

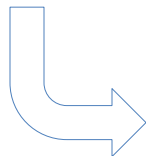
Real Estate/Construction Project Management – Overview

INTRODUCTION:

This document is to give an overview for project management for optimizing or setting up a new office with key elements.

THE PERFECT OFFICE

Want to know what a perfect office is about?
please [click here](#) to read more how to create a
High Performance Workplace



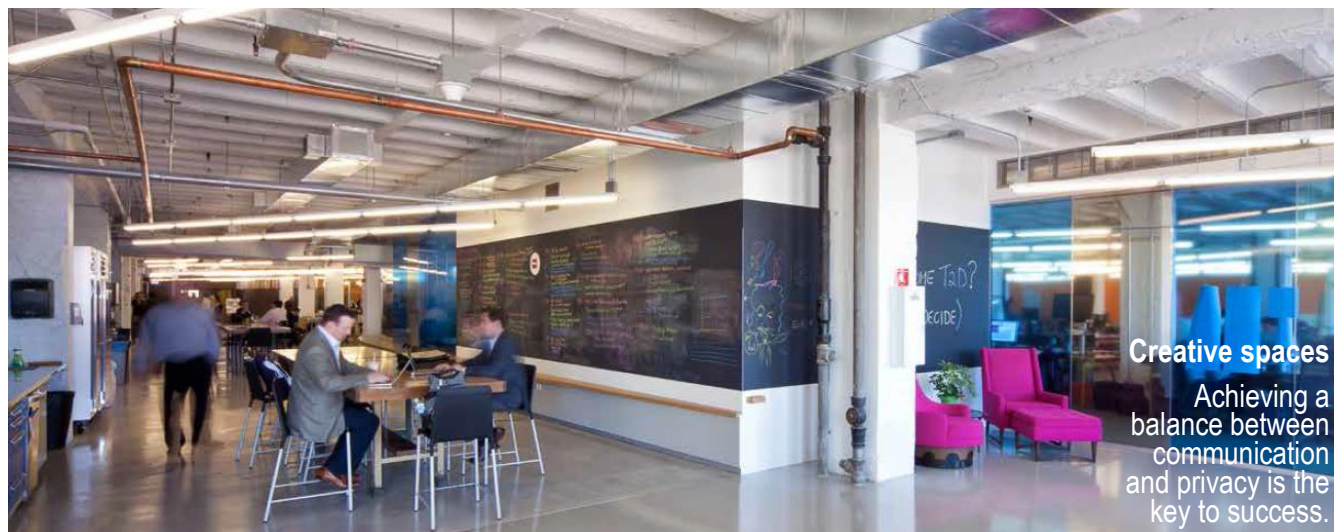
- ✓ What is Workplace Strategy
- ✓ Workplace Strategy how it works
- ✓ How do you set-up an office?
- ✓ What is Construction Project Management
- ✓ Project Management Strategy & Planning
- ✓ How to communicate for easy understanding
- ✓ Managing a Remote Project
- ✓ What can I bring to the team ?



> COLLABORATION
> FLEXIBILITY
> INNOVATION
> PRODUCTIVITY
> SUSTAINABILITY



Re-Workplace



Creative spaces

Achieving a balance between communication and privacy is the key to success.



Workplace Strategy – Agile Working

WHAT IS WORKPLACE STRATEGY

> Enabling today's flexible workforce

CREATE SMART WORKSPACES WHERE PEOPLE CAN ACHIEVE

Workplaces have a big impact on people productivity, talent retention and costs. Workplaces need to support people, operations and business goals. Create the right environments for people to collaborate, focus and achieve more. Remove barriers like noise or lack of privacy. Re-purpose unproductive and unused space to reduce costs and increase your business performance. Leading change for successful workplace transformation.

- ✓ Increase organizational agility and flexibility
- ✓ Achieve a balance between communication and privacy
- ✓ Propose a variety of Spaces for a variety of work
- ✓ Think in zones (Workplaces, We-Places, Me-Places)
- ✓ Places to work, not workplaces
- ✓ Increase productivity of employees
- ✓ Improve employee work-life balance

Reshape the
way of work

What is Agile Working?



