk-Management: The bridge between the Project and the Top Management.

Full support and commitment obtained.

Success Factors: Risk awareness and full transparency on all levels.

→ A basis for acceptance.

Focus on the issue, not on the person.

→ A red risk is neither a mistake nor a lack of competence. The best persons for red risks.

Target oriented measures.

→ Still room for improvement.

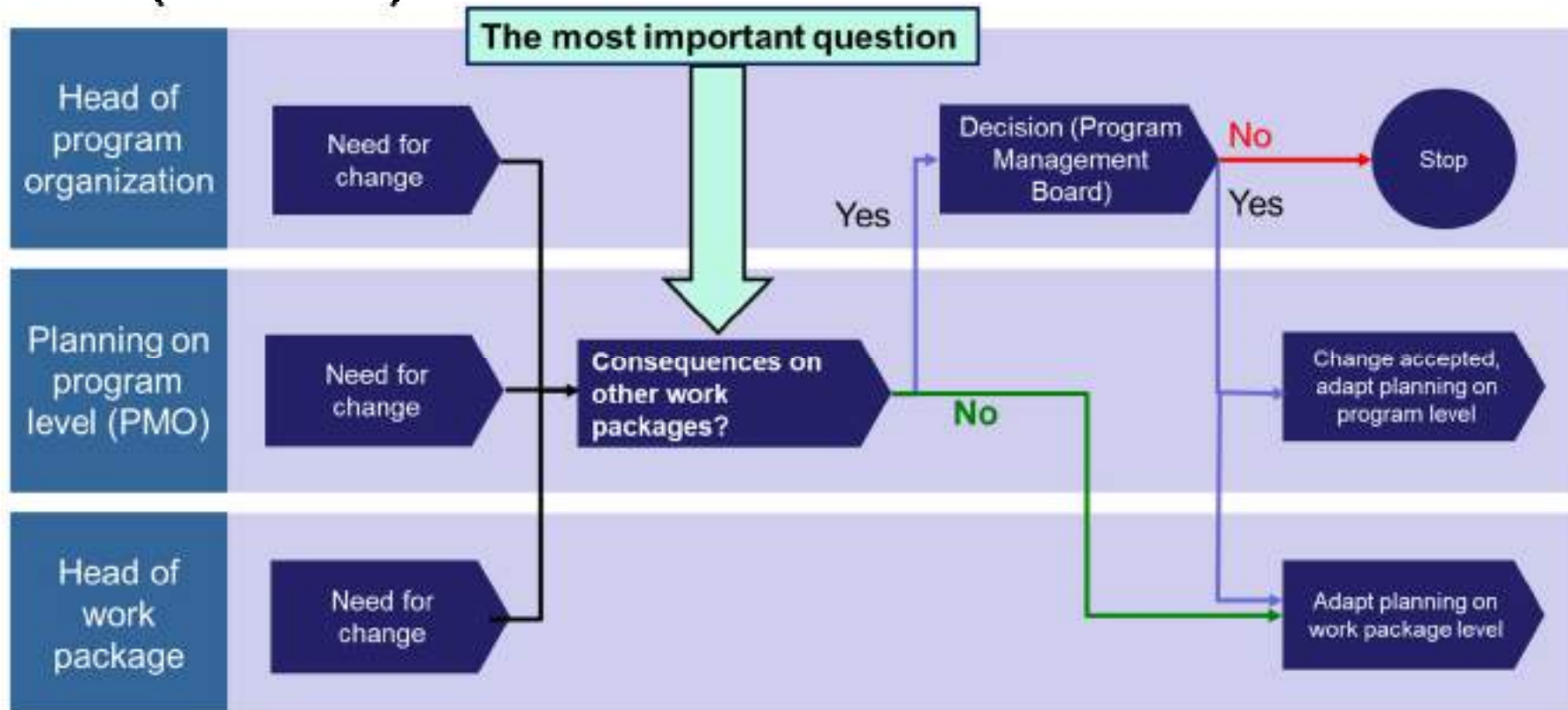
Requirement: From a rather static to a more interactive, dynamic and “real time” method.

→ Earlier identification of decisions to be taken.





