

Leading Megaprojects, A Tailored Approach

The following is a table that include the documented challenges that we have identified from our observations, literature reviews, and case studies. These challenges are grouped and the third column specify where we address them in this book.

Group	Challenge	Where do we address this topic?
Infrastructure	Politics in infrastructure	No dedicated chapters for these challenges since we cover them throughout the book. We believe that Section III and IV, especially the tailored approach with phases and stages, allow us to improve the organizational abilities to deal with complexity.
	Infrastructure unique challenges	
Complexity	The complexity of megaprojects	This topic will be part of a chapter in the tailored approach section.
	Complexity and number of stakeholders	
Procurement Practices	Culture of fixed price	We will address most of the challenges related to the project owner throughout this book. We also dedicate Chapter 12 to this topic, Organizational Competence and Capacity.
	Culture of a low bid	
Project Owner Competence and Capacity	Overdependence on contractors and management consultants	These two groups of challenges are critical. We address them throughout the book, but we will also have dedicated parts in the chapters in Section IV (Tailored Approach). Some of these topics are also part of the Leading Practices Chapter.
	Project owners' competence	
	Organizational competence and capacity	
	Absence of formal project management in the front end	
	Project management team size	
Risk and Change Management	Change management	This is the focus of the discovery and development phases in CAMMP™, and shaping; tailored approach section.
	Lack of appreciation of uncertainty	
	The illusion of risk transfer	
Planning and Control	Balancing the triple constraints	This is the focus of the discovery and development phases in CAMMP™, and shaping; tailored approach section.
	Scheduling	
	Cost reduction	
	Early mobilization of construction	
Vision and Objectives	Clarity of objectives	This is the focus of the discovery and development phases in CAMMP™, and shaping; tailored approach section.
	The front end and scope definition	

Group	Challenge	Where do we address this topic?
	Optimism, extreme bias	Related to shaping, tailored approach section.
People Aspects	Blame culture	We do address many of these challenges in the chapter on organizational competence, but also in the tailored approach section, especially the chapter on the people aspects.
	Lack of integration	
	Team leadership (dysfunctional team)	
	Turnover of project leadership	
Others	Permitting	These are related to shaping, which is the business theme in the tailored approach.
	Remote locations	
	The cart before the horse	
	Not learning the lessons	Will be addressed in with project closing; tailored approach section.
	Operational readiness challenges	CAMMP™ has a dedicated stage for operational readiness and another for initial operations; part of the tailored approach (also the simulation)