



Concept Symposium 2016

Governing the Front-End of Major Projects

Summary remarks and closing statement

The Concept Symposium 2016 is coming to an end, and we hope you have all appreciated the presentations, discussions, the people and the venue. As the final speaker the Concept research director will summarize and close the conference.



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Concept

Front-end Definition of Major Public Projects

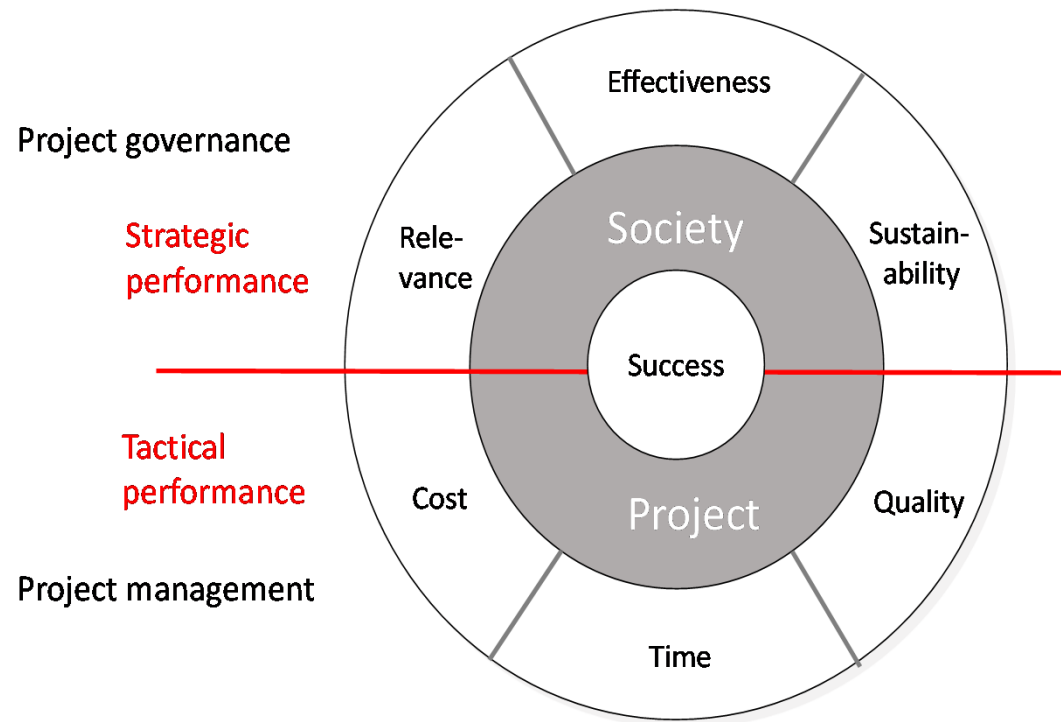
Theoretical perception and
conflicting practices

A selection of findings from
studies conducted by the
Concept Research Program

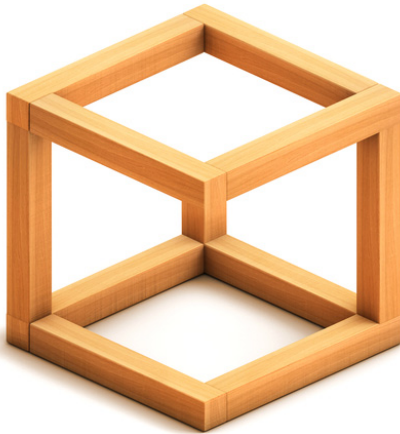


The success paradox

We tend to interpret success in terms of a project's tactical rather than its strategic performance.



Ten paradoxes, regarding



1. How success is understood
2. The significance of front-end management
3. Early information overflow
4. The exploration of the opportunity space
5. Strategic alignment
6. The significance of cost estimates
7. Disregarded analyses of costs and benefits
8. “Predict and provide” practices
9. Perverse incentives
10. Myopic decisions