Planning: handling and managing the changes is a important common value (behavior!).



And: After having obtained the most important approvals / permits: Introduce a clever design freeze.



Root case analysis: Primarily the most important subjects need your full management attention.

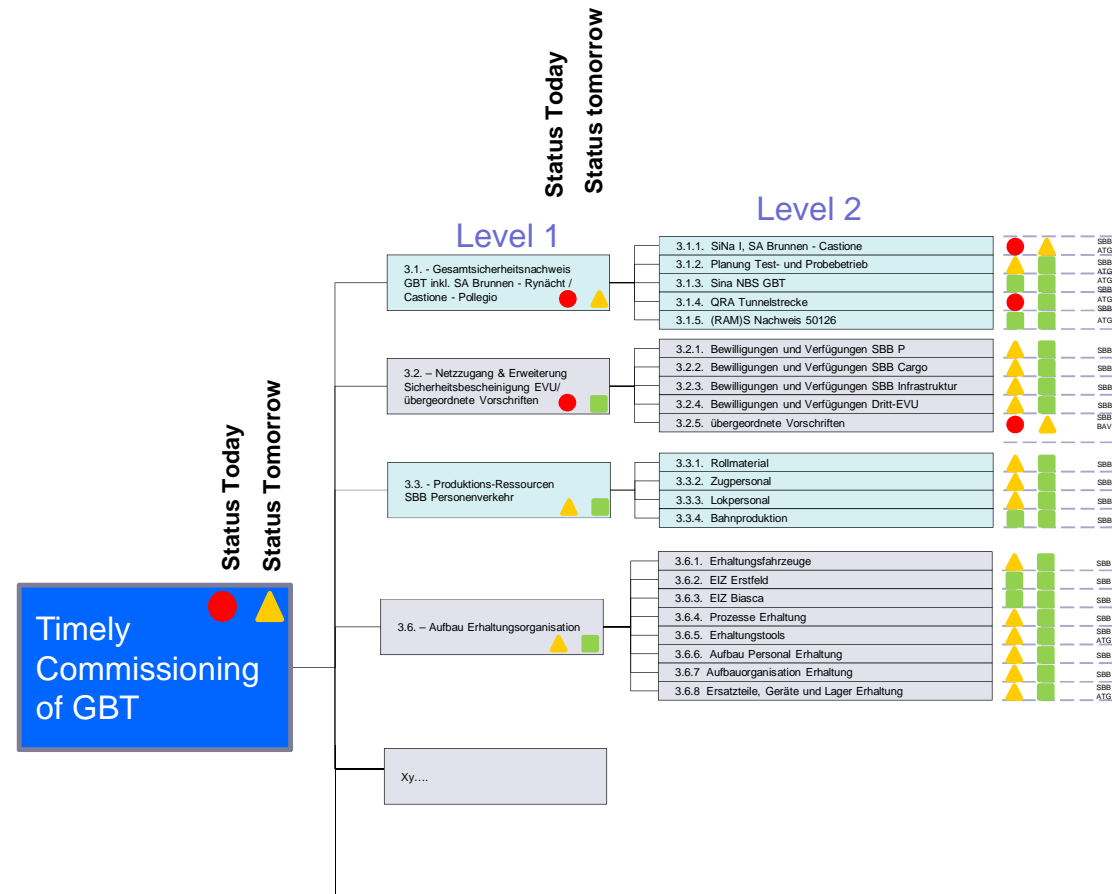
Full transparency on the real issues and its causes (blockers).

Efficient method also for the collaboration with partners / authorities.

Enable to focus on solutions.

