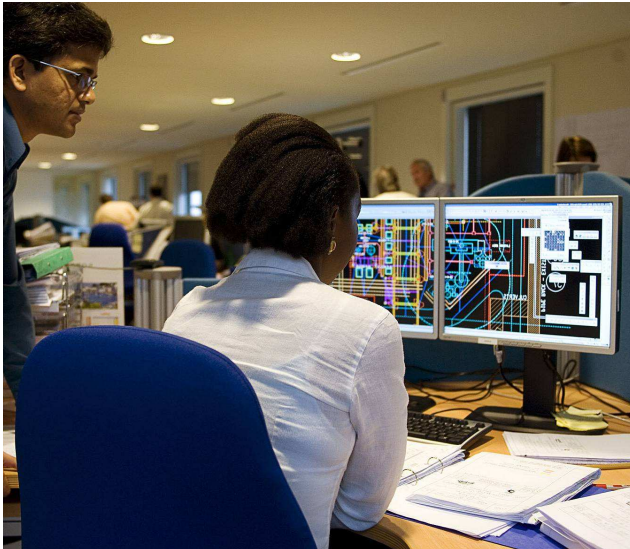




How to find the project managers for big projects?



Thierry Pilenko
IPMA Roma, Nov. 10th, 2008

Technip

Technip today

Worldwide leader in engineering, project management and technologies, serving the oil & gas industry for 50 years

- ▶ **23,000 employees in 46 countries,**
- ▶ **Industrial assets on 5 continents, a fleet of 19 vessels (end 2010)**
- ▶ **2007 revenues: €7.9 billion**



Solutions across the value chain

What is a big project ?

Magnitude

- ▶ Value (> € 1bn)
- ▶ Large project team (>200 p.)
- ▶ EPC scope

Execution set-up

- ▶ Partnership complexity: JV, consortium
- ▶ Multitude of operating centers

Environment

- ▶ High cultural differences
- ▶ Logistics challenges

PAZFLOR
Source: TOTAL

Mega projects & human challenges

Qatar LNG

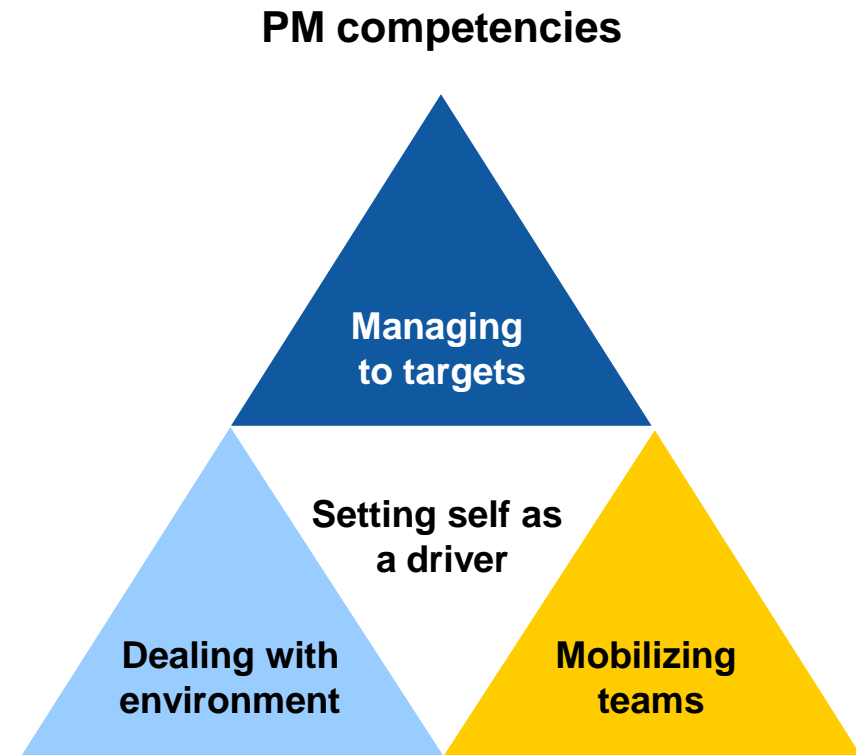
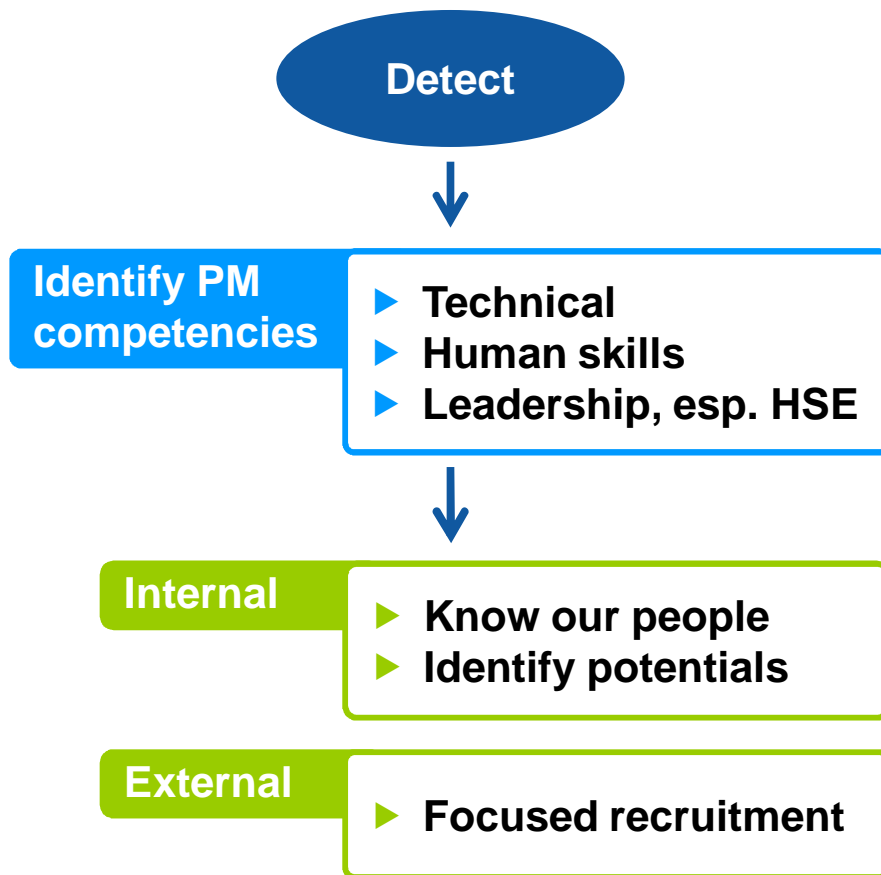


