

Completing the Elizabeth line

5 April 2023



Leadership & Culture

Mark Wild Former CEO Crossrail



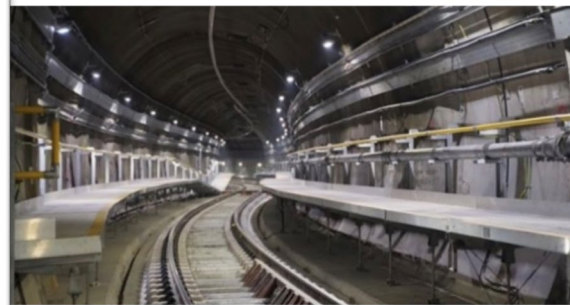
SOLID FOUNDATIONS

- Values Based
- Client Cohesion
- Operator Involved
- Supply Chain Involved
- Clear Accountability
- Technical Excellence
- Immense Pride



AN EPIC LEADERSHIP CHALLENGE

- 2 Main Sponsors in Joint Venture
- Considerable Engineering Complexity
- Fragmented Supply Chain Structure
- Many “first of a kind”
- Very Large Scale



AN UNEXPECTED DELAY?



Schedule Was Over-compressed



System Integration Complexity Was Under-estimated



Opening-Date Fixation



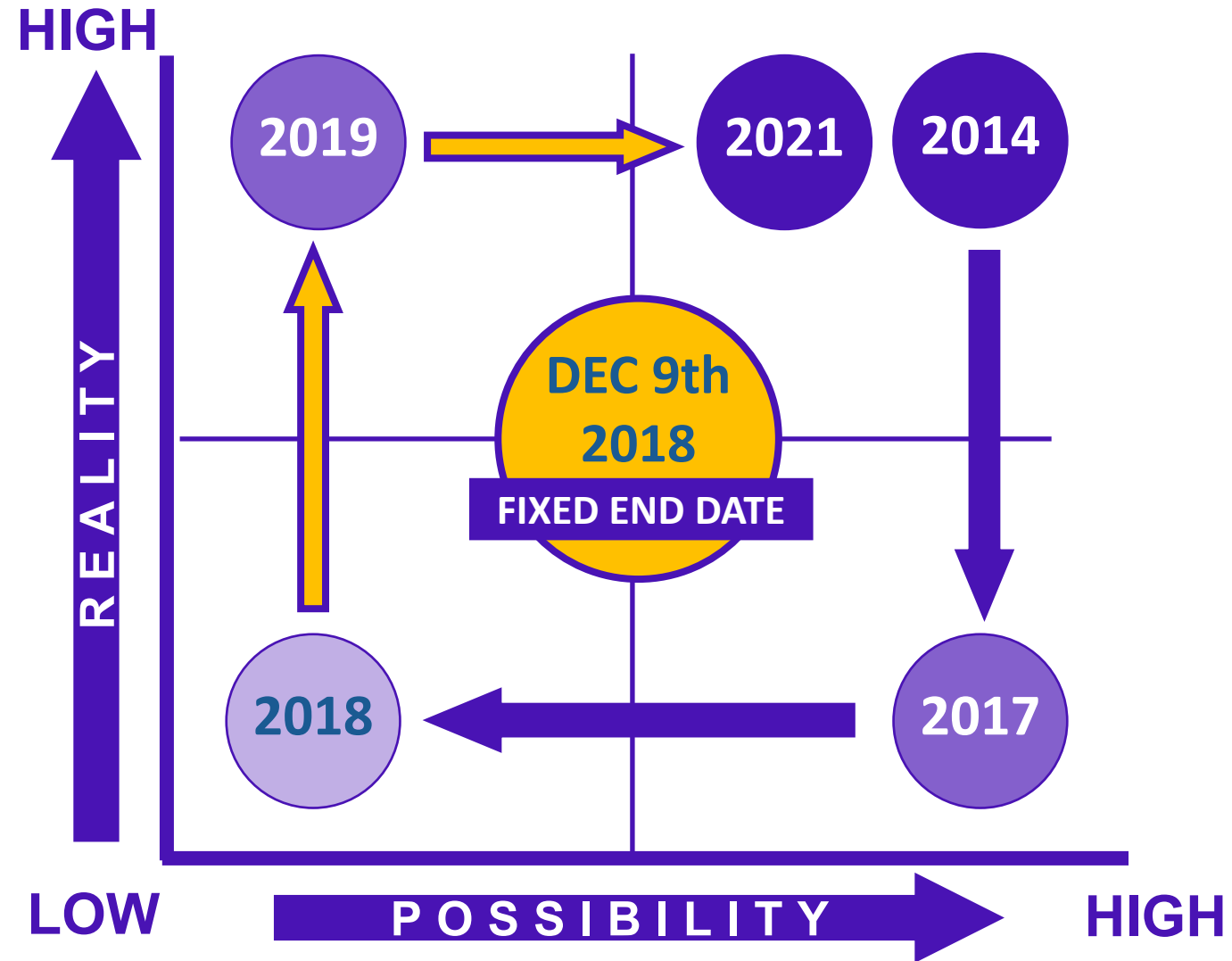
Extent of Work Remaining to Complete Railway Under-estimated