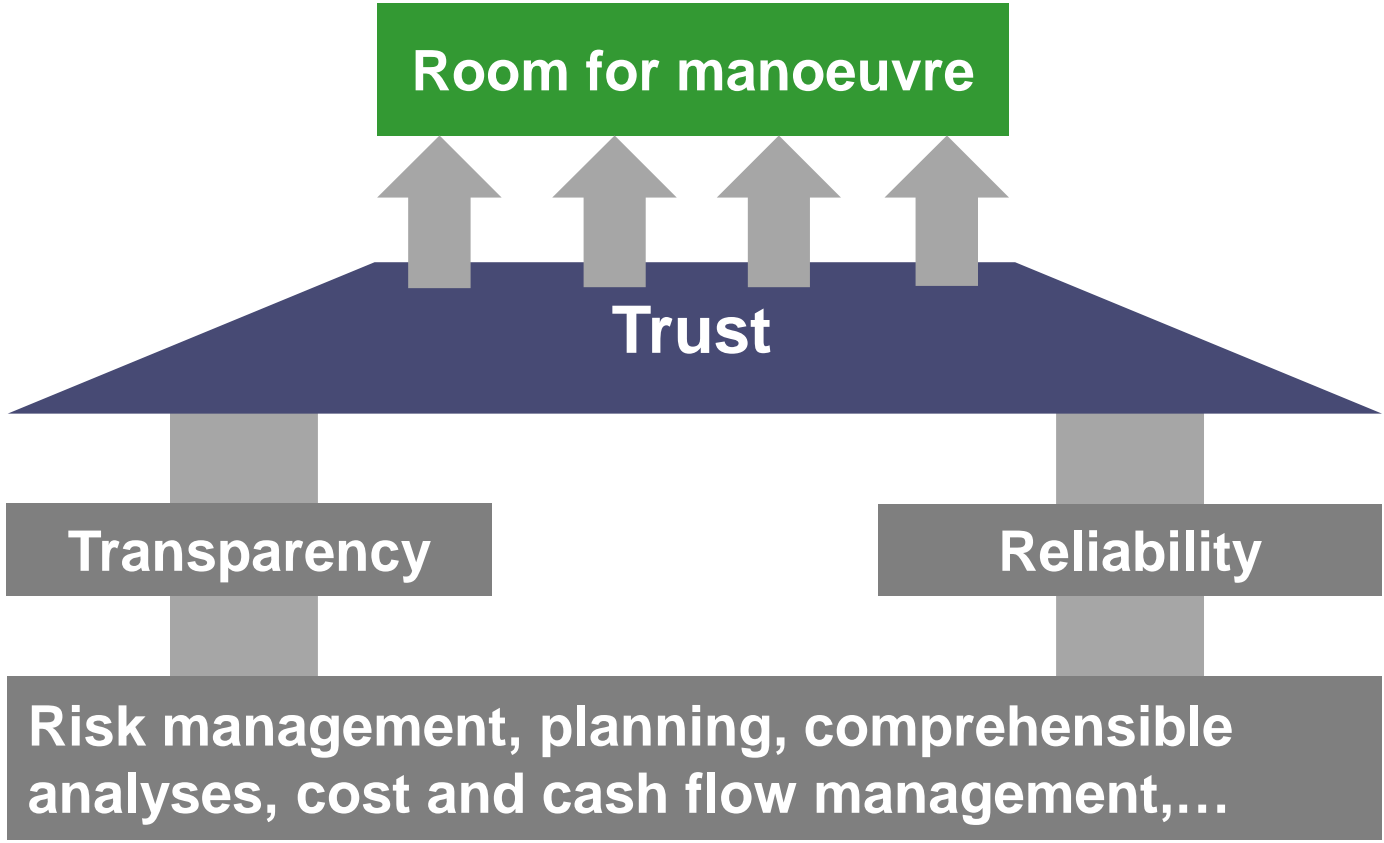


Management attention / focus on the crucial item.



