



