The Value of Actual Work Done Overstated

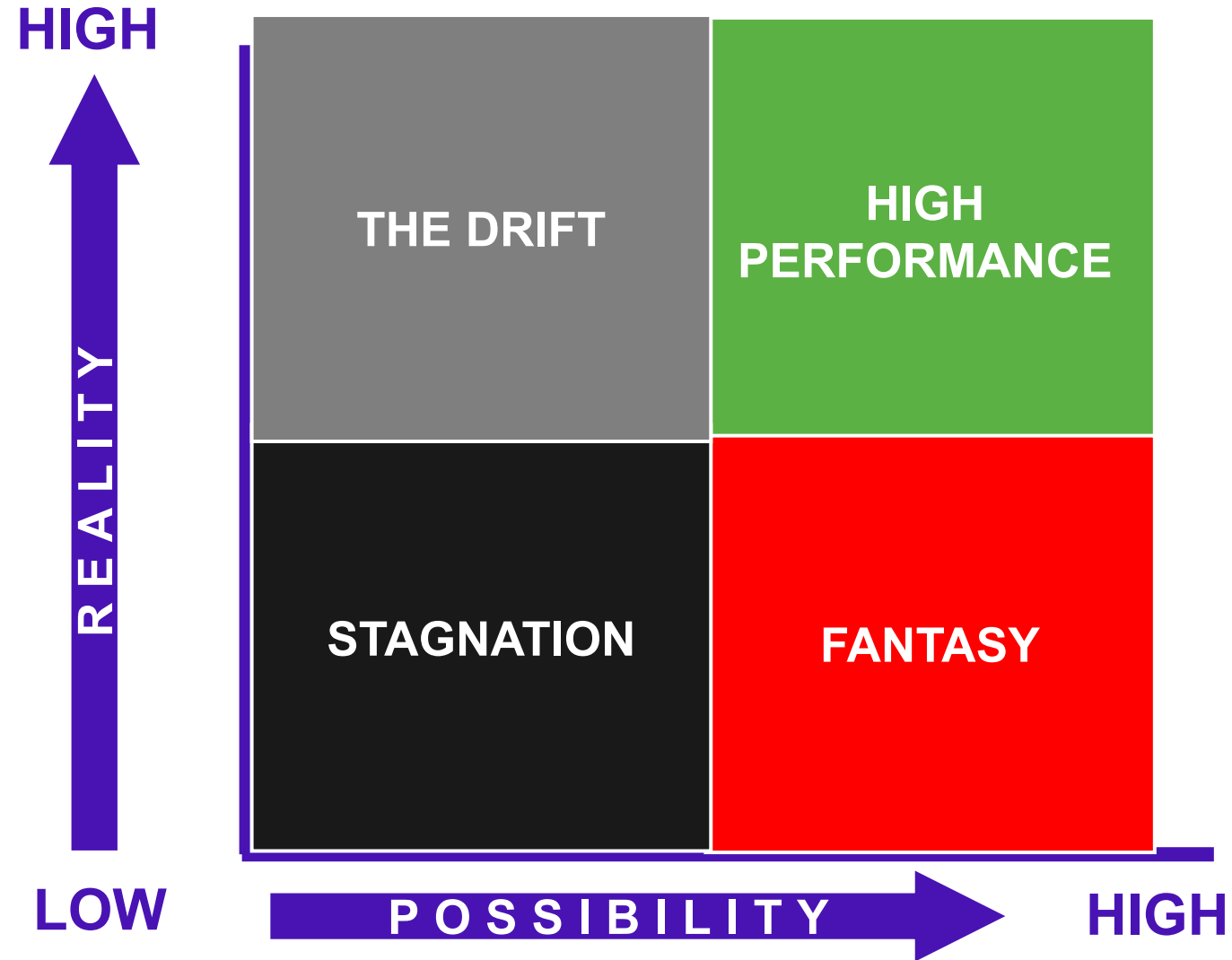
PROGRESSIVE UNREALITY

- “Half Way There” 2014
- Fixed End Date Distortion
- The “Last 5%”
- WYSIATI
- Heroic Endeavour
- Disaggregation Under Pressure