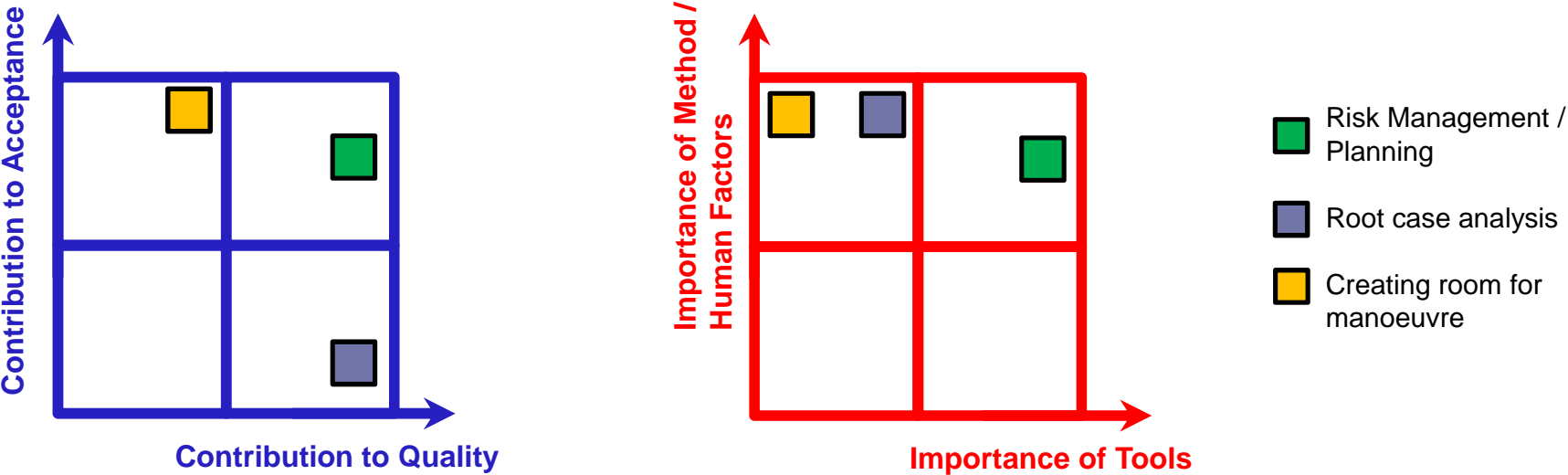


Creating room for manoeuvre: enables reactivity, positive surprises and solutions with high acceptance.





**Appropriate methods are vital for increasing acceptance and quality.
Tools support, increase transparency and reactiveness.**



Tools used today:	Standard planning tools; excel for risk management and planning on program level; self developed for blockers / drivers, none for creating room for manoeuvre.
Tools to be used tomorrow:	More powerful planning tool for Léman 2030 (cohabitation daily operation – maintenance – construction); in search for a more interactive, dynamic and “real time” tool for risk management.



Diversification in the management team.

Orientation on customer's need.

Human Factors / Behavioural Values.



A diversified management team: The catalysator for surprising and unconventional solutions.

Surprising / unconventional solutions need different...



Type / level of education



Experience / Know-how



Age



Language / cultural background



Gender



Nationality

Reflection, internal / external challenging increase acceptance.....



Diversification of the management team: first tangible results achieved, considerable room for improvement.

What we achieved so far

- ✓ Implementation of unconventional customer oriented solutions
- ✓ Considerably higher punctuality in 2018 as compared to 2017.
- ✓ Stabilization of the planning
- ✓ Reduction of the financial risk
- ✓ Increase of transparency, internally and externally



- ↪ Increase of the level of thrust into our organization,
- ↪ Regain of the urgently needed room for manoeuvre.
- ↪ Satisfaction of our employees improved.
- ↪ Attractive employer.

Our potential for improvement

- ▲ Further enforcement of the horizontal interaction between the various work packages
This horizontal interaction is directly related to the interest in the personality ,the work methods and the business of the others
- ▲ Benefit from the complementary experiences and know-how
- ▲ Improve the risk awareness and development of fallback solutions



→ And your team is working like a gear – each gear-wheel is equally important!

→ Quality increases.

→ Positive perception.