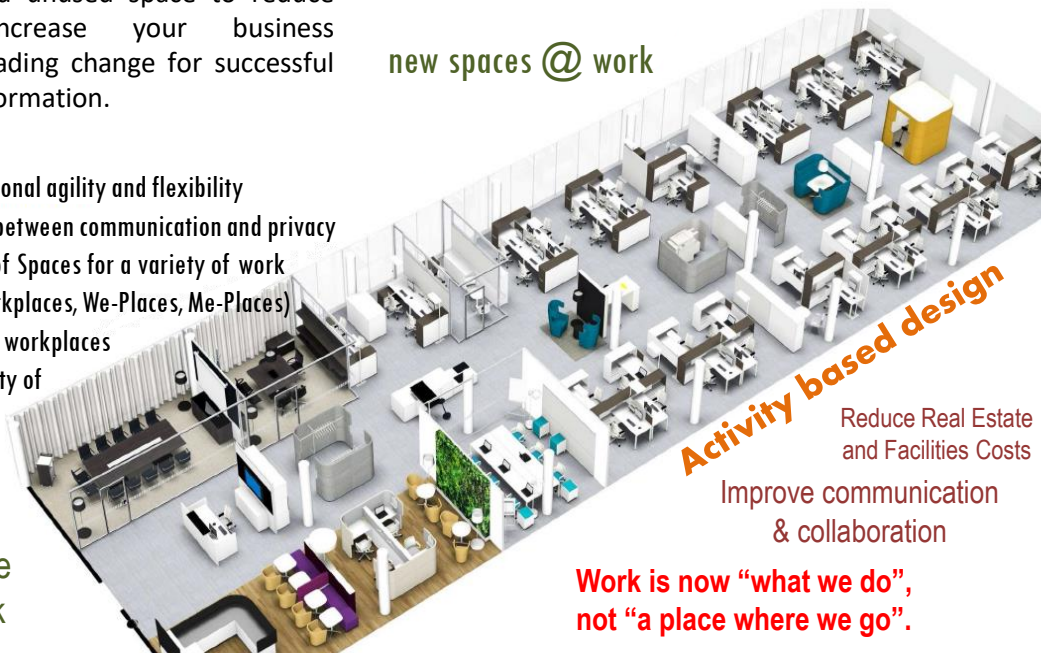
DO YOU HAVE A HIGH PERFORMING WORKPLACE?

> Create an agile workplace and give the choice to your staff to choose where, when, and how they want to work (or perform). Agile Working is connecting people, workplace, and IT to allow working patterns. (...and it works!)