LEADING IN “HIGH PERFORMANCE”

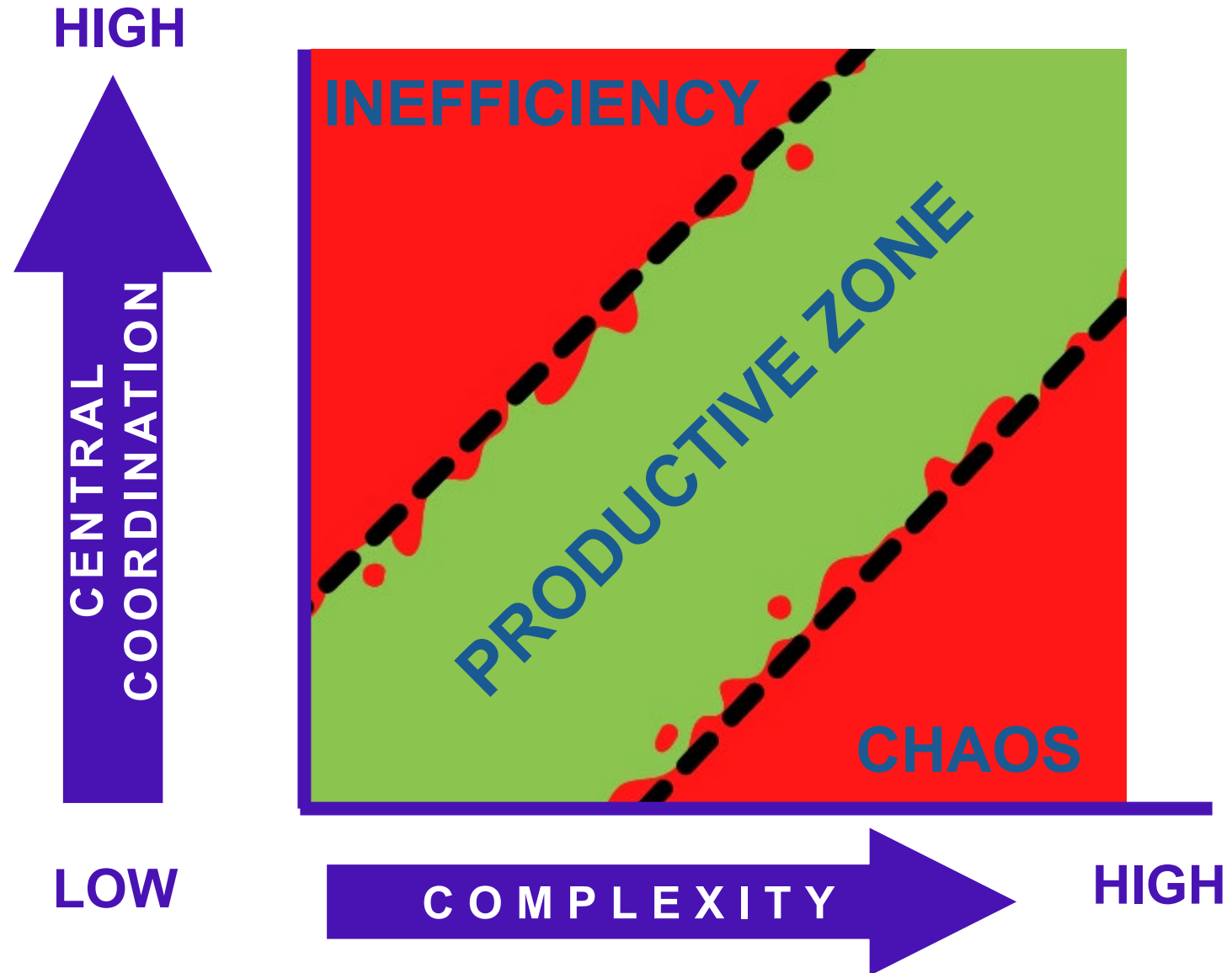
- Work Back From the End
- Think Slow, Act Fast
- Respect the “Iron Laws”
- What You Measure Really Matters
- Accept & Communicate the Uncertainty
- Intervene in “The Gaps” Early