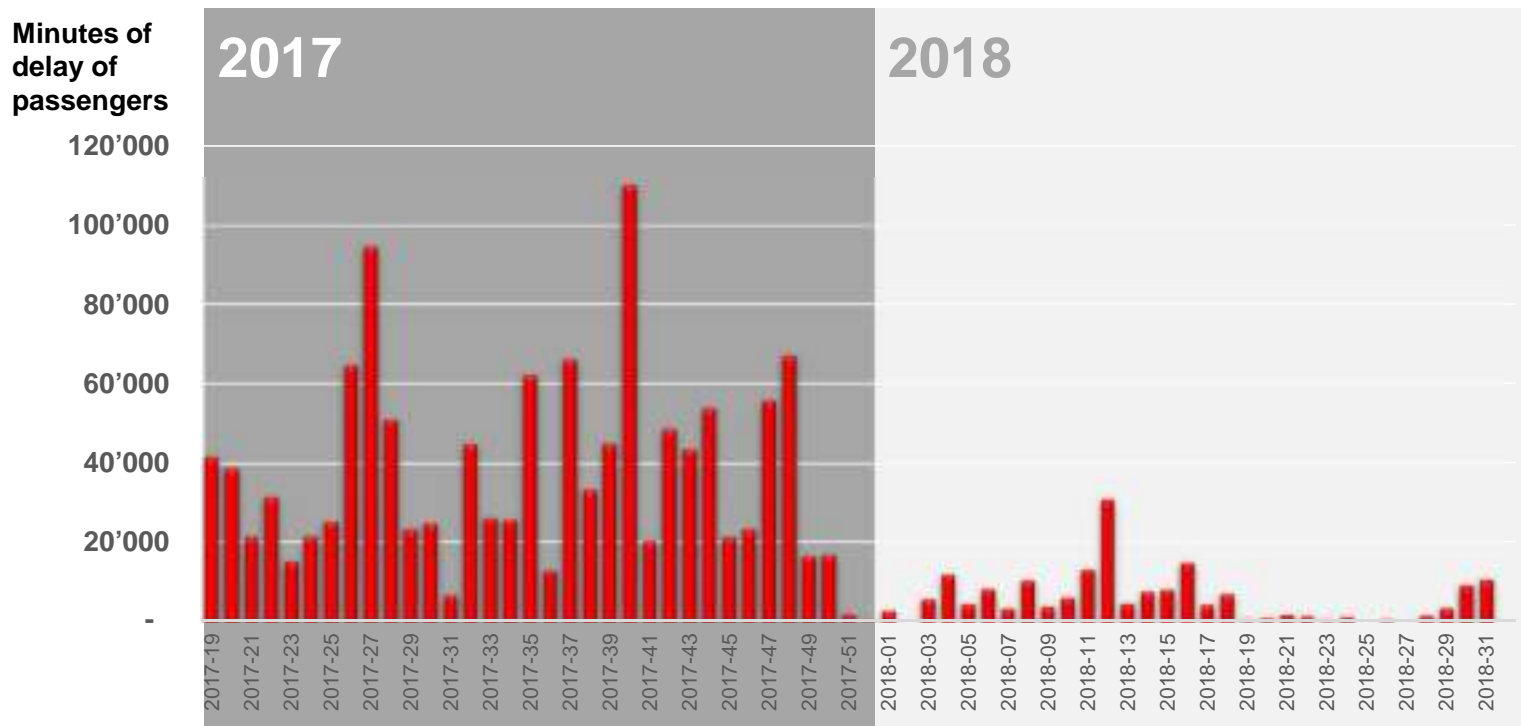
→ On voice to client → acceptance.



Orientation on (end-) customers needs helps to overcome problem orientation and blocking elements.



