

Dr Dimitris N. Antoniadis
PhD MSc BEng(1st) CEng
FAPM FCFMI MIMechE

- 30+ years experience in Programme and Project Management positions having covered project phases from concept to handover and operation / maintenance.
- Held Senior Management posts in major utilities, infrastructure and construction organisations delivering programmes of works such as, Egnatia Odos (£3.2Bn), Southern Water Capital programme (c£1.5Bn), UK Power Networks (c£1.1Bn), Thames Water Engineering Capital programme (c£1Bn), BAA-Heathrow East Terminal (£1.4Bn), Nottingham Building Schools for the Future (£250M).
- Designed, set up and managed a number of Programme Management Offices (PMO) with wide range of responsibilities, including responding to Parliamentary questions on a multi-billion budget programme of works.
- Led / co-led major transformation programmes of work to which the PMOs played central role in covering interfaces, upstream to Executive Management and other Directorates, as well as downstream to delivery by Alliance organisations.
- Senior Lecturer on Project Management and Project Control and regularly presenting at International Conferences, as guest speaker, on the subject of project management.
- Author of the book '*Demystifying Project Control*'. Published a number of journal and conference papers and contributed chapters in books on complexity, leadership and other project management topics.
- Awarded the PhD, from Loughborough University, for research on the subject of 'Managing Complexity in Project Teams'.
- Fellow member of a number of UK Institutions and reviewer for various Journals.

**DAnton progm
Director**

2018 to Date

Provide technical expertise, assessments and advice to a number UK and International organisations in the fields of Programme Management Office, Project / Programme Management and Governance, Risk Management, Transformation programmes, Project Control as well as managing complexity in projects, in support of specific business needs. Also carried out extensive training on the above areas.

**London Metropolitan College / University of West London
Senior Lecturer**

2019 to Date

Designed and led to the approval of the first BSc Degree in Project Control. Course Leader and lecturer on BSc Project Control course and Senior Lecturer in Project Management BSc delivering various modules. Delivering also specialist lectures to the MSc Project Management postgraduates. Also, providing training and assessment of organisations in all the fields of complexity and project management.

UK Power Networks (UKPN)

Head of Programme Management Office (PMO)

2012 to 2018

Reporting to the Director of Capital Programme & Procurement (CP&P), I set up a lean PMO that supported Investment Delivery, Engineering Design and other disciplines within the Directorate. The Directorate delivers c£250M p.a. Capex (both regulated and un-regulated by c500 projects) and the department acted as the interface, at various levels, between CP&P and the other Directorates.

As CP&P Senior Manager I represented the Directorate in the weekly Governance Portfolio Board gated review and approval of projects and I was responsible for the resolution of issues relevant to the Directorate expenditure and delivery of regulated outputs.

I set up and rolled out all the PMO and project control processes for the company as well as the four Alliance Partners, using Primavera P6 as the basic tool.

The PMO interfaced with all other Directorates for the establishment of regulated programme outputs, monitoring and reporting on the Directorate performance targets and annual expenditure.

As Head of PMO and member of the Governance Portfolio Board I developed, agreed and rolled out the revised governance processes for the programmes of work and projects and the level of authority allocated to Programme and Project Managers. I also designed and rolled out the Risk & Opportunities and Issues Management governance process and established the Risk Advisory Board, as part of the project Governance process.

Co-led the Business Transformation Workstream – Projects Delivery. We changed all process and systems, moving to an Enterprise Resource Planning (ERP) system using SAP and Primavera.

As owner of the PM processes and responsible for the career development of the PM practitioners, I set up the UKPN PPM Academy and run frequent training sessions on project management processes, structured on the APM BoK. I have also set up the Knowledge Management systems and approach to utilising 'corporate and directorate memory'.

Carillion Plc

Operations & Compliance (Programme) Manager / Bid / Project Manager

2007 to 2012

As Programme / Operations & Compliance Manager I reported to the MD of the Nottingham Local Education Partnership (LEP) and programme managed the delivery of the Nottingham BSF and other works awarded by the Council. The role involved monitoring and reporting on construction progress of c25 PFI and D&B schools/projects. I dealt, not only with the Construction Directors, but also with the various Heads of Schools and teaching personnel and resolved issues concerning delivery and functionality of schools from concept to handover, operation and facilities management (c £250M).