"WE SHAPE OUR PLACES AND
THEN OUR PLACES SHAPE US"
Winston Churchill

Enabling today's mobile workforce

new spaces @ work



Activity based design

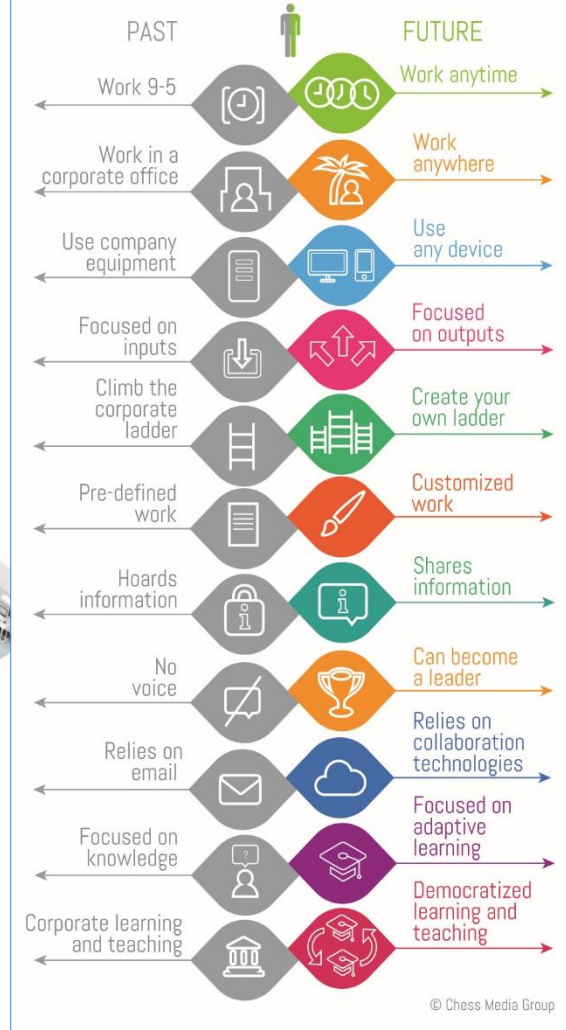
Reduce Real Estate
and Facilities Costs

Improve communication
& collaboration

Work is now "what we do",
not "a place where we go".

Work is now: "what we do", not "a place where we go" Enabling today's flexible workforce

THE EVOLUTION OF THE EMPLOYEE



Workplace Strategy – Agile Working

WORKPLACE STRATEGY - HOW IT WORKS

> Get the right resource

1. DEVELOP A PROJECT TEAM.
2. UNDERSTAND CURRENT SITUATION.
3. UNDERTAKE SURVEYS, RISK ASSESSMENTS OF ACTUAL SET-UP.
4. PERFORM A WORKSPACE UTILIZATION STUDY.
5. SEE WHICH SPACES ARE UNDERUTILIZED AND WHERE WORK ACTUALLY HAPPENS.
6. UNDERSTAND THE OFFICE NEEDS, VISION.
7. IDENTIFY WAYS TO IMPROVE SPACE UTILIZATION.
8. DEVELOP STRATEGIES TO IMPROVE EMPLOYEE SATISFACTION AND PRODUCTIVITY BASED ON THEIR NEEDS AND THE WAY THEY WORK.
9. ALIGN SPACES TO MEET OVERALL ORGANIZATIONAL GOALS, OBJECTIVES AND GUIDELINES
10. DEVELOP CHANGE MANAGEMENT PROGRAM.
11. IMPLEMENT.
12. ASSESS PROGRAM SUCCESS – IMPROVE.



Connect people,
workplace, and IT
to allow working
patterns.

KEY DESIGN BENEFIT

- >Increase organizational agility and flexibility
- >Optimize flow, circulation (public vs. private)
- >Achieve a balance between communication and privacy (quiet area)
- >Bigger diversity spaces & Collaborative areas with furniture solutions
- >More smaller meeting rooms (phone booths, focus & huddle rooms)

MAKE THE MOST OF YOUR WORKSPACE

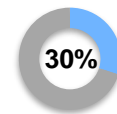
Work is now: “what we do”, not “a place where we go” Enabling today’s flexible workforce

WORKSPACE UTILIZATION STUDY

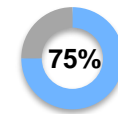
Let’s ask data/metrics to give the answer:

Is your workplace well utilized? – Probably not!

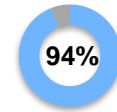
>A complete space utilization study will tell you what you are using and what you are not– can only get better!



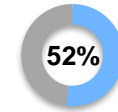
30% of workstations
are unoccupied
during the day



75% of meetings are
between 2-4 people



94% of individually
assigns spaces are
“open floor”



52% of time is spent
alone



Sharing ratio
1.3 : 1.0
(130 employees
for 100 desks)



Meeting space ratio
3.5 : 1.0 (1 meeting
room seat for every
3.5 workstations)



The data also demonstrates that:

- >Mobility is becoming more important
- >People like to work in “social”
- >Smaller meeting spaces are used more than larger spaces
- >Rooms with technology are used much more than those without

*Propose a great working environment
to your staff and you will have
engaged employees*

Workplace Strategy – Office set-up

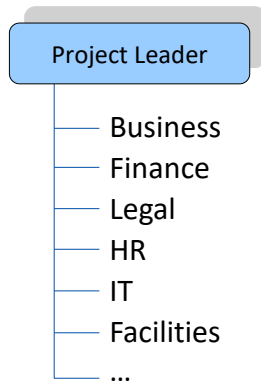
Work is now: “what we do”, not “a place where we go” Enabling today’s flexible workforce

HOW DO YOU OPTIMIZE OR SET-UP A NEW OFFICE?

