



The Story of Project Health Control

Project Health Control (or PHC for short!) is a game changing concept that if applied properly to major projects can result in massive reductions in the cost and duration of those projects. Reductions measured against the industry norm; what the world thinks it should cost based on what these projects did actually cost as a matter of historical record.

This article is prompted by a question from a very high profile go-getter individual in Nigerian industrial politics that he asked in a recent sales meeting. The question is simply this:

When and where has PHC been used successfully? and what great results did it bring to the projects it served?

Normally when asked a question like that it brings a huge sigh as I relate my tired old response, "the concept has been built up over quite a few years from its first conception way back in 1998 when Silvianos and I worked a DCS (Distributed Control System) revamp project for Agip Oil on a platform field offshore Tripoli. Simple objective to generate a set of 'Invitation To Bid' documents for issue to prospective revamp service contenders.

But the notable fact is that I alone (me only, just me, myself!) did ALL of the work to produce these documents and the invoices that we issued over those few months were significantly less than what Agip Oil paid for it after successive generous markups in the chain of supply from Silvianos and me at the bottom, to Agip Oil, the project owner. And a fun fact; when poised to publish the results in the form of an inducement to project owners everywhere:

*Here's what you are prepared to pay, here's what it actually costs.
How about splitting the difference? Look at the graphs, see the
mutual advantage and now where's the contract?*

When I showed this to Agip Oil's Mr Bassoon, he asked me very kindly to avoid his professional embarrassment that I never show this! Because the costs that I understood Agip Oil had incurred on this contract were in fact far more even than those stated in the graphs. If you are reading this now Mr Bassoon, please, surely 26 years later I can publish those graphs, and surely you would forgive me for that.

So, still to the question, about PHC's past use, and the reasoning behind my sighing response. From that small beginning on that relatively tiny project, I reasoned that the proposition would be easily taken up by the whole industry (Oil & Gas). Where costs and timescales for projects are hugely inflated, and where there is a hungry (greedy?) workforce all who would be eager to share in the calculation of the differential between the norm and what could be achieved by a committed workforce all working tirelessly to bring the project in early, and at lowest cost.

How wrong could I be.

And then started the months and years of trying to build this Project Health Control methodology to a point where it could be brought to market. Which we attempted on two occasions, the first in our campaign of 2016 and the second that is currently in full swing since early 2024. Soon to end hopefully in a successful conclusion as we enter the Power Integration field in Nigeria's Akwa Ibom State implementation of its innovative ARISE agenda (wish us luck).

And still to the question about PHC's success record. And to my answer which is that PHC has evolved incrementally over this past 26 years as each of my contracts across a varied range of consultant roles I used as a testing ground for my radical ideas about efficiency in projects.

It dawned on me while looking back over these years of experience that my entire contracting career and **the story of PHC** are completely and irreversibly entwined. So here it is, my career laid out over 26 indexed nuggets with a small annotation of how the PHC methodology was used, the impact it had, and how it developed over the course of that numbered experience.

What I'm asking of those who have known me over this long 26 years.

If you look down the 'experiences in my LinkedIn profile and recognize any that we shared, please have a look at the corresponding number in the experiences listed

below and open the pdf 'breakout' for that experience that includes a description about what was relevant to PHC at that time. Then if you feel inspired, please find it in your heart to write a little something, either directly on the experience in my LinkedIn account, or in an email to me at david.winter@order-efficiency.com

Please write a short testimonial about: your impressions of me as a professional, my passion for pushing this unconventional idea forward, and any insights into how my vision has evolved or impacted you personally or professionally.

Disclaimer - Recognizing the Sledgehammer Managers of Industry.

In the early days of my career it was the industry norm to have rough and ready project teams where the Project Manager could be heard shouting from his room at the end of the corridor. It was the way things were done in those bad old days and that human trait of Sledgehammer Manager was both common in project management and begrudgingly admired by the downtrodden, long suffering staff. Almost a prerequisite quality for inclusion in the CV in those times.

Now, I've come across probably more than my fair share of Sledgehammer Managers in my time and may even have been considered to be one, by a few of my contacts over these years. For me, for all the relationships over the whole of this past 26 years, all is forgiven. And if that forgiveness is not reciprocated then bring it on! this is your chance to let rip. I can take it! and **rest assured that I will publish it (if you like).**

All Experiences 1 to 26

Individual Experiences (reverse chronological order)

[26 - 2023 - Risk Engineer - Worley - Casablanca-Settat, Morocco \(On-site\)](#)

[25 - 2022 - Risk Management Consultant - Worley - Saudi Arabia \(Remote\)](#)

[24 - 2022 - Risk Management and SRA Consultant - Turner Townsend - Manchester, UK](#)

[23 - 2021 - Interim Project Manager - Sensia Global - Maldon, Essex, UK](#)

[22 - 2018 - Risk and Change Management Engineer - KPO - Aksai, Kazakhstan](#)

[21 - 2016 - E&I Superintendent - Saudi Aramco - Saudi Arabia](#)

[20 - 2014 - Risk Assessment Engineer - TOTAL - Antwerp Area, Belgium](#)

[19 - 2012 - Project Controls and Risk Coordinator - Chevron - Cabinda, Angola](#)

[18 - 2010 - Project Controls and Risk Engineer - Snamprogetti \(Eni - Zubair\) - Milan, Italy](#)

[17 - 2008 - General Manager / Project Manager - Order Efficiency Ltd - UK and Nigeria](#)

[16 - 2008 - Project Coordinator - JGC Ltd \(Petrovietnam\) - Dung Quat Refinery, Vietnam](#)

15 - 2007 - Risk and Interface Coordinator - OKLNG Project (Nigeria/UK) - London, UK

14 - 2006 - Project Controls and Risk Engineer - Atlas International- Lagos, Nigeria

13 - 2005 - Software Systems Manager - Vetco Gray Controls Ltd (Shell) - Bristol, UK

12 - 2003 - IAS Field Coordinator - ENI (Agip Gas) - Wafa Desert, Libya

11 - 2002 - Programme/Project Coordinator - London Underground Ltd - London, UK

10 - 2001 - Project Management Consultant - Agip Oil Co (Libyan Branch) - Tripoli, Libya

09 - 2001 - Asset Survey – LUL Stations - London Underground Ltd - London, UK

08 - 1999 - Project Coordinator - Marconi Communications Ltd (LUL) - London, UK

07 - 1998 - Project Manager - Britannic Overseas Engineering Ltd - Milan Area, Italy

06 - 1998 - Project Control Analyst - Order Efficiency Ltd - London, UK

05 - 1998 - PLC Applications Engineer - Silvertec (UK) Limited - West Sussex, UK

04 - 1990 - Design and Commissioning Engineer - ICS Triplex - London, UK

03 - 1990 - Software Engineer - Thorn EMI - London, UK

02 - 1986 - Senior Design Engineer - ICS Triplex - London, UK

01 - 1981 - Product Engineering Manager - Electronic Automation Ltd - Hull, UK

