PROJECT MANAGEMENT FOR TOMORROW: TRANSFORMING FROM EXPERT TO STRATEGIC DELIVERY LEADER

The evolving role of the QS as a strategic partner

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From Technical Expert to Strategic Delivery Leader

Shift the QS mindset

Shift the QS mindset from task completion to value creation across the project lifecycle

Align delivery decisions

Align delivery decisions with business outcomes, not just cost and scope control

Position QS capability

Position QS capability as a strategic partner to project leadership and stakeholders

Why Project Management Is Changing

Greater Complexity

multi-stakeholder delivery, tighter interfaces, and accelerated timelines

Higher Expectations

transparency, assurance, and evidence-based decision-making

Volatility in Costs and Supply Chains

requires proactive risk and commercial strategy

The Tomorrow Operating Model

Outcomes

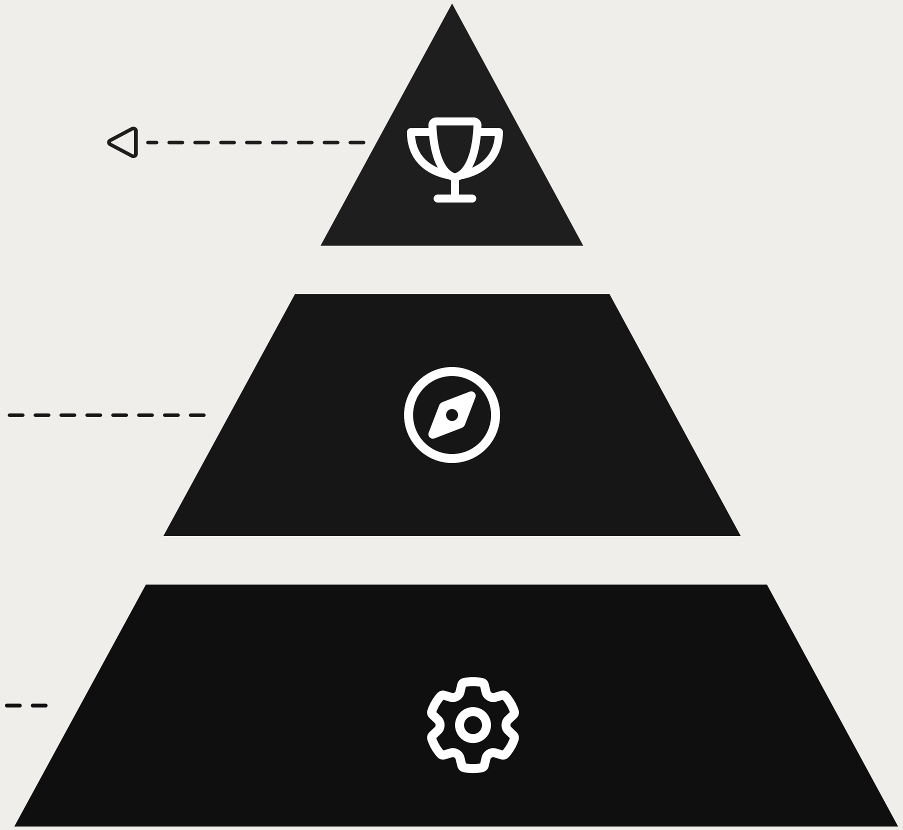
value
benefits

Strategy

commercial direction
target setting

Execution

integrated planning
controls



Reframing the QS Role

Traditional QS

- Primarily cost reporting and measurement-focused activities

Strategic QS

- Commercial leadership, value shaping, and delivery assurance

Core Strategic Competencies for the QS

Commercial acumen

contract strategy, entitlement, and change management leadership

Analytical thinking

forecasting, scenario modeling, and decision support

Stakeholder influence

negotiation, alignment, and cross-functional coordination

Risk leadership

structured risk quantification and mitigation planning

Data discipline

consistent baselines, auditability, and performance transparency

From Baselines to Dynamic Value Management

Establish a clear baseline

Scope definition, cost plan, schedule intent, and assumptions

Track leading indicators

Trends in productivity, procurement performance, and change drivers

Model scenarios

Evaluate options for cost, time, quality, and risk trade-offs

Decide and govern

Document rationale, approvals, and commercial position

Commercial Strategy as a Delivery Engine

Define commercial objectives early

affordability, certainty, and delivery risk posture

Choose contract levers

incentives, risk sharing, and change control mechanisms

Set governance rhythms

reviews, escalation paths, and decision logs

Ensure commercial alignment

alignment with design, procurement, and delivery sequencing

Aligning Cost, Time, and Scope Through Integrated Controls

Create Integrated Plans

Create integrated plans that connect design progress to procurement and construction sequencing