> 4 Main phases

1) Project team

Project team to develop new business with workstreams, one of them will be Facilities



2) Current Situation

- > Understand the company’s vision and needs.
- > Understand current situation.
- > Undertake surveys, risk assessments of actual set-up.
- > Perform a workspace utilization study.
- > See which spaces are underutilized and where work actually happens.

Change Design

Maybe a good time to re-think about the workplace, don’t say we always had this design, let’s keep it – It’s time to change!

3) Workplace Strategy

- To develop the design, program and the workplace strategy.
- > To identify location of the office, CBD or suburb
- > To identify space occupancy Areas and size, some examples:
One entrance for visitors, one for staff. Client center and reception. Open spaces or closed office. Restaurant, Cafeteria. Break-out, Relax room, Collaboration areas, Fitness. Small IT room or Big Data center with back-up power and cooling,...
- > This phase is critical and this will give the right direction to look for the right premises. Start as soon as possible!

4) Implementation

To implement the new office Main steps in construction:

- 1) Develop concept, design
- 2) Approval (concept and financial)
- 3) Ordering period
- 4) Installation and commissioning

> If the design/program phase if well prepared, it will save time on the overall planning.

**MAKE THE MOST OF
YOUR WORKSPACE**

Change Management

Don’t under estimate Change Management, involve Change Champions to every layer of the project

To run a business you need:

- 1) Management to give directions
- 2) Employees to do the job
- 3) Tools for employees to work: (office, IT, ...)

User Experience

Your Employees’ User Experience Should Be a Strategic Priority – Companies pay too little attention to the impact to productivity of the workforce.

Engaged people and a state of the art office = great result



Project Management

Work is now: "what we do", not "a place where we go" Enabling today's flexible workforce

WHAT IS CONSTRUCTION PROJECT MANAGEMENT

> Combining resources & activities

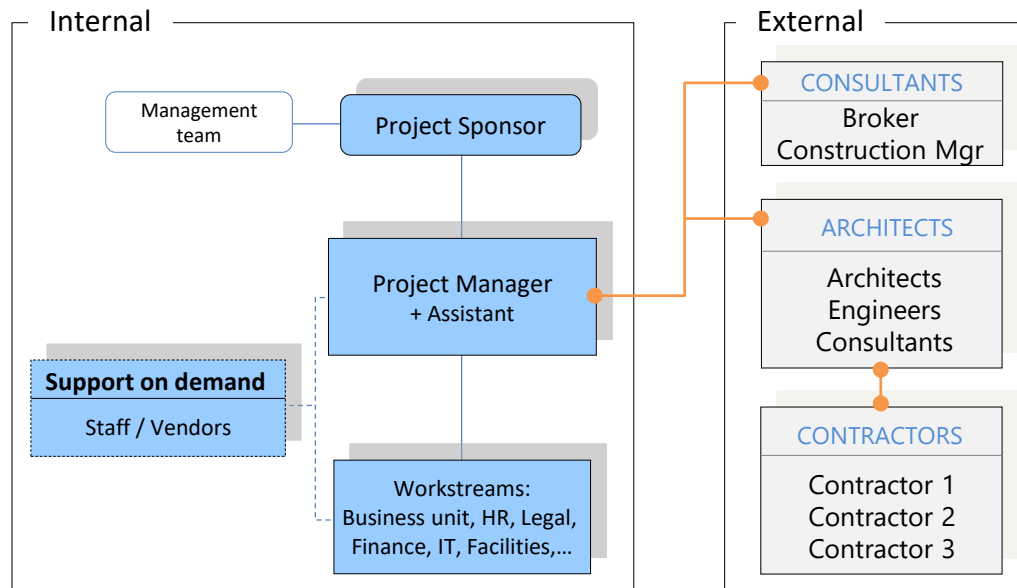
Real Estate/construction Project Management is the **application** of knowledge, skills, tools and techniques to execute projects effectively and efficiently to meet **both process and product** requirements.

