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The Contract is Signed. Now What?

How good projects drift, and how effective contract management brings them back



MAX. GROSS	30 480 KGS.
TARE	67 200 LBS.
WGT.	2 210 KGS.
MAX. CARGO	4 870 LBS.
CU. CAP.	20.2 CU. M.
	82.330 LBS.
	33.2 CU. M.
	1.170 CU. FT.



A project in trouble.

When did the problem begin?

A low-angle shot of a man in a red hard hat and blue denim shirt looking up at a massive industrial smokestack. The scene is set at a power plant with complex piping and structures. A green sign with white text is visible on the right side of the frame.

The dispute is only what we can see.
Small signals. Late decisions. Hard positions.

废气排放口
企业名称 华能（天津）发电有限公司
排放口编号 FQ-LG069
污染物种类 查阅副本
天津市环境保护局监制

Contract management is a delivery system

The background image shows three men wearing yellow hard hats and safety glasses, standing on a construction site with rebar visible. They are looking at a set of documents held by the man on the right. The man on the left is wearing a blue shirt, the middle man a light blue shirt, and the right man a green and white striped polo shirt. The scene is outdoors with trees in the background.

SEE EARLY

**ACT
CONTRACTUALLY**

**PREVENT
ESCALATION**

What would you watch every month?



What would you watch every month?



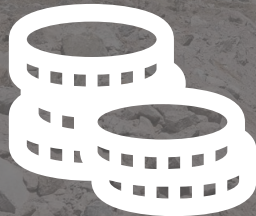
TIME



QUALITY



DECISIONS



COST



RISK

Spot the signal

90 seconds with the person beside you

Time elapsed

45%

Planned progress

38%

Actual progress

24%

Site access

70%

Drawings overdue

14

Payment delay

51 days

Contractor notices

6

Decisions pending

9

Which three signals matter most? What should management do this week?

A report should trigger a decision.

Not merely describe the past.



A background image of a construction site. In the foreground, a man wearing a yellow hard hat and an orange shirt looks towards the camera. Behind him, several other workers in hard hats and safety vests are working on a structure with many vertical rebar rods. The scene is outdoors with some greenery in the background.

A change occurs.

The utility conflict affects sequence, time and cost

Which is most dangerous?

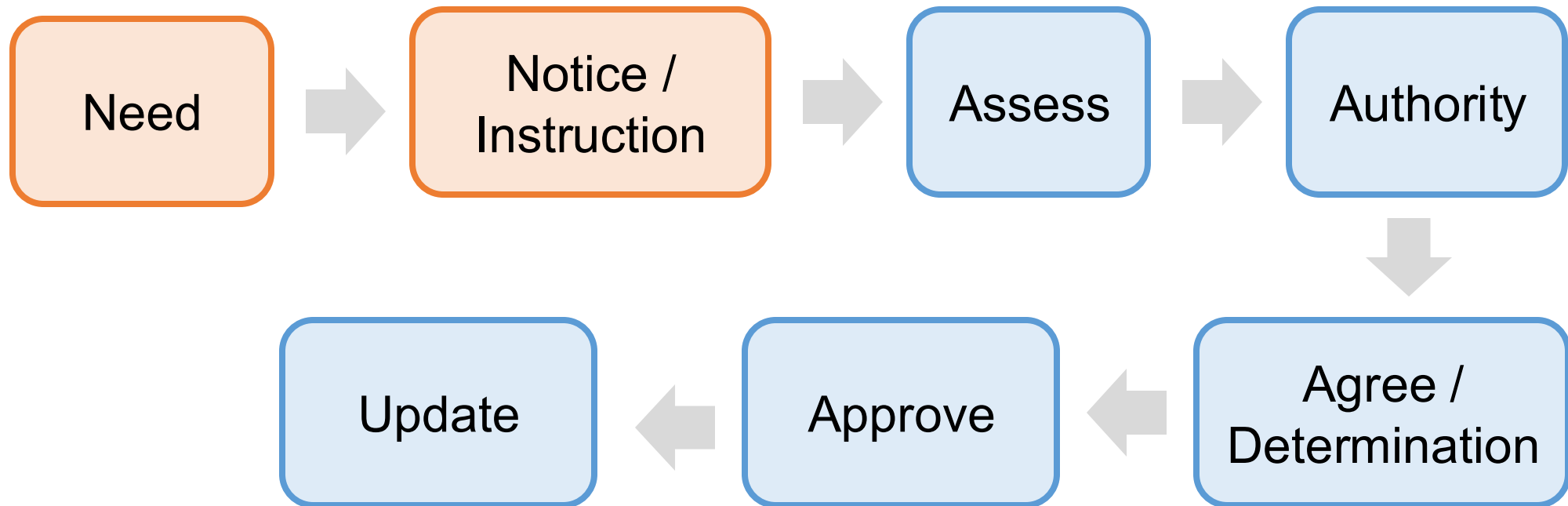
VARIATION

CLAIM

**WE'LL SORT IT
OUT LATER**

Change is a process

Not a number



Scope • Time • Cost • Risk • Funding • Programme • Records



Who can instruct?

