A REVAMPED ‘MEGAPROJECTS’ COURSE
It is the complexity of industrial megaprojects rather than size that presents
the greatest challenge and leads so many down the pathway to failure. By
identifying the root causes of success and failure and sharing strategies to
succeed, the IPA Institute has educated project professionals around the globe
for the last several years on how to navigate the complexities of megaprojects.

However, complexity transforms the leadership requirements from
project management to project leadership. New IPA research shows that
successful leaders display very different personalities and backgrounds from
unsuccessful leaders. Building on the IPA Institute’s original Megaprojects
course, this revamped version shares key research findings linking project
leader background, education, and personality characteristics to actual
project outcomes.

Those responsible for leading complex projects will gain greater insight into
personal strengths and areas for improvement. Project organizations as a
whole will benefit by better understanding how to select the right person to
lead a complex project and deliver the desired business results.

BENEFITS
• Understand the project leader’s role in generating successful
  project outcomes
• Gain insight into the unique characteristics of successful leaders of
  complex projects
• Learn different strategies required for megaprojects, versus smaller, less
  complex projects
• Understand the critical drivers of megaproject success
• Identify the key criteria to select megaprojects that best meet
  business needs
• Recognize the resourcing needs to effectively manage, plan, and
  execute a megaproject
• Discover the risks for defining and executing megaprojects and risk
  mitigation approaches
• Implement a formal opportunity shaping process to stabilize the project
  environment

PUBLIC COURSES
April 9-11, 2019
Houston, Texas, USA
October 8-10, 2019
Perth, Australia

PRIVATE DELIVERY
Contact us for details

UPDATED COURSE
New topic covered:
Teams & Leadership

EARN 22 PDUs

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COURSE BACKGROUND
All course instruction, presentations, and supplementary course materials are rooted in IPA’s decades of experience evaluating projects and project systems, and conducting quantitative research into capital project issues and trends. IPA maintains a proprietary Megaproject Database with detailed information on hundreds of megaprojects in the petroleum, minerals, chemicals, and power industries. These projects represent an average cost of $3.5 billion (in 2010 terms) and over 80 sponsor organizations. Each megaproject is characterized by over 3,000 project attributes that enable IPA to perform detailed analyses regarding the project phases, project management practices, and performance.

COURSE TOPICS

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<tr>
<th>TOPIC</th>
<th>DESCRIPTION</th>
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<tr>
<td>IPA Data and Methodology</td>
<td>Introduction to the IPA approach. The basics of benchmarking. Essential terms and concepts. Overview of IPA’s megaproject database.</td>
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<tr>
<td>Devising the Shaping Strategy</td>
<td>Overview of shaping strategy. Shaping and project development process coordination. Linking shaping errors and omissions to failure. Successful and unsuccessful shaping examples.</td>
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<tr>
<td>Basic Data</td>
<td>The meaning of basic data. When the basic data should be complete and available. Risk areas for basic data problems. Consequences of incorrect basic data. Root causes of basic data mistakes.</td>
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<tr>
<td>Teams and Leadership</td>
<td>Owner teams and their leadership are critical to success. The project leader’s role in delivering successful results. The characteristics of successful complex project leaders versus unsuccessful leaders.</td>
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<tr>
<td>Organizing Megaproject Teams</td>
<td>Megaproject organizational complexity and challenges. The role of organizational charts. Organizational models.</td>
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<td>Translating Ideas and Data to Scope (FEL 2)</td>
<td>The goals of Front-End Loading (FEL) 2. FEL 2A: Scope selection. FEL 2B: Scope completion.</td>
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<tr>
<td>Preparing to Execute (FEL 3)</td>
<td>Measuring FEL. The role of FEL in maintaining value. Megaproject FEL challenges. Critical project context areas. FEL duration considerations.</td>
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<tr>
<td>Control of Execution Risks</td>
<td>Overview of project controls. Monitoring and control priorities during execution. The importance of detailed engineering slip. The effect of labor availability and productivity. Practices to address labor-short environments. Risk management.</td>
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WHO SHOULD ATTEND?
This course is intended for those with at least 5 years of project management experience, including assignment to at least one complex or difficult project. Attendees should be knowledgeable about phased, stage-gated processes for project development and basic project concepts.

REQUEST INFO
Australia
+61 3 9458 7300
Brazil
+55 41 3028 9028
Netherlands
+31 70 335 0707
Singapore
+65 6567 2201
United Kingdom
+44 118 920 7800
United States
+1 703 729 8300

Why the IPA Institute? The IPA Institute is the training and education division of Independent Project Analysis (IPA), the world’s leading advisory firm on capital projects. Our courses equip industry leaders and capital project practitioners with Best Practices for projects, portfolio, and project system management/delivery. All course instruction, presentations, and supplementary course materials are rooted in IPA’s unparalleled capital project knowledge.

www.ipaglobal.com