Use Performance Measures

Use earned value or equivalent performance measures to link effort to outcomes

Make Change Visible

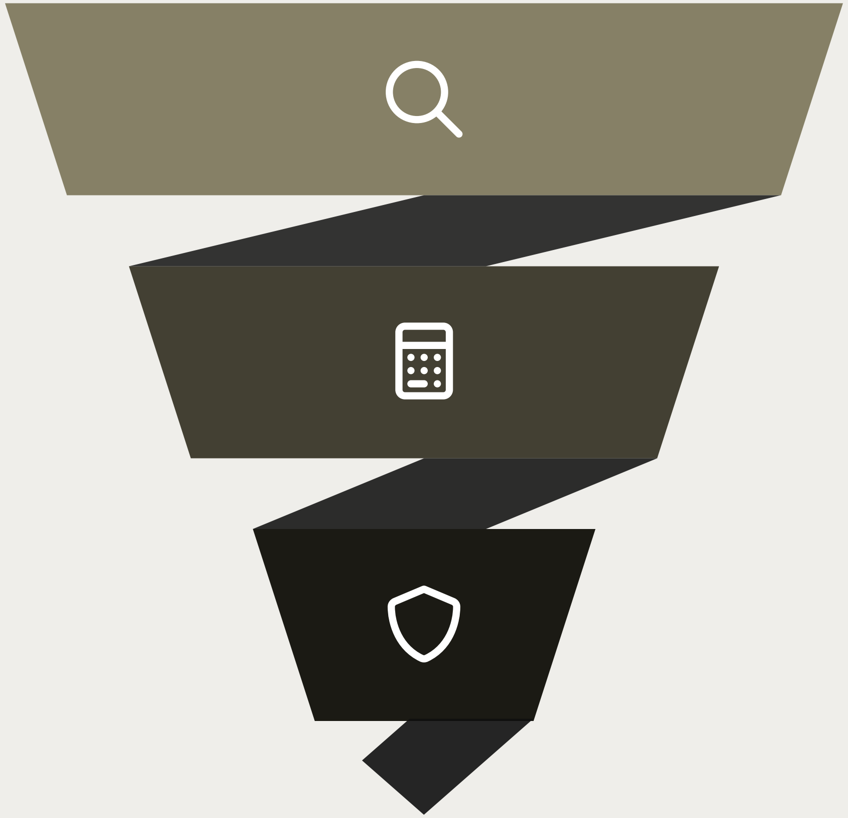
Make change visible: quantify impact on schedule, cost, and risk before approval

Risk Leadership: Quantify, Mitigate, and Monitor

01 **Identify Risk Sources**
scope ambiguity

02 **Quantify Impact**
probability-weighted cost/schedule effects

03 **Mitigate with Actions**
ownership



Change Management That Protects Value

Detect early

capture change triggers and potential entitlement events

Assess impact

cost, time, quality, risk, and downstream effects

Negotiate commercially

agree scope definition, pricing basis, and timelines

Close the loop

update baselines, lessons learned, and audit trails

Decision-Making: Evidence, Options, and Trade-offs

Present Options with Clear Assumptions

Present options with clear assumptions, sensitivities, and decision criteria

Use Structured Trade-Off Analysis

Use structured trade-off analysis across cost, time, quality, and risk

Maintain Decision Traceability

Maintain decision traceability to support assurance and stakeholder confidence

Building High-Trust Stakeholder Relationships

Communicate commercially

Explain what changed, why, and what it means for outcomes

Manage expectations

Clarify boundaries, responsibilities, and escalation routes

Create transparency

Shared metrics, consistent reporting, and timely signals

QS Metrics That Matter for Strategic Delivery

80/20 focus

prioritize the few cost and schedule drivers that drive most variance

Forecast accuracy

track variance vs. plan and improve through tighter assumptions

Change velocity

measure time-to-assess and time-to-agree commercial change

Governance and Assurance: Being Audit-Ready by Design

Define control ownership

who updates baselines, who approves changes, who validates

Maintain evidence

assumptions, calculations, approvals, and correspondence records

Run assurance checks

sampling, reconciliation, and exception management

Capability Building: Developing Strategic Delivery Behaviors

Milestone 1: Master commercial foundations

contract

Milestone 2: Lead integrated planning and forecasting

structured assumptions

Milestone 3: Act as decision partner

facilitate options

Milestone 4: Coach others

build a consistent delivery culture across teams

Practical Playbook: What to Do in Your Next Project Phase

Pre-delivery

Define value drivers, commercial objectives, and decision governance

Design & procurement

Quantify change risks early and lock assumptions with traceability

Construction & delivery

Run integrated controls, forecast actively, and manage change velocity

Close-out

Reconcile outcomes, capture lessons learned, and feed improvements into future baselines

Typical Challenges and How Strategic QS Leadership Responds

Challenge: scope ambiguity

Response: strengthen definition, assumptions, and change triggers

Challenge: forecast drift

Response: tighten leading indicators and scenario refresh cadence

Challenge: unresolved change claims

Response: standardize commercial assessment and negotiation workflow

Challenge: misaligned teams

Response: create shared metrics and governance rhythms

Case Snapshot: Strategic Impact of the QS Partner

Before: Limited QS Role

- QS role limited to measurement and cost reporting with reactive change handling

After: Expanded QS Role

- QS role expands to commercial strategy, value shaping, and decision support with proactive risk management

Conclusion: Lead Delivery, Create Value, Earn Strategic Trust

Transform QS Role

Transform the QS from expert to strategic delivery leader by linking commercial decisions to outcomes

Strengthen Integrated Controls

Strengthen integrated controls: baselines, forecasting, risk, and change management with evidence

Build Trust

Build trust through transparency, governance, and stakeholder-aligned communication