

Inside a Giga Project Command Room

Leading Through Complexity, Trade-offs, and
Uncertainty

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Culture Value: Embrace Curiosity

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Content and Innovation Platforms

Shaping the Future of the Profession

M.O.R.E. Together

Gigaprojects

AI

Agile

PMOs



Sustainability

Change Management

Product Management

Social Impact

Agile

We champion modern, human-centered Agile practices beyond software development, advancing Enterprise Agility in an AI-accelerated world.

AI

We lead the AI transformation of project management and the project management of AI transformations.

Sustainability

We lead the integration of sustainability and regeneration practices into all projects. We lead the project management of the global transition to a more sustainable world.

Social Impact

We advance opportunities for youth and strengthen nonprofit organizations through education and partnerships.

Gigaprojects

We lead large-scale project delivery, connecting leaders, ideas, and solutions to help the world's biggest projects achieve stronger outcomes, better governance, and greater long-term impact.

PMOs

We exist to elevate PMO professionals worldwide and advance the evolution of PMO practice.

Change Management

We empower professionals to lead change projects that drive meaningful transformation and impact.

Product Management

We bridge project and product disciplines to help professionals deliver greater value from idea to impact.

Agile

Practitioner created body of knowledge- Agile Manifesto shaped by a global, practitioner-driven community and grounded in real-world experience.

Community, certifications, and events: Professional growth through **Agile certifications such as PMI-ACP®**, **learning resources**, and **practitioner-centric global and regional events that share what works in practice**.

Closing the gap between **practitioners and enterprise leaders**, **providing credible practitioner insight enterprises can adapt across teams, products, and organizations**.

Social Impact

Applying project management skills and skill-based volunteerism to make a difference in communities. Social Impact Programs (SIPs) exist to connect project management expertise, volunteers, and resources with real-world needs:

PMIEF educates and inspires the next generation by equipping youth with project management skills focusing on UNSDG 4: Quality Education.

PMWB empowers and scales impact by connecting skilled project managers with nonprofits and NGOs to build organizational capacity to amplify mission-driven outcomes."

AI

The leading certification for managing AI projects: **PMI-CPMAI™**

Your AI-powered project coach: **PMI Infinity™**

eLearning, Thought Leadership, AI standard, AI Today podcast, and Practice Guides to build knowledge and confidence for navigating the AI disruption.

A community of practitioners sharing their expertise and experience.

Gigaprojects

Gigaprojects are the world's most ambitious undertakings, and its most consistent failures. 72% exceed budgets. 73% face delays. \$127M wasted per \$1B spent. The trillion-dollar industry urgently needs standardised, globally recognised competency.

PMI-CP credentials, practical delivery research, and **a powerful network of leaders and partners is driving the shift to consistent, high-performance construction outcomes worldwide**. As part of the Gigaprojects environment, PMI-CP addresses the key issues by listening to the industry and providing a solution.

Sustainability

Sustainability is the higher predictor of project success. However, less than 5% of projects considers all dimensions (social, environmental, and economic) PMI-GPM offers:

The methodology to deliver social, environmental and economic value in every project: **P5 Standards™**, **Practice Guide™**, **Competence Standard™** and **Sustainability Reporting Guide™**

The leading certification: **Certified Sustainable Project Professional, CSPP™**

An elite community of professionals closing the sustainability talent gap and promoting regenerative change (events, Thought Leadership, recognition)

PMOs

PMI-PMOCP™ : The leading certification for managing **PMO leaders**

PMO Practice Guide: Reference for PMO leaders and professionals seeking to strengthen their PMO's impact and value

Learning experiences: PMO Masterclass.

Thought leadership: PMO Global Survey Report.

Events : virtual and in person PMO events.

Community: online community platform and volunteering opportunities.

Recognition: PMI PMO of the Year.

Three sessions, one outcome — leaders who can navigate complexity

Today is structured to take you from concept to muscle memory in 60 minutes.

01

INTRODUCTION

Why gigaprojects matter

The strategic case for credentialed capability. Industry numbers, the M.O.R.E. lens, and the global capital agenda.

Raphael Ani · ~10 min

02

GIGAPROJECT SIMULATION

Inside the Command Room

Three rounds of decisions under pressure. Trade off Delivery, Trust and Resilience as the scenario evolves.

Raphael Ani & Therese Helander · ~40 min

03

WRAP-UP & KEY TAKEAWAYS

From experience to capability

The leadership behaviours the simulation surfaced, and how PMI-CP operationalises them on real gigaprojects.

Raphael Ani · ~10 min

WHAT YOU'LL LEAVE WITH — A clearer view of how leadership decisions cascade through cost, time, trust and resilience on a real-world gigaproject.

