



Dar Al Riyadh Insight #4

Megaprojects Require an Extended Focus

Dar Al Riyadh Insights reflect the knowledge and experience of our Board, executives and staff in leading and providing PMC, design and construction management services. Dar Al Riyadh believes in the importance of broadly sharing knowledge with our clients and staff to improve project outcomes for the benefit of the Kingdom of Saudi Arabia.

Large complex projects require fundamental changes in focus. Project management is no longer just a decomposition of tasks in a well bounded environment. It is more and it is not static. The focus one must bring to large complex projects is contrasted with the more classical focus we see in traditional projects in the following table. Organize, direct, coordinate and control are not enough.

Megaprojects Require an Extended Focus	
Traditional Project Focus	Megaproject Focus
1. Project readiness	1. Owner readiness
2. Output focus	2. Emergent outcomes (multi-finality)
3. Tasks and transformative flows	3. Flows including emergent influencing induced flows
4. Stakeholder engagement (partners in success)	4. Stakeholder engagement (partners in success)
5. Other:	5. Other:
Organize	Confirm continued validity of assumptions
Direct	Monitor environment for emergence or changes in influencing flows
Coordinate	Influence flows across semi-permeable boundary
Control	Evolve modified project to anticipate/respond to emerging externalities