

The logo for Silicon Valley Transit Consultants (SVTC) features the letters 'SVTC' in a bold, green, sans-serif font.

Silicon Valley Transit Consultants

1742 North First Street, Suite 400

San José, California 95112

## SVTC & VTA INVITE YOU TO A FREE ONLINE **MENTOR PROTEGE' WORKSHOP SERIES**

### **ZOOM WORKSHOP TOPIC #6**

*How Small Firms Integrate  
with Mega Projects:  
Alignment and Alliances*

**Noon Thursday, Sept 9, 2021**

Presenter: Jeff Conrad, Luster National

This program is an integral part of VTA's BART Phase II Project and is designed to help local, small and diversity-owned firms increase their capabilities to successfully compete for Government contracts.



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The logo for Valley Transportation Authority (VTA) features the letters 'VTA' in a stylized blue font.  
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The logo for Luster National, Inc. features the word "LUSTER" in a bold, italicized, gold-colored serif font. The text is centered within a white oval that has a thick black border. The background of the entire slide is a blurred photograph of a train station platform with tracks and a train in the distance.

*LUSTER*

# How Smaller Firms Integrate with Mega Projects: Organizational Alignment and Alliances

Presented by  
Jeff Conrad, Professional Development Manager  
Luster National, Inc.

# About Jeff Conrad and Luster National, Inc.

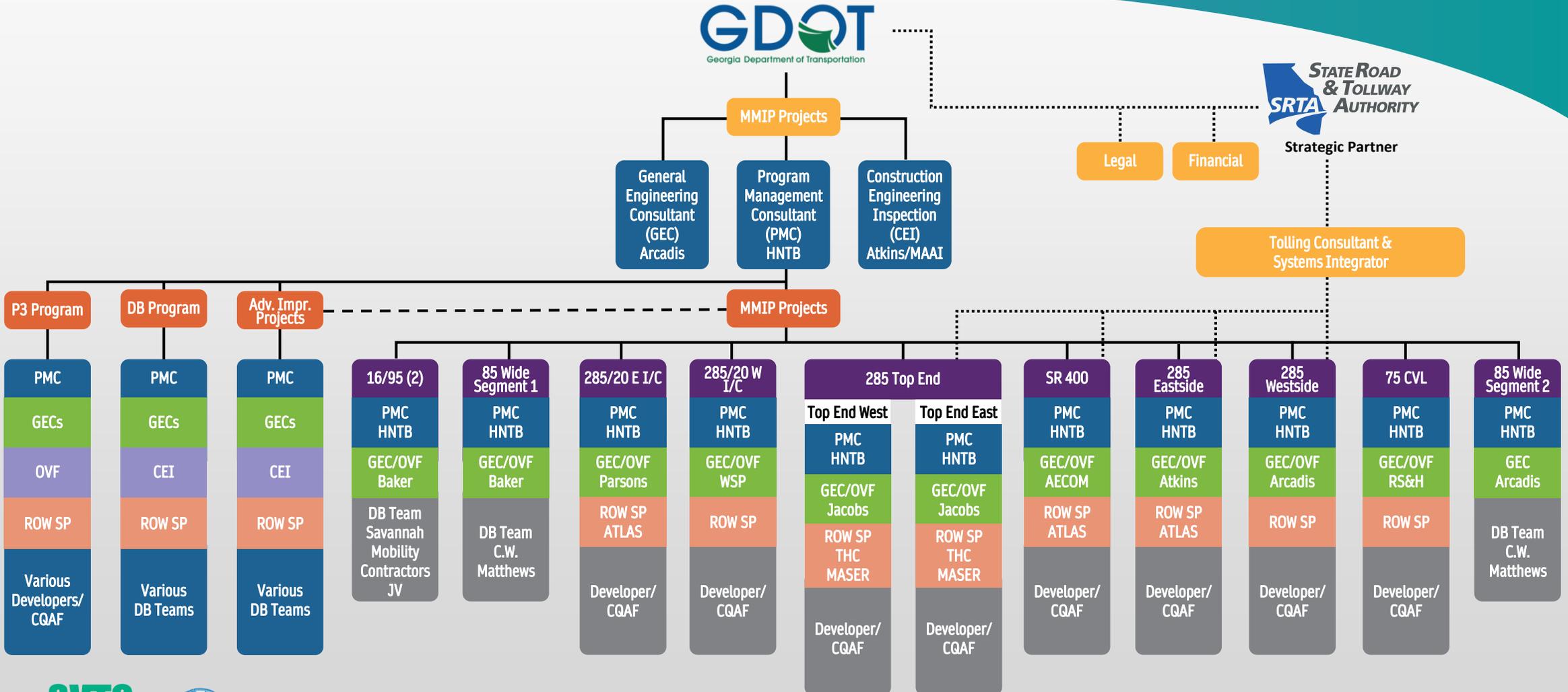


Jeff Conrad is the Professional Development Manager for the Major Mobility Investment Program (MMIP) in Georgia