Agile

Sustainability

Artificial
Intelligence

Giga
Projects



Change
Management

PMOs

Social
Impact

Product
Management

The defining capital challenge of our era

Unprecedented capital is meeting an unprecedented execution gap. PMI's M.O.R.E. strategy is built for this moment.

THE OPPORTUNITY

\$130T

Capital required globally to decarbonize the economy and renew critical infrastructure by 2050. Two-thirds will flow through gigaprojects.

McKinsey & Company, 2023

THE EXECUTION GAP

9 in 10

Megaprojects exceed budget. Across 500+ projects studied, average cost overrun is **~80%** and average delay **~52%**.

McKinsey, 2022–2023; Flyvbjerg, Oxford Saïd

THE PMI ANSWER

27 → 94

Net Project Success Score rises **3.5×** when leaders apply all four M.O.R.E. behaviours. Only **7%** do today.

PMI, Step Up to Deliver M.O.R.E., 2025 (n=5,800+)

PMI's M.O.R.E. Manage Perceptions · Own Project Success · Relentlessly Reassess · Expand Perspective

The operating model for closing the strategy–execution gap on gigaprojects.

Construction is where ambition meets execution — and where most value leaks out

THE NUMBERS

\$15.5T

Projected global construction output by 2030. Construction is ~13% of global GDP today.

98%

Of megaprojects suffer cost overruns >30%; 77% are at least 40% late.

\$1.6T

Lost annually to construction inefficiency — rework, disputes, idle capital. The single largest value leak in the global economy.

Sources: McKinsey, *The Construction Productivity Imperative*; *Digital Construction Week, 2025*

M.O.R.E. APPLIED TO GIGAPROJECTS

- M** **Manage Perceptions** — Stakeholder trust is the gigaproject's most fragile asset; it compounds or collapses faster than the schedule.
- O** **Own Project Success** — Beyond delivery: outcome accountability across the asset lifecycle, not just handover at PC.
- R** **Relentlessly Reassess** — Continuous re-baselining as cost, climate, and politics shift mid-flight. Static plans fail.
- E** **Expand Perspective** — ESG, social licence, and intergenerational impact as core deliverables, not externalities.

PMI-CP is the credentialed capability layer that operationalises M.O.R.E. on construction-led gigaprojects.

From M.O.R.E. as strategy → PMI-CP as the workforce capability that delivers it.

You are entering the Command Room

Live decisions, real consequences. The simulation compresses years of executive judgement into 40 minutes.

01 Make decisions under pressure

Three rounds, three crises. Pick a lane and live with the consequences.

02 Balance competing priorities

Delivery, Trust and Resilience pull in opposite directions. There is no dominant strategy.

03 See consequences in real time

Every choice updates the scoreboard. You see second-order effects inside the same session.



THE COMMAND ROOM CONCEIT — You hold the executive lens for an €80B cross-border programme. Three pressures are about to hit. The room decides.

€80B and counting, with no margin for error

A fictional but realistic cross-border infrastructure programme. The brief you would receive on day one as the new Programme Director.

PROGRAMME VALUE

€80B

Cross-border initiative spanning rail, energy and digital systems — political weight, technical complexity and public scrutiny converge.

SCOPE

High-speed rail + green energy + integrated digital systems

STATUS

Year 3 of delivery · 35% complete · pressure rising

STAKEHOLDERS

Two governments, four agencies, twelve Tier-1 contractors

YOUR MANDATE

Hold delivery, protect public trust, build resilience

WHY THIS SCENARIO — EuropaConnect is composite and fictional, but every pressure you'll face today is drawn from real gigaprojects: HS2, Crossrail, NEOM, Grand Paris Express.

Four lenses on the same project — the gigaproject lives or dies in their tension

Take the lens of one of these executives. Argue from their priorities. Every voice in the room must be held.

- S** **Strategy & Investment**
Answers to capital markets. Fixated on NPV, programme rationale, the cost of doing nothing.
- D** **Delivery & Execution**
Answers to schedule and contracts. Fixated on critical path, contractor performance, this quarter.
- R** **Risk & Governance**
Answers to audit and the regulator. Fixated on assurance, controls, what could blow up next.
- I** **Stakeholders & Impact**
Answers to public, press, political principals. Fixated on legitimacy, social licence, the long memory.



THE TENSION IS THE POINT — No single lens is right. The leader who can hold all four in mind is who PMI-CP is built to develop.

Three rounds, three KPIs — one composite that tells the story

Every decision moves Delivery, Trust and Resilience in opposite directions. The score is the diagnostic.

EACH ROUND — THE LOOP YOU'LL RUN THREE TIMES



Scenario revealed

A live crisis hits the programme. Pressure rises; information is incomplete.

Discuss in teams

Argue from your role. Surface trade-offs. Build the case for one option.

Vote

Pick A, B or C. Sixty seconds. You commit, even when unsure.