Records are the project's memory

Five Questions - for every important record

1 What happened?

2 When?

3 Who was responsible?

4 What did the contract require?

5 What action followed?

An aerial photograph showing a large-scale industrial operation in a tropical forest. In the foreground, a drilling rig stands on a cleared patch of land, surrounded by various pieces of equipment, including a red crane and several blue storage tanks. A large, billowing plume of white smoke or steam rises from the site, extending into the sky. The background features a vast expanse of dense green forest, with distant mountain ranges visible under a cloudy sky.

Six months behind

Competing stories. Incomplete records. Unanswered notices.

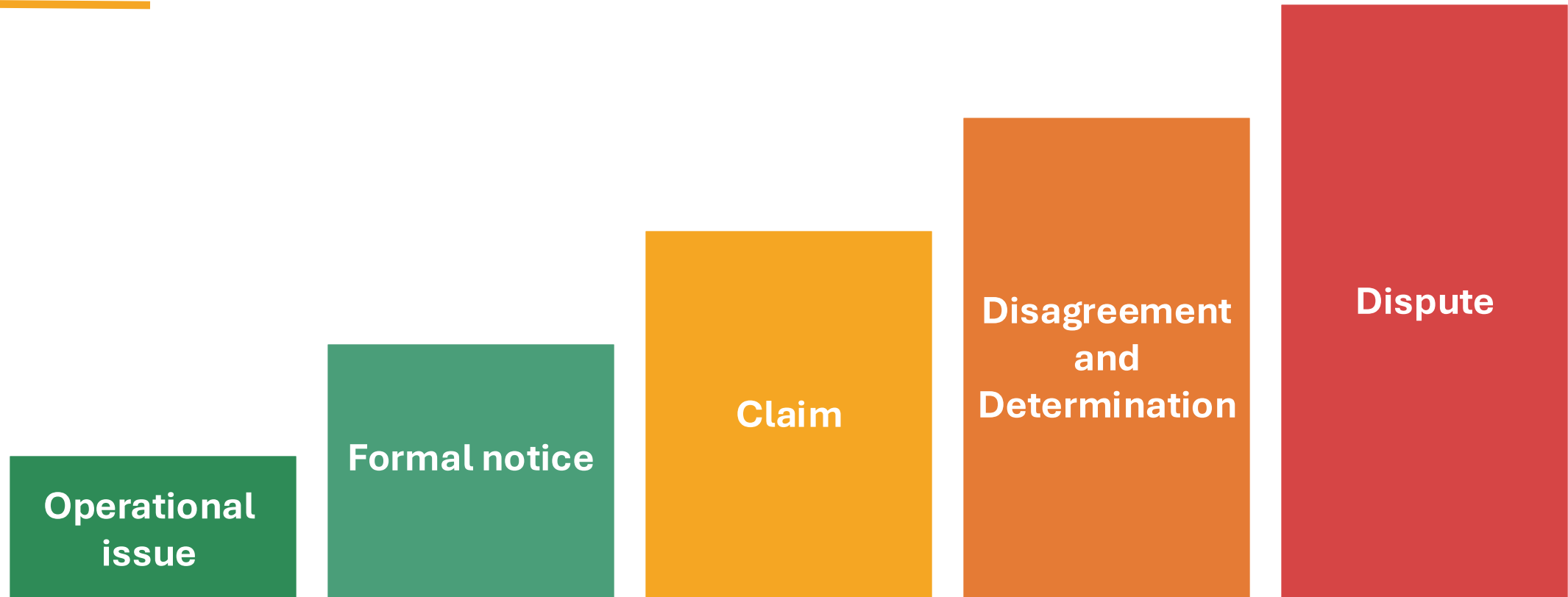
Your decision

Four minutes in groups of 3-4

- 1. What facts do you need?**
- 2. What happens in the next 7 days?**
- 3. Who owns each action?**
- 4. What must not happen?**