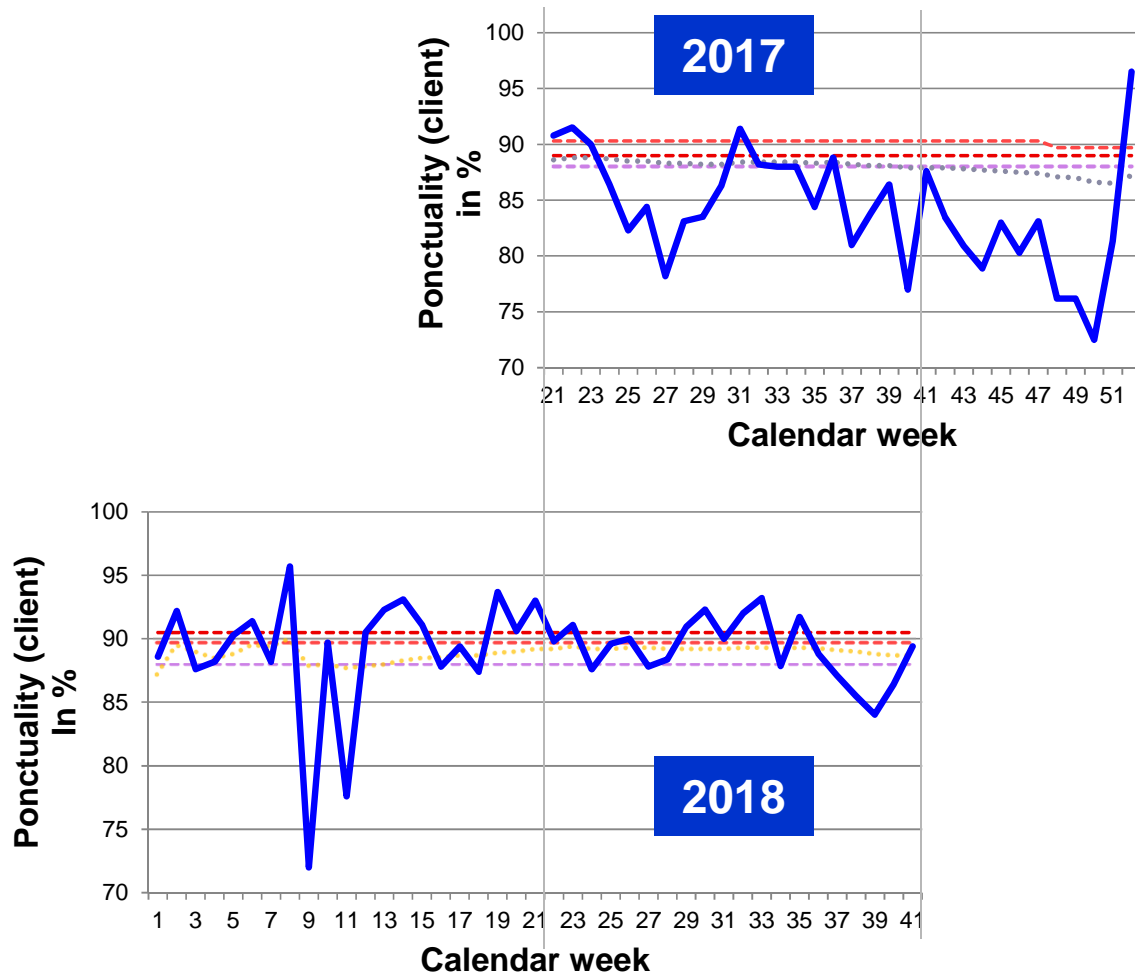
Late arrivals of passengers caused by construction works Lausanne – Geneva decreased significantly in 2018 compared to 2017, despite higher work volume.



Common orientation on customer's need enabled new solutions, with little additional cost.



Result: also overall Punctuality Lausanne - Geneva increased 2018 compared to 2017.



First positive results for our clients (quality).



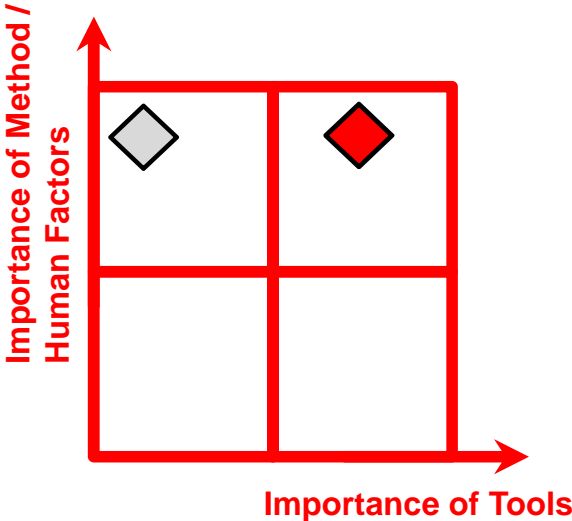
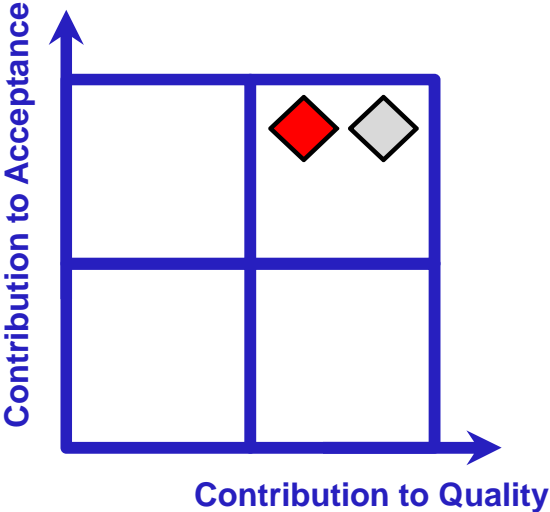
Acceptance of Léman 2030 increased.