See consequences

Three KPIs update on the scoreboard. Move to the next round changed.

WHAT WE MEASURE — YOUR COMPOSITE STARTS AT 21, MAXES AT 30

DELIVERY · Time & Cost

Are you keeping the promise on schedule and budget?

TRUST · Stakeholders

Are sponsors, communities and politics still with you?

RESILIENCE · Risk & Sustainability

Will the asset survive the next shock you haven't seen yet?

STARTING POINT — Each KPI begins at 7 / 10. Three rounds of trade-offs apply Δ s. Final composite tells you whether you led, drifted, or lost the room.

Your costs just jumped 25% — how do you respond?

A critical supplier has failed. Materials cost more, lead times have slipped, and your contingency is now visible to sponsors.



THE SITUATION

THE TRIGGER

Tier-1 supplier collapse; key materials prices up sharply

FINANCIAL HIT

~25% cost escalation on the affected work packages

SCHEDULE

Delays surfacing on critical-path activities

VISIBILITY

Sponsors asking; press has not picked it up yet

THE DECISION — 60 SECONDS

A

Absorb the cost

Hold the schedule. Use contingency. Protect the public commitment.

B

Slow delivery

Re-baseline the programme. Trade time for money. Live with the political cost.

C

Redesign

Engineer the problem out. Short-term pain for a more resilient supply chain.

VOTE — Pick A, B or C. The next slide reveals what that decision costs you on Delivery, Trust and Resilience.

Round 1 — Supply Chain Shock | Scoring

Three plausible responses. None are wrong; each carries trade-offs. Watch how Delivery, Trust and Resilience move in opposite directions.

OPTION A Absorb Cost	OPTION B Slow Delivery	OPTION C Redesign
<p>Delivery +2</p> <p>Trust -1</p> <p>Resilience -1</p>	<p>Delivery -2</p> <p>Trust -1</p> <p>Resilience +1</p>	<p>Delivery -1</p> <p>Trust 0</p> <p>Resilience +2</p>
<p>Schedule protected; reserves and trust erode.</p> <p>Delivery is shielded, but raising the budget bar mid-flight rattles sponsors and burns contingency you may need next quarter.</p>	<p>Cost protected; momentum lost.</p> <p>Cash is preserved — but the political cost of slippage tends to compound faster than the financial saving.</p>	<p>Short-term pain for long-term gain.</p> <p>Short delay buys durable resilience. The strategic move: trade speed today for optionality tomorrow — M.O.R.E. in action.</p>

KPIs measured: Delivery (time & cost) - Trust (stakeholders) - Resilience (risk & sustainability). Each starts at 7. Deltas applied per round.



Public criticism intensifies — the election is six months out

Your principal sponsor is now contested. The opposition has named the programme. The next decision will be read as a political signal whether you intend it or not.



THE SITUATION

THE TRIGGER

Sustained press scrutiny; cost overrun and delayed milestone

POLITICAL CONTEXT

National election in six months; programme is a campaign issue

STAKEHOLDER MOOD

Coalition fracturing; some sponsors privately distancing

RISK

Review committee convened; leadership at risk

THE DECISION — 60 SECONDS

A

Accelerate

Compress schedule. Win the narrative with visible delivery before the election.

B

Increase transparency

Open the books. Trade control for legitimacy. Earn the right to keep going.

C

Reduce scope

Redefine success to what is now defensible. De-risk delivery; accept the cost.

VOTE — Pick A, B or C. The next slide reveals what that decision costs you on Delivery, Trust and Resilience.

Round 2 — Political Pressure | Scoring

This is not a communications issue. It is a legitimacy crisis. The choice is between winning the narrative now and earning the right to deliver later.

OPTION A Accelerate	OPTION B Transparency	OPTION C Reduce Scope
<p>Delivery +2</p> <p>Trust +1</p> <p>Resilience -2</p>	<p>Delivery -1</p> <p>Trust +2</p> <p>Resilience +1</p>	<p>Delivery +1</p> <p>Trust -1</p> <p>Resilience +1</p>
<p><i>Visible wins; hidden risks accumulate.</i></p> <p>Compressed schedules win the narrative; pressure on contractors and bypassed governance load the back end of the project.</p>	<p><i>Trade control for accountability.</i></p> <p>Scrutiny slows decisions and surfaces uncomfortable truths. But legitimacy compounds when political winds shift again.</p>	<p><i>Easier delivery; ambition diluted.</i></p> <p>You de-risk delivery — and signal the original promise is no longer affordable, undermining the coalition that funded it.</p>

KPIs measured: Delivery (time & cost) - Trust (stakeholders) - Resilience (risk & sustainability). Each starts at 7. Deltas applied per round.

Extreme weather damages the asset — ESG pressure mounts

What looked like a tail risk has just hit the programme directly. The question is whether you treat it as anomaly or as the new baseline.



