COMPLEXITY, AMBIGUITY AND VOLATILITY
LEADING IN THE NEW NORMAL
Past, Present, Future: Developing a Differentiated Management Perspective

Dick Westney
Founder/Director,
Westney Consulting Group
Our Panel

Gary Fischer
John Nobles
Richard Tucker
Zog make very persuasive Power Point Presentation!
Our Format

PROPOSITION

“The price of oil will hit $20 by year-end”

Audience’s perspectives

Poll #1

Panelists’ perspectives

Poll #2

Final comments
Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn’t be wasted.

1. Strongly agree - 28%
2. Agree somewhat - 47%
3. Disagree somewhat - 19%
4. Strongly disagree - 6%
ARS Proposition #1: Panelists’ Perspectives

Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn’t be wasted.
ARS Proposition #1: Audience’s Perspectives

Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn’t be wasted.
Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn’t be wasted.

1. Strongly agree 31.6%
2. Agree somewhat 46.5%
3. Disagree somewhat 13.9%
4. Strongly disagree 8.0%
Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn’t be wasted.

1. Strongly agree
   - 1st Vote: 28.0%
   - 2nd Vote: 31.6%

2. Agree somewhat
   - 1st Vote: 47.3%
   - 2nd Vote: 46.5%

3. Disagree somewhat
   - 1st Vote: 18.8%
   - 2nd Vote: 13.9%

4. Strongly disagree
   - 1st Vote: 6.0%
   - 2nd Vote: 8.0%
The gradual weakening of owners’ capital project organizations is driving poor project performance.

1. Strongly agree 37%
2. Agree somewhat 29%
3. Disagree somewhat 16%
4. Strongly disagree 18%
ARS Proposition #2: Panelists’ Perspectives

The gradual weakening of owners’ capital project organizations is driving poor project performance.
ARS Proposition #2: Audience’s Perspectives

The gradual weakening of owners’ capital project organizations is driving poor project performance.
The gradual weakening of owners’ capital project organizations is driving poor project performance.

1. Strongly agree - 43%
2. Agree somewhat - 34%
3. Disagree somewhat - 12%
4. Strongly disagree - 11%
The gradual weakening of owners’ capital project organizations is driving poor project performance.

ARS Proposition #2 – Poll #2 & Final Comments

1. Strongly agree
   1st Vote: 37%
   2nd Vote: 43%

2. Agree somewhat
   1st Vote: 29%
   2nd Vote: 34%

3. Disagree somewhat
   1st Vote: 16%
   2nd Vote: 12%

4. Strongly disagree
   1st Vote: 18%
   2nd Vote: 11%
ARS Proposition #3 – Poll #1

Front-End Loading is over-rated.

1. Strongly agree 10%
2. Agree somewhat 17%
3. Disagree somewhat 18%
4. Strongly disagree 55%
ARS Proposition #3: Panelists’ Perspectives

Front-End Loading is over-rated.
ARS Proposition #3: Audience’s Perspectives

Front-End Loading is over-rated.
ARS Proposition #3 – Poll #2 & Final Comments

Front-End Loading is over-rated.

1. Strongly agree: 8%
2. Agree somewhat: 17%
3. Disagree somewhat: 26%
4. Strongly disagree: 49%
ARS Proposition #3 – Poll #2 & Final Comments

Front-End Loading is over-rated.

1. Strongly agree
   - 1st Vote: 10%
   - 2nd Vote: 8%

2. Agree somewhat
   - 1st Vote: 17%
   - 2nd Vote: 17%

3. Disagree somewhat
   - 1st Vote: 18%
   - 2nd Vote: 26%

4. Strongly disagree
   - 1st Vote: 55%
   - 2nd Vote: 49%
1. Low oil prices, and dwindling contractor backlogs, have created a crisis that shouldn’t be wasted.
2. The gradual weakening of owners’ capital project organizations is driving poor project performance.
3. Front-End Loading is over-rated.

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