► Key figures for each of the 3 concurrent projects:

- Value : about \$ 4 Bln
- 25,000 people at peak
- 80 nationalities

**Project managers must be outstanding
multicultural managers**

How to find the project managers?



As complexity rises, soft skills and attitude make the difference

How to find the project managers?

Develop

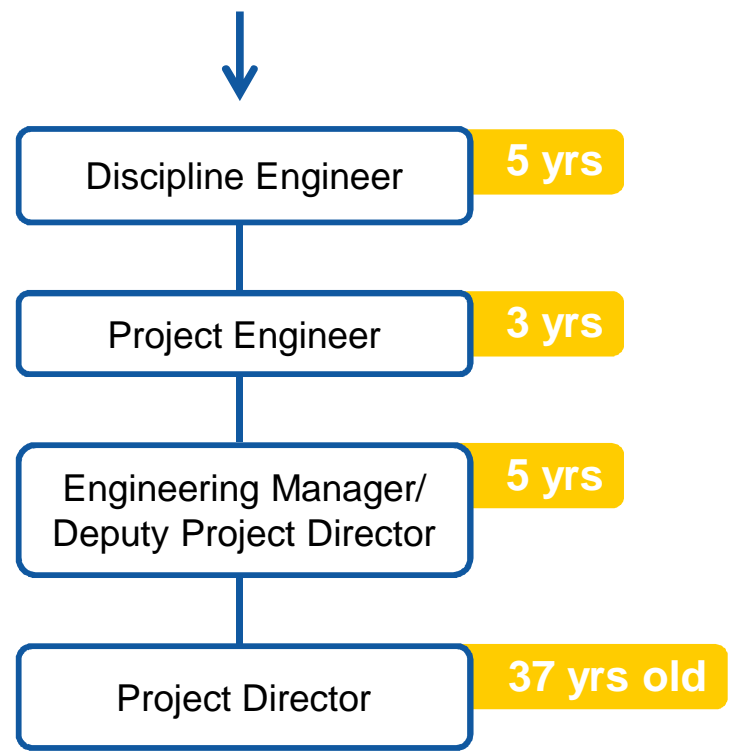
Content

- ▶ Fast track career development
- ▶ Transfer know-how from senior to junior

Enabler

- ▶ Management to impose young at senior positions, client to allow
- ▶ Coaching & Training

Graduate Engineer, 23 years old





**More than ever,
the key challenge of our industry at large is
developing our human capital**