- Lessons Learned from the East Coast
- The Importance of Strategic Alliances and Organizational Alignment
- How to Build Different Kinds of Strategic Alliances



# Complex Programs Produce Complex Relationships



# Mega-Projects are Mega-Complex

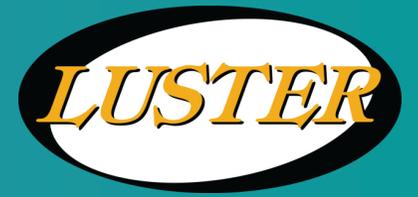


## Megaproject

- According to the Oxford Handbook of Megaproject Management, "Megaprojects are large-scale, complex ventures that typically cost \$1 billion or more, take many years to develop and build, involve multiple public and private stakeholders, are transformational, and impact millions of people".

-Wikipedia

# “Chaos Pilots”



“Chaos Pilots are people who can creatively lead a project through uncertainty. They have the ability to create structure within chaos and take actions. Leaders that are chaos pilots are able to drive a team forward on a project even as the environment around them fluctuates.”

- Furr, Nel, Ramsøy, Harvard Business Review Article

## If Your Innovation Effort Isn't Working, Look at Who's on the Team

by Nathan Furr, Kyle Nel, and Thomas Zoëga Ramsøy

November 09, 2018



Andy Roberts/Getty Images

# Lessons Learned



“What do GAO’s high-level conclusions, based on two decades of research and analysis, tell us about the nature of [Mega] Project failure?”

...Simply put, project failure is a people problem.”

- *“The Hard Stuff is ‘easy’...  
the Soft Stuff is Difficult”*



# Developing Organizational Alliances



- Best Practices
- Brand
- Sales
- Reputation
- Value Add
- Situational Awareness

# Maintaining Organizational Alliances



- Co-Location
  - A note on COVID...
- Mutual Trust
- Right Tools
- Right Procedures
- Partnering and Chartering



# Developing Personal Alliances



- Reputation
- Symbiotic Relationships
- Humility
- Emotional Intelligence

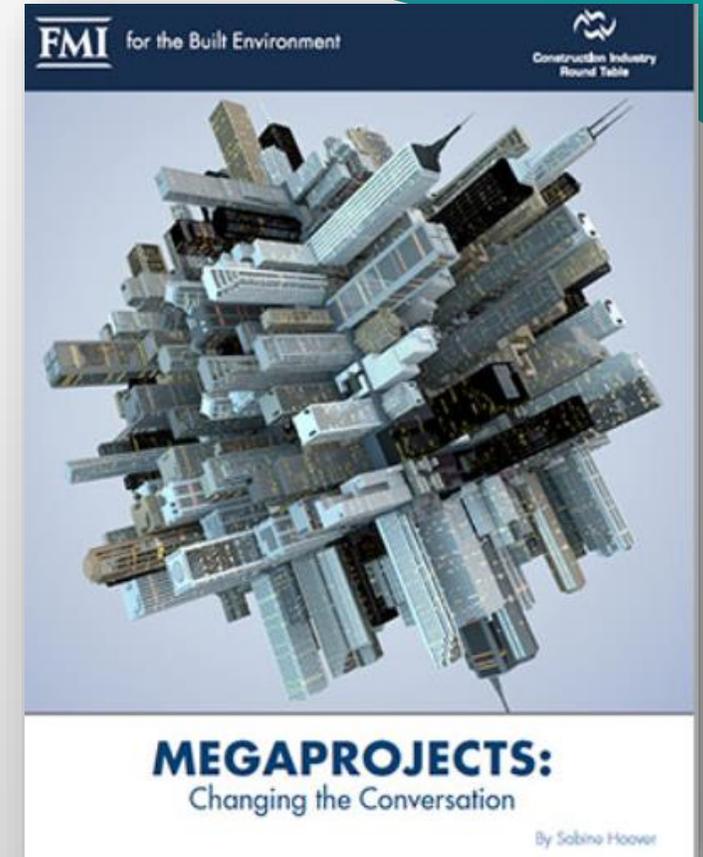
# Developing Personal Alliances



- Emotional Intelligence Training and Focus
- Soft Skills Focus
- NASA Paper and other Foundational Documents
- Emotional Bank Accounts

“One of the key concepts that keeps bubbling to the surface is trust. It is the basic emotional state that can make or break entire project teams and associated outcomes.”

- Sabine Hoover, FMI Article



# Questions & Answers



# Point of Contact



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10-week Program Management Course  
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