Project team / Structure

To ensure a smooth project development and completion, having a good project structure/team will be a key element for delivering the project. Internal and external teams with clear roles and responsibilities would give a better control and flexibility for the project.

- See below a setup example.

“ Team building & find who are the critical stakeholders



Main steps in project management

- 1) Define project team, roles and responsibilities (internal & external)
- 2) Define scope of works, practices, needs, Design & Concept
- 3) Manage Budget & Planning
- 4) Manage implementation
- 5) Manage Change Management

Main steps in construction

- 1) Develop concept, design
- 2) Approval (concept and financial)
- 3) Ordering period
- 4) Installation and commissioning

General Approach on project management and main steps

From inception to completion

Internal project team Set-up an internal project team

Pre-project (preparatory phase):

- Understand the background and the rationale of the project, actual situation, needs, practices.
- Define general aspect/image/vision for the new project.
- Develop overall project strategy, scopes of works, test-fitting.
- Undertake feasibility study, develop budget and timeline.

Project:

- Set-up external project team (consultants, contractors,...) Turn the pre-project into a project.
- Develop project with internal and external project teams, with main steps:
 - 1) Brief & concept design - 2) Project & design, budget, planning proposal - 3) Tenders & offers 4) Authorization and other procedures 5) Coordination with consultants - 6) Full site supervising, project management - 7) Finishing, commissioning, and handover - 8) Full financial control

Past-Project:

- Document & Monitor, assess project success, adjust.
- Develop general Facility Management for the day to day business.

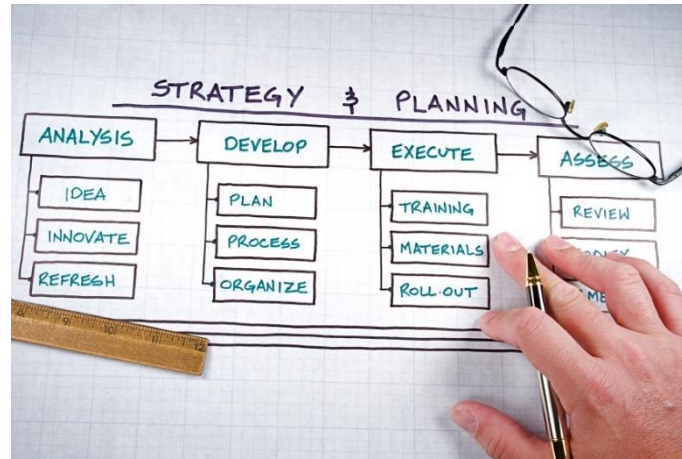
Project Management

PROJECT MANAGEMENT

- > Strategy & Planning
- > CCPM

“

The right mix of planning, monitoring, and controlling can make the difference in completing a project on time, on budget, and with high quality results. Plan the work and work the plan.



10 best practices for successful project management

PLANNING

1: Plan the work by utilizing a project definition document

PROJECT WORKPLAN

2: Create a planning horizon

PROJECT MANAGEMENT PROCEDURES

3: Define project management procedures up front

4: Manage the workplan and monitor the schedule and budget

5: Look for warning signs

MANAGING SCOPE

6: Ensure that the sponsor approves scope-change requests

7: Guard against scope creep

MANAGING RISK

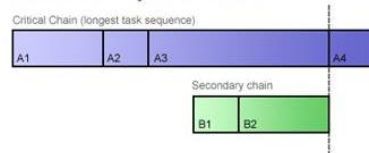
8: Identify risks up front

9: Continue to assess potential risks throughout the project

10: Resolve issues as quickly as possible

CCPM: Critical Chain Project Management: Can help achieving projects in Facilities & Real Estate 10% to 50% faster and/or cheaper than the traditional methods.