I was also responsible for monitoring and reporting on H&S issues to the LEP Board.

From 2008 to 2010 I led, as Bid Manager, the Cambridgeshire BSF tender (wave 1 worth £121M, for a programme of £580M) and three other PFI and D&B bids - Belmarsh prison (£110M) and two BAA bids (£70M and £120M).

I also project managed the initial stages of a 229 luxury apartments project (£110M), wrote a report for setting up a company Programme Management Office and advised on project control issues.

BAA Plc

Project Execution Manager – Heathrow East Terminal

2006 to 2007

Reporting to the Head of Construction

- Responsible for the implementation of all the Programme and Project Management processes,
- Set up the processes for the integration of the two Complex Build Integrators who together with the BAA team and the team of Designers will deliver the £1.4Bn construction of the new Heathrow East Terminal (HET) in the heart of the Central Terminal Area of Heathrow,
- Developed the Complex Build Integrators' Project Management Questionnaire and Evaluation process and was part of the evaluation committee of all eight submissions on 'How Complex Build Integrators will Project Manage',
- Wrote the HET Programme Execution Plan and the initial Design Management plan,
- Developed the original Work Package Execution Plan which was used as the tool to manage all contracts and subcontracts which were to be based on NEC contract.

Turner & Townsend Project Management

Senior Project Manager

2002 to 2006

Project managed on behalf of Government Clients a number of design and build fit-out projects. Total value between £10M to £15M. All projects started from feasibility stage. Clients were the:

- Office of Rail Regulation (ORR); D&B relocation and fit out; Contractor: Overbury
- Independent Police Complaints Commission (IPCC) 3 offices, London, Leeds, Loughborough (near); D&B contracts different types of works; Main Contractor INSPACE and a number of services subcontractors,
- Security Industry Authority (SIA); Feasibility and D&B Contract set up for relocation and fit out.

Programme Office Manager for the BAA Terminal 3 programme of works. Worked with the Head of Projects advising and providing support for the delivery of the c£300M, three year, Programme of works. Coordinated works and interfaces with utilities such as EDF and BT and worked on programme level supply chain.

The programme value was approximately £300M and consisted of four major projects and 25 small. All projects were delivered on time and to, or below the expected budget. My role included providing advice to the six BAA Project Managers, who reported to the Head of Projects, and their respective teams, on Programme and Project issues (scheduling, commercial, financial, etc) in terms of Company wide Capital expenditure.

Thames Water UK & Ireland

Programme Office Manager

1999 to 2002

- Set up the Programme Office and managed a department of 35 personnel (planners, estimators, quantity surveyors and administrators),
- Operated at Programme level and advised Senior Management on Programme performance issues (14 programme areas). Represented TW Engineering Directors in Capital Advisory Group meetings, driving the delivery of a c£220M per annum Capital Expenditure Programme,
- Actively participated in the creation, forecasting and monitoring of the £5bn five-year TW Asset Management Plan 3 (AMP 3) on behalf of TW Engineering,
- Developed the feasibility report, communicated to all stakeholders and led through all Capital expenditure approval stages the Integrated Project/Programme Management System project. The project aimed at integrating all project/programme support and capital management activities, minimise duplication of effort and improve speed of reporting and decision-making,
- Developed, communicated, to six construction Partners, and led the setting up of the TW Engineering Alliance project and programme office system. The aim was to develop a seamless and transparent project reporting system that will minimise utilisation of direct project support overheads and it was based on green book contract,
- Developed and delivered training to a large number of Project and Programme Managers on Finance for Project Managers and Project Control for Project Managers,
- Leader of the ERP Transformation project. Defined and communicated the vision and the project Delivery processes to Directors of the TW UK&I Board.

Halliburton Brown & Root (H B&R)**Programme Office Manager (overseas)****1997 - 1999**

As a member of the HB&R Project Management team worked for/with Egnatia Odos S.A. – Greece - client organisation, for the largest road construction project in Europe (£3.2bn, 680Km).

Reported to the Project Director and the General Manager and managed 51 personnel.