THE SITUATION

THE TRIGGER

Severe weather damages partially-built assets and disrupts logistics

ESG CONTEXT

Regulators, lenders, ratings agencies all asking the resilience question

STAKEHOLDER MOOD

Insurers re-pricing; sponsors questioning the original case

RISK

Pattern repeating; further weather events likely ahead

THE DECISION — 60 SECONDS

A

Rebuild fast

Restore on the original design. Get the asset back in service. Move on.

B

Redesign for resilience

Treat the event as signal, not noise. Engineer for a more volatile future.

C

Relocate assets

Accept the location is no longer viable. Move what you can, retire what you can't.

VOTE — Pick A, B or C. The next slide reveals what that decision costs you on Delivery, Trust and Resilience.

Round 3 — Climate Disruption | Scoring

This is not a weather event. It is a systemic risk signal. The question is whether you treat it as anomaly or as the new baseline.

OPTION A Rebuild Fast	OPTION B Resilient Redesign	OPTION C Relocate Assets
<p>Delivery +2</p> <p>Trust +1</p> <p>Resilience -2</p>	<p>Delivery -1</p> <p>Trust +1</p> <p>Resilience +2</p>	<p>Delivery -2</p> <p>Trust -1</p> <p>Resilience +2</p>
<p><i>Recovery now; vulnerability repeats.</i></p> <p>Recovery signals urgency. But you treat disruption as temporary and rebuild the same exposure into the asset — inviting the same failure again.</p>	<p><i>Future-proof; slower today.</i></p> <p>Reactive becomes proactive: redesign for a hotter, more volatile future. ESG aligned and intergenerationally defensible.</p>	<p><i>Risk eliminated; new risks created.</i></p> <p>Climate exposure removed — social, legal and political exposure created in its place. Necessary sometimes, costless never.</p>

KPIs measured: Delivery (time & cost) - Trust (stakeholders) - Resilience (risk & sustainability). Each starts at 7. Deltas applied per round.

What you felt is what gigaproject leadership feels like every day

Three lenses to pressure-test your experience before we move to what it means for capability.

01 · TRADE-OFFS

Where did you feel the trade-off most sharply?

Every option had a winner KPI and a loser KPI. Which round forced the hardest choice? Was it the data, the politics, or the time?

02 · PRESSURE

What changed when the clock was running?

Real gigaproject decisions are made with incomplete information and live consequences. Did you behave the way you would in a board paper, or differently?

03 · PRIORITIES

Whose voice did you hear loudest?

You held one of four lenses. Did you defend it, or concede to delivery? In your real role, who tends to win the room — and is that the right outcome?

THE INSIGHT — The decisions you just made are the decisions PMI-CP credentialed leaders make every quarter on real gigaprojects. Capability is the difference between guessing and judging.

Where did you land — and what does that score really mean?

Each KPI started at 7. Three rounds of trade-offs later, your composite tells a story. Find your band.

<p>SCORE</p> <h2>Below 15</h2> <p>AT RISK</p> <hr/> <p>Project signalling distress. Trust eroded, resilience hollow, delivery brittle. This is where headlines come from.</p>	<p>SCORE</p> <h2>15–19</h2> <p>UNDER PRESSURE</p> <hr/> <p>Functioning but exposed. One more shock could push you into the red. Recoverable — but only with intent.</p>	<p>SCORE</p> <h2>20–24</h2> <p>STRONG LEADERSHIP</p> <hr/> <p>Trade-offs held in tension. Delivery, trust and resilience all defended — not maximised, defended. Competent gigaproject leadership.</p>	<p>SCORE</p> <h2>25–30</h2> <p>TRANSFORMATIONAL</p> <hr/> <p>Pressure used as signal. Resilience treated as deliverable; perception managed; perspective expanded. M.O.R.E. lived.</p>
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READ YOUR SCORE AS A MIRROR — Whatever band you landed in, the question is the same: would your real-world decisions look the same under real-world pressure?

Three lessons from the Command Room

What you just lived through is the leadership reality on every gigaproject. PMI-CP is the credentialed path to navigating it consistently.

01

LEADERSHIP DECISIONS

Outcomes are decided in the room

The spreadsheet doesn't deliver. The people holding the lenses do — or fail to.

02

SYSTEMS THINKING

No KPI moves alone

Optimising for one metric loads the others. Second-order effects compound faster than first-order gains.

03

COLLABORATION

Every lens must be held

When one perspective always wins the room, the project is already failing. The discipline is balance.

PMI-CP — THE CREDENTIALLED CAPABILITY LAYER

From experience to durable practice on every gigaproject — **Leadership · Governance · Risk Management**

PMI-CP makes the leadership you just practised teachable, repeatable and credentialed across the workforce.



**Thank you for your
participation!**