Standard Project Schedule



CCPM Project Schedule

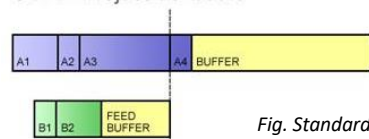


Fig. Standard vs CCPM project

On the right, some key elements to gain efficiency on project management.

CCPM: Is a method of planning and managing projects that emphasizes the resources (people, equipment, physical space) required to execute project tasks.

Theory of constraints: Emphasize task order and rigid scheduling.

Flow: Improving flow is the primary objective of the system.

Multitasking: Avoid bad multitasking, #1 killer of flow in a project environment.

Full kit: Define Full Kit for every task in a project.

Time estimation: Bad multitasking, Student Syndrome, Parkinson's Law, Time dependency.

Critical Chain Buffering: Reduce buffer time in every task and put some buffer time at the end of the project.

Feeding chains: Identify all feedings elements to be inserted in the chain at the right time.

Relay race culture: Behaviors that drive focus and flow of projects.

Elevate barriers to flow: As soon as they are evident—*don't wait for the next meeting.*

Project Management

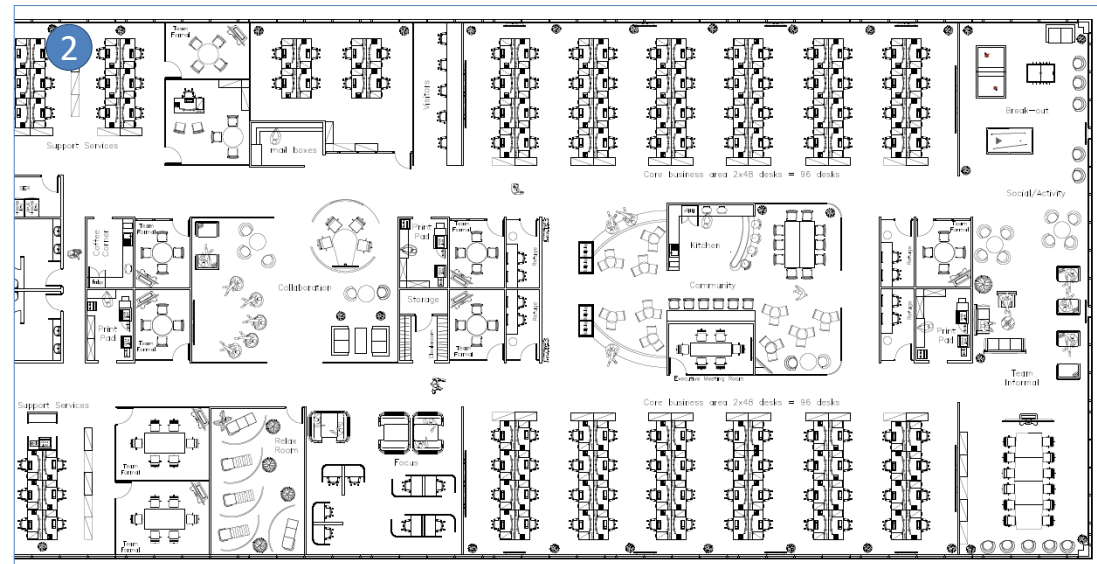
HOW TO COMMUNICATE

> For easy understanding to the stakeholders

To make great impact and easy understanding to key people in the project team, prepare:

- 1) A project scope, programme to define the needs.
- 2) A floor plan to see areas and allocation.
- 3) A rendering picture to visual the proposed scheme design, look & feel.