- Led the re-definition of the project into a programme of works with new time and cost targets. Together with the Project Director communicated and agreed all findings to the various stakeholders (the Board, General Manager and other parties),
- Established and structured the department, including detailed job descriptions, presentation and acceptance by the Board and the General Manager and interviewed in excess of 100 people,
- Successfully established the company Programme/Project Management System and all the relevant processes and was audited and commended twice by the European Commission inspectors,
- Responsible for answering to Parliamentary questions on the programme of works,
- Proposed and agreed, with Senior Management, Capital expenditure for funding applications to the European Community. Reporting directly to the appropriate government ministries in order to establish countrywide funding and expenditure policy,
- Prepared the MIS strategy that should see the Client organisation requirements well into the O&M stage. This will be carried out via the I.T. and G.I.S. units. The report also proposed and described the installation of ERP using SAP. Project Managed the Y2K project.

Southern Water / McDowells Ltd**Programme Office Manager****1994 – 1997**

Classed as an expert on Project and Programme Management techniques I advised and supported all management levels of the engineering division with an annual CAPEX of c£250M.

- Established the PMO department and wrote all relevant procedures. Increased the sales of services by threefold in the second year of my employment,
- Developed and led the implementation of a company-wide transformation project for the installation of the Project Management System using Artemis software tools,
- Developed and oversaw the training in excess of 200 staff on Project Management concepts,

Balfour Beatty Projects & Engineering Ltd**Project Manager & Project Control Manager****1988 – 1994**

- Project Manager on the Shajiao PS Boiler BOP (£30M). Successful delivery on time, cost and quality of the design, procurement and shipment to China of all power station boiler BOP equipment. Managed the design organisation and 12 suppliers,
- Project managed a number of other projects and bids,
- Carried out project control on a large number of projects of various budget sizes in the Power generation, Water and Rail industries.

Alexander Proudfoot Int SA, Belgium - Senior Management Consultant**1987 - 1988****Design Technologies Ltd - Research & Development Engineer****1986 - 1987****ATLAS Diesel Repairs Co., Greece – Assistant Workshop Manager****1981 - 1983****Education**

- Doctorate of Philosophy - Part Time PhD. Thesis: 'Managing Complexity in Project teams'
Loughborough University **2005 – 2009**
- MSc in Project Management – Reading University **1996 – 1998**
- BEng (1st Class Honours) in Mechanical Engineering - Middlesex University **1984 – 1987**

Summary of Publications / Academic and other activities

Books / contributions to
Authored: " Demystifying Project Control "
" Chaos and Complexity Theory for Management: Nonlinear Dynamics ". (Ed.) S.Banerjee Chapter 1: Leadership style and the management of the effects of complexity Chapter 2: Teams and Complexity – merging theories towards a Finite Structure
"Construction Project Management Compendium". (Ed) F.M. Arain Chapter 3: A Framework for the Management of Complexity in Projects
"International Centre for Complex Project Management – Complex Project Management – Global Perspectives and the Strategic Agenda to 2025" Part V: Managing Complexity of Interactions in Projects – A Framework for Decision Making

Journal	Title
1. International Journal of Project Management (IJPM) – Vol. 19(7), 2011 D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	Socio-organo Complexity and Project Performance.
2. White paper	Socio-organo Complexity and Project Performance – Further Thoughts
3. Project Perspective – IPMA annual Journal – Vol XXXIV, Sep-11 D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	Structuring of Project Teams and Complexity
4. International Journal of Construction Project Management (IJCPM) - Vol.3(1), 2011 D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	A Framework for the Management of Complexity in Projects
5. International Centre for Complex Project Management - Contribution to Task Force Report. September 2011 D.N. Antoniadis	Part V; Managing Complexity of Interactions in Projects: A Framework for Decision Making
6. Journal of Civil Engineering and Architecture (JCEA) - Vol.5(2), 2011 D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	Rethinking Project Organisation and Management
7. Journal of World Complexity Science Academy. – Nuova Atlantide Year XXVII – No1 – Jan/Apr 2012 D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	On Selection of Project Team Members and Complexity
8. CIB (International Council for Building) – Work Stream 117 Journal for the Advancement of Performance Information and Value D.N.Antoniadis	Complexity and the process of selecting project team members
9. Business Systems Review Vol 2(2)	Leadership Style and Socio-organo Complexity: Managing its Effects
10. Project – the APM Magazine (with editor) D.N. Antoniadis	Project Interfaces