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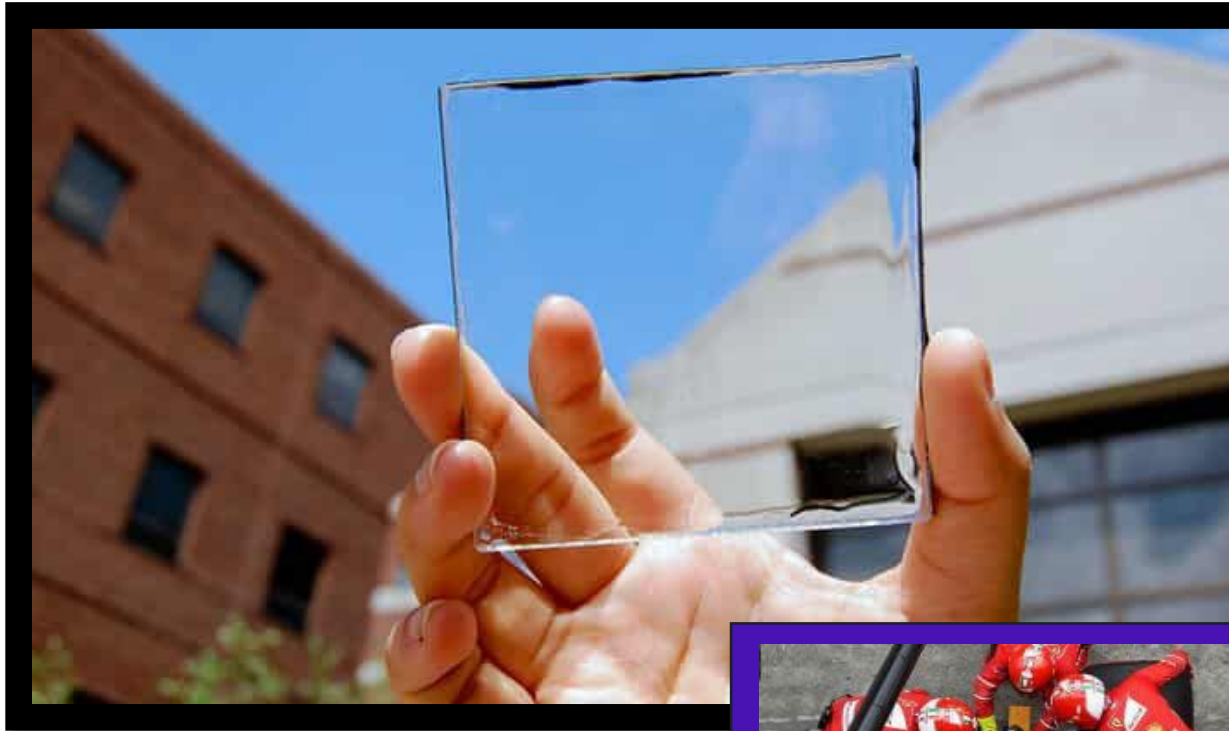
WHOLE SYSTEM INTEGRATION

- The Elizabeth Line Is a COMPLEX System
- Modularise to Reduce Complexity
- The Need For Alignment & Co-ordination
- The Entire Supply Chain
- The End User
- It's NOT "System Engineering"



GETTING BEYOND COLLABORATION

- Collaboration is “Necessary” but not “Sufficient”
- The Purposeful Whole
- Transparency is All
- Beware “The Silent Conspiracy”









TRANSPARENCY

OWNING THE WHOLE



SOFT POWER

“The role of leadership is to create the environment and conditions for **whole** coalition to come together to achieve an extraordinary breakthrough”

-  The importance of a singular higher purpose for all
-  Always work back from the true end state
-  Move from “The House of Risk” to “the House of Intervention”
-  A kind and inclusive environment that all can speak “Truth to Power”
-  Remove the fear of failure
-  Lead “by commitment” not “by personality/ego”



THANK YOU