- > A picture is worth a thousand words.
- > Keep it simple to capture all audiences
- > Leave the technical to engineers, specialists



1 SCOPE OF WORK AND CONSTRUCTION SPECIFICATIONS	
<p>SECTION ONE: General Description of the Scope of Work</p> <p>1. THE PROJECT may be GENERALLY DESCRIBED as FOLLOWS:</p> <ul style="list-style-type: none"> a) "Under General Scope of Work descriptions are subject to further clarifications herein." b) "Revised by existing (client)." <p>2. THE WORK TO BE PERFORMED IS LIMITED to the FOLLOWING AREA:</p> <ul style="list-style-type: none"> a) "Revised." <p>3. THIS CONTRACT DOES NOT INCLUDE the FOLLOWING:</p> <ul style="list-style-type: none"> a) "Any part listed in Section Eight as being excluded from the Project." <p>4. PROJECT DIMENSIONS:</p> <ul style="list-style-type: none"> a) "Revised Area: 12,000 sq. ft." b) "Revised Area: 12,000 sq. ft." <p>5. BUILDING PERMIT INFORMATION:</p> <ul style="list-style-type: none"> a) "The project Building Permit will be applied for and obtained by BUILDER if necessary." <p>6. GENERAL SITE CONDITIONS:</p> <ul style="list-style-type: none"> a) "We warrant that the project is in accordance with all applicable building codes." <p>SECTION TWO: Description of Work in Specific Areas</p> <ul style="list-style-type: none"> a) "Courtyard Overhang Outside: 12' wide that each side of the opening." b) "Courtyard Overhang Inside: Approximately 7' to 12' wide that each side of the opening." c) "Joints: Drywall/joints corners." d) "Paintwork under Counter Tops: Countertop/siding, stainless steel/solid." e) "Paintwork under Counter Tops: Countertop/siding, stainless steel/solid." f) "SPECIAL NOTE: Field conditions may require these details to be changed." <p>SECTION THREE: Services and Materials Included in the Contract</p> <ul style="list-style-type: none"> a) "Perform Structural Engineering Calculations and Other Contributions." <p>1. BUILDING FOR:</p> <ul style="list-style-type: none"> a) "All demolition work as necessary to perform other work described herein." b) "Remove existing cabinets." c) "Remove existing countertop and sink." d) "Remove existing wall/flooring." e) "Remove existing lift & install on walls including." f) "Clear a hole approximately 48 square feet in the existing wall between kitchen and dining room." g) "Tie in a new approximately 48 square feet in the existing wall between kitchen and dining room." h) "Remove existing electrical fixtures, switches and receptacles, communication fixtures only, to wire network." i) "Remove existing sink and faucet." <p>2. MODERN CONSTRUCTION: Select, Purchase, Install and install, as follows:</p> <ul style="list-style-type: none"> a) "Black Granite: 175 square feet including labor and materials." <p>Page 1 Accepted by BUILDER _____ Accompanied by OWNER _____</p>	