Conference	Title
1. ICSU – December 2010 - Hong Kong D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	Socio-Organo Complexity and Project Performance
2. ICSU – December 2010 - Hong Kong	A Framework for the Management of Socio-Organo Complexity

Conference	Title
D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	
3. PM-05 – May 2010 - Greece D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	Framework for Managing Complexity of Interconnections in Projects
4. GICC09 – September 2009 - UK D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe, R.McCaffer	Complexity of Interconnections and the Selection of Project Team Members in Construction
5. ARCOM09 – September 2009 - UK D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe, R.McCaffer	Complexity Effect of Project Team Selection Practices in Construction
6. PM-04 – May 2008 - Greece D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe, R.McCaffer	Exploring complexity in construction projects
7. ASCE07 – May 2007 - USA A.Panas, F.T.Edum-Fotwe, D.N.Antoniadis, J-P.Pantouvakis	Investigating the Changing Role within PM Teams in AEC Projects
8. ARCOM06 – September 2006 - UK D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	Project Reporting and Complexity
9. ICEC-IPMA – April 2006 - Slovenia D.N. Antoniadis, F.T.Edum-Fotwe, A.Thorpe	An Initial Review of Project Reporting in the Context of Complexity
10. ICEC-IPMA – April 2006 - Slovenia M.Azinim, A.Panas, D.N. Antoniadis, F.T.Edum-Fotwe	Exploring Risk Management Practices of Project Staff
11. PM-03 – September 2004 - Greece D.N. Antoniadis	Case Study: London Heathrow Terminal 3 – Pier 6 Project Control
12. IPMA – June 2004 - Hungary D.N. Antoniadis, J-P.Pantouvakis	“Who Works for Whom, Why and How”: - A Review of Resource and Project Management Issues in a Client Organisation
13. ISEC-02 – September 2003 - Italy D.N. Antoniadis, A.Thorpe	Evaluation of risks using 3D Risk Matrix

Guest Speaker at Conferences

1. Aristoteleio University – Greece.
May17 – Thessaloniki: Topic – ‘Information Management and Management of Complexity’
2. Advanced Project Management for the Utilities and Power Generation Industry
 1. Dec-13 – Berlin: Topic – ‘Delivering Programmes of Work in a Collaborative Environment’
 2. Oct-14 – Amsterdam: Topic – ‘Reporting and Complexity. Are there links between the two?’
 3. Oct15 – Berlin: Topic – ‘The effects of Complexity on Project Performance’
 4. Oct-16 – Prague: Topic – ‘The Programme Management Office and the Complexities in supporting the Management of Large number of Small Projects’
3. International Symposium, Chaos, Complexity and Leadership
Dec-12 – Ankara: Topic – ‘Managing the Effects of Complexity through Leadership’

Other articles	Details
Diaspora - looking back to my roots but working afar from Ithaki	PMGreece Journal – June 2004
Integrated Project Management System – Report	TWE Report - Integrated Project Management System – March 2000
Project Services Office Manager's Behaviour	APM-Project article – March 1999

Events

IPMA 2012 Congress – October 2012
Chair of Complexity Special Session
Scientific Committee Member to the Congress

International Symposium December 2012

International Science Association Chaos, Complexity and Leadership
Guest Speaker
Delivered two lectures to the Ankara University Post Graduate Students
Member of the Advisory Board

Institutional and other activities**Academia.EDU**

Editor

Reviewer of papers for the following Journals

1. International Journal for Project Management
2. Construction Management & Economics
3. Engineering Civil and Architectural Management
4. Journal of Industrial Engineering
5. Issues in Business Management and Economics
6. International Journal of Management and Decision Making

International Centre for Complex Project Management

Member and contributor to the Centre's Strategy document to 2025

Association for Project Management

Fellow of the Association for Project Management and Treasurer / Committee Member
Thames Valley Branch.
Represented the APM as Member of the Committee for the Evaluation of the Thames Valley
University MSc in Project Management

PM Greece

Founding member of the Project Management institution in Greece