Positive energy for the whole crew.



Customer orientation: A matter of behaviour, results must be continuously measured and taken seriously (→ facts and figures).



-  Diversified management team
-  Customer orientation

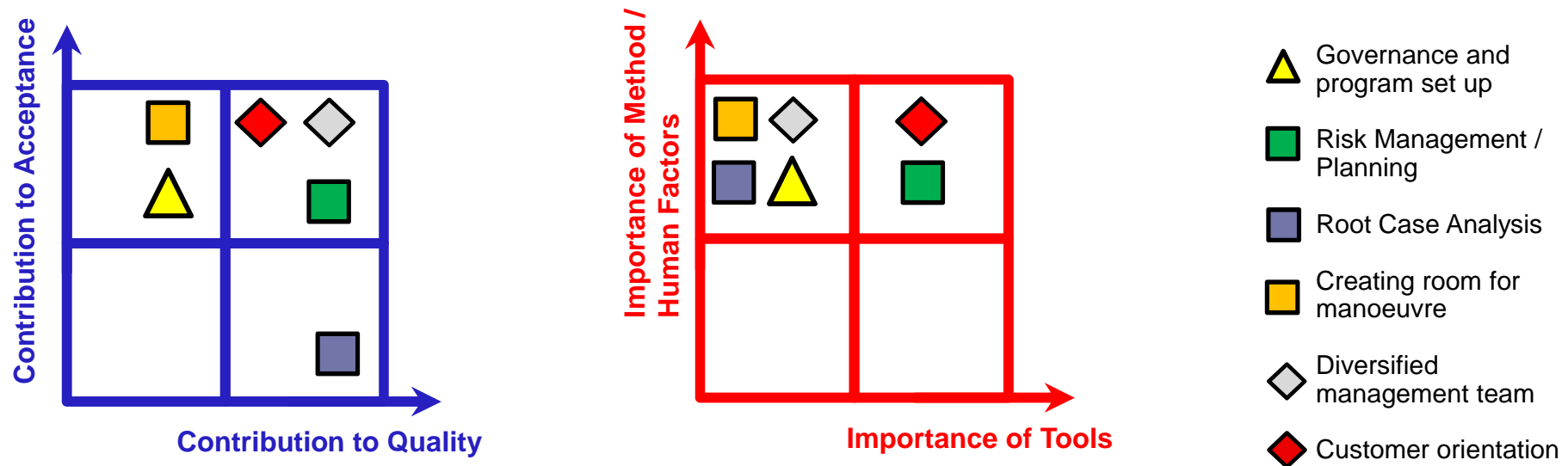
Tools used today:	Monitoring, data and analyses for all aspects related to (end-) customer satisfaction / non-satisfaction, punctuality.
Tools to be used tomorrow:	Same as today.



**Sophisticated Tools or Genuine Methods –
conclusions.**



Lesson learnt: Genuine methods and human factors must be the prime focus for managers of large projects.



For large complex programs, genuine methods and people with high social competence are key success factors to achieve both, quality and acceptance.

Thus our main leadership responsibility is to enable the use of genuine methods and to manage the human factors.



«It is always impressive that in spite of all technological possibilities the persons involved remain the crucial factor».

Werner Hösli, Member of the Swiss Council of States and of the Parliamentary Delegation for the Supervision of the New Railway Lines under the Alps.

Thank you very much.

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