Project Management – Remote project

MANAGING A REMOTE PROJECT

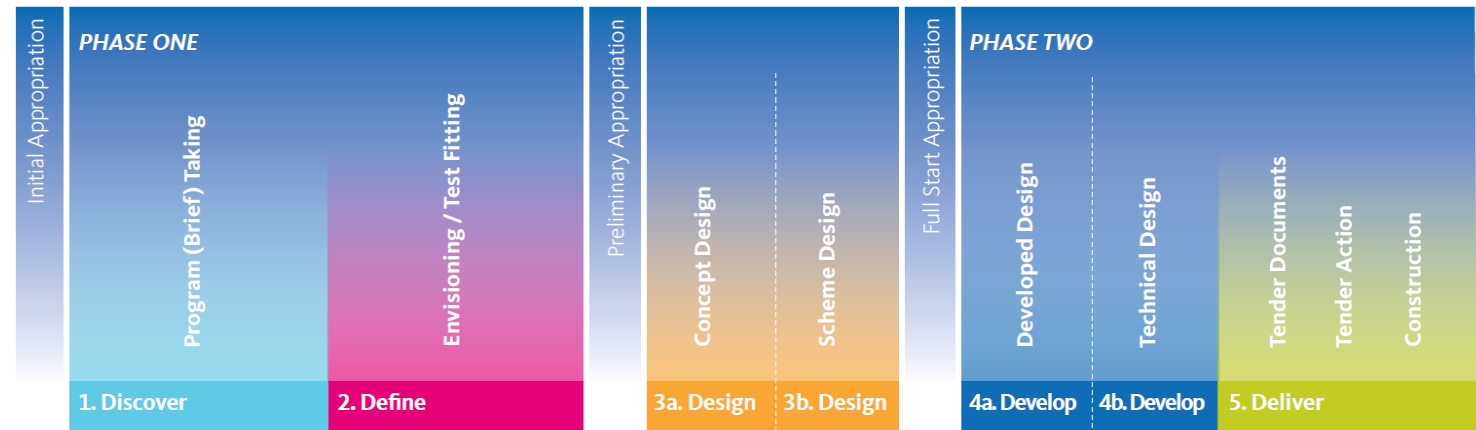
> Simple steps to improve outcome

1. **Spend extra time in the planning phase.** Prepare documents, specifications as much as possible with clear scope.
2. **Find the right team.** Now that you have defined what you want, it's time to find the team to build it.
3. **Pay in instalments, and build in incentives.** Find the right payment process and incentives to motivate the team.
4. **Set up a tracking system.** Use a task list, set priorities and datelines and build individual tasks within that list.
5. **Set expectations for communication.** Set the expectation early that your contractor will update you frequently on their progress.
6. **Test early and often.** Testing take time, and mark it done when completed and it will also provide feedback to the contractor.

"Keeping projects under budget and on time is hard enough when your team is in the room next door. Throw in language barriers, cultural differences, new time zones and increased difficulty in monitoring performance, and you've got a recipe for disaster"

OVERALL PROCESS DIAGRAM:

A well defined regional / local presence per phase and work stage will generate a great outcome. Use today's technology to improve communication by using video-conferencing (such as WebEx, Lync) for sharing documents, making proper adjustments and progress.



REGIONAL & LOCAL ARCHITECT RELATIONSHIP/PER PHASE AND WORK STAGE:



"Your remote projects can run smoothly and efficiently if you do your due diligence ahead of time."

My added Value

What can I bring to the team? > My experience & expertise

EXPERIENCE

- ✓ **19 years** of experience in Project management
- ✓ **15 years** of experience in Workplace Strategy

- I worked as an architect on large construction projects
- I worked as a Facility Manager for an International company
- I have a global vision (strategic and operational) for an office
- I managed and delivered services and projects as being:
 - a client and a service provider.

- ✓ I developed and managed globally and locally the general Facility Management.
- ✓ I have managed and delivered worldwide turnkey workplace complex projects.
- ✓ I developed Business Continuity Plans (BCP)
- ✓ With a real passion for Workplace Strategy to turn an office into a High Performance Workplace.
- ✓ Ability to work independently within a team.
- ✓ Experience managing multiple Facility locations with concurrent projects.
- ✓ Drive and committed to excellence, flexible, creative, and strong leadership.
- ✓ Develop clear goals with agreed strategies, to anticipate future needs of the business.

How ? > People and Business Management

- Integrate existing team, develop a support/project team, define roles, responsibilities and priorities.
- Create a strong team spirit, working in the same direction and service oriented to fulfil the business' demands, to ensure smooth operation, new projects and the safety of all staff - Be a leader.
- Understand the office needs and vision, standards and policies (actual and future). Bring new ideas, concept.
- Understand existing infrastructures, plan the future.
- Undertake Surveys, Risk assessments of actual set-up, Identify issues/problems.



BE A LEADER, Principles

- 1: Begin with praise and honest appreciation.
- 2: Call attention to people's mistakes indirectly.
- 3: Talk about your own mistakes before criticizing the other person.
- 4: Ask questions instead of giving direct orders.
- 5: Let the other person save face.
- 6: Praise the slightest improvement and praise every improvement.
- 7: Give the other person a fine reputation to live up to.
- 8: Use encouragement. Make the fault seem easy to correct.
- 9: Make the other person happy doing the thing you suggest.



- Up and running! Document & Monitor for improvement



- Define priorities, get answers, evaluate risks and get measures of corrective actions.

- Assess program success
- Track Metrics
- Improve

What I'm expecting > To work with talented people, & challenging projects.

- To have responsibilities and trust, to work with talented people and also to have fun.
- To work with a variety of areas, cultures and projects.