The Escalation Ladder

Resolve early, without suppressing legitimate entitlement

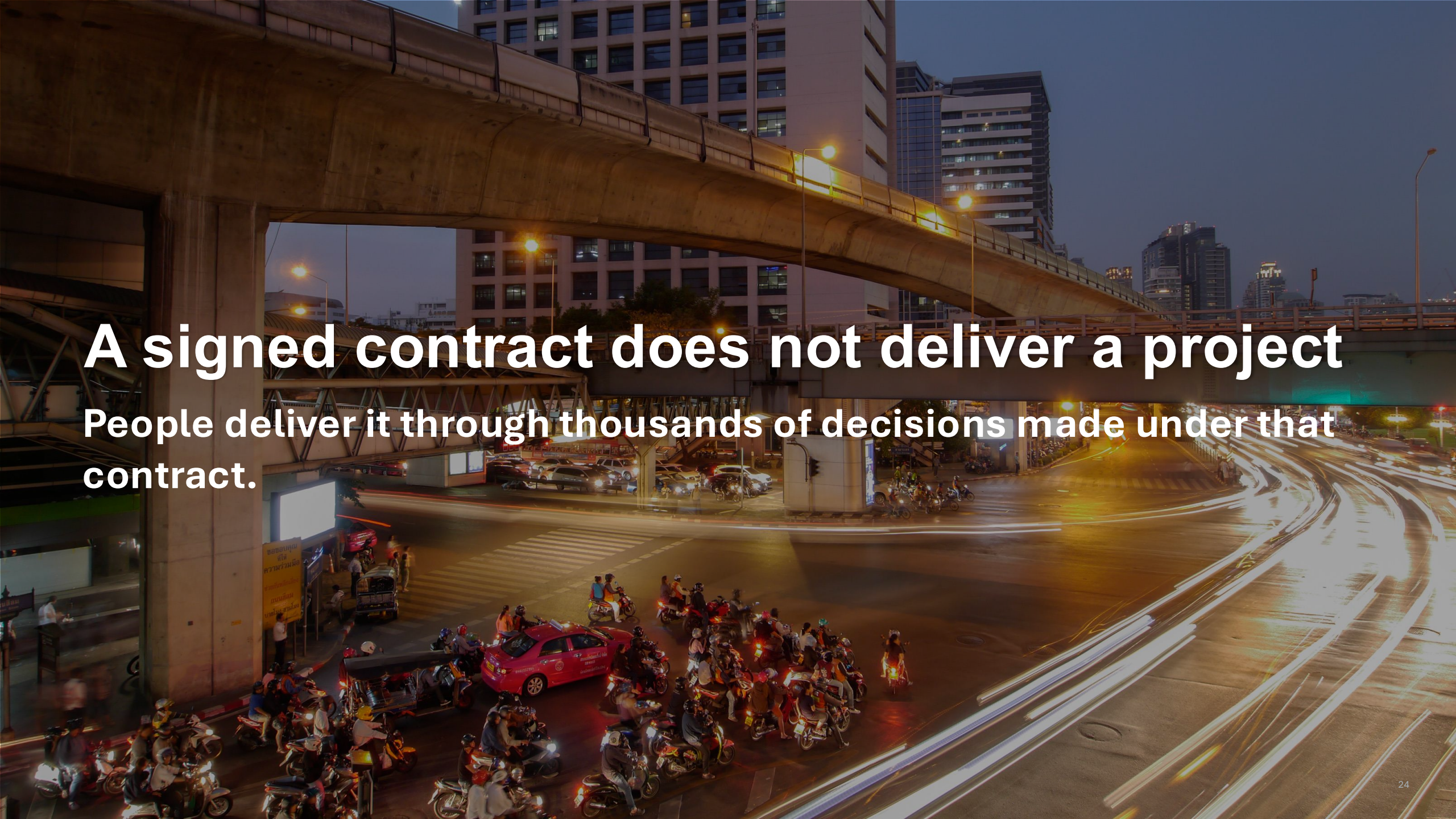




When did the project first go wrong?

An aerial photograph of a large dam and reservoir. The reservoir is filled with dark green water and is surrounded by dense, lush green forest. The dam itself is a long, concrete structure with a spillway on the right side. To the left of the dam, there is a small cluster of buildings with green roofs and a parking lot. The surrounding landscape is a mix of forest and cleared areas, with some rocky terrain visible near the dam. The text "SEE EARLY. ACT CONTRACTUALLY. PREVENT ESCALATION." is overlaid on the left side of the image in large, white, bold, sans-serif capital letters.

**SEE EARLY.
ACT CONTRACTUALLY.
PREVENT ESCALATION.**

A long-exposure photograph of a busy city street at night. A large concrete overpass dominates the upper half of the frame. Below it, a multi-lane road curves to the right. Light trails from cars and motorcycles create bright, streaky patterns on the road surface. In the foreground, a large group of motorcycles is stopped at a traffic light, with a red car visible among them. The background shows several tall buildings with lit windows under a dark sky.

A signed contract does not deliver a project

People deliver it through thousands of decisions made under that contract.