Predicting and Managing Conflict and Risks to Move Projects Forward

CTS
St. Paul, MN
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“It’s not enough that we succeed. Cats must also fail.”
“Battlefields between groups, each of them fighting for absolute victory and not content with anything but total surrender of the enemy”

Peter Drucker
13 Years

Commonly held perception of time to deliver a major highway project from planning through completion.
Potential Savings

$500K

Potential savings by accelerating a $20M project 5 years
(assuming 5% inflation)

$10M

Potential savings by accelerating a $75M project 4 years
(assuming 5% inflation)
The 4 Issues that stall projects

1. Confusion about local benefits, impacts, and costs
2. Defining and engaging relevant stakeholders
3. Perceived Legitimacy of the Project
4. Ideological Issues
Project Strategies include Low-Cost Custom Analysis, and Effective Collaborative Engagement.
“The key is not to prioritize what’s on your schedule, but to schedule your priorities”

Stephen Covey
Conflict Scoping Process

A proactive project management tool for identifying, assessing, managing and resolving conflict on projects
The Nature of Conflict

Towering Cumulus Stage

Mature Stage

Dissipating Stage
High Crash Cost Intersection

“Citizens speak out against Highway 52 and Goodhue County 9 proposal”

CSP Selling Points

• Proactive issue resolution tool for PMs
• Moves a project from scoping through construction, including any handoffs between PMs
• Addresses interpersonal relationships, power imbalances and historic issues
• Reduces impacts to project scope, cost and schedule
• Keeps agency from preventable negative publicity
• Dedicates more resources up front; fewer resources needed later for conflict resolution
Notables

- CSP Manual on website
- Presentations
  - Assoc. of Conflict Resolution
  - Tsptn Research Board
  - MAASTO
- Published: Journal of TRB
For Further Discussion

Christopher Moates
CSP Developer and Manager
Chris.Moates@state.mn.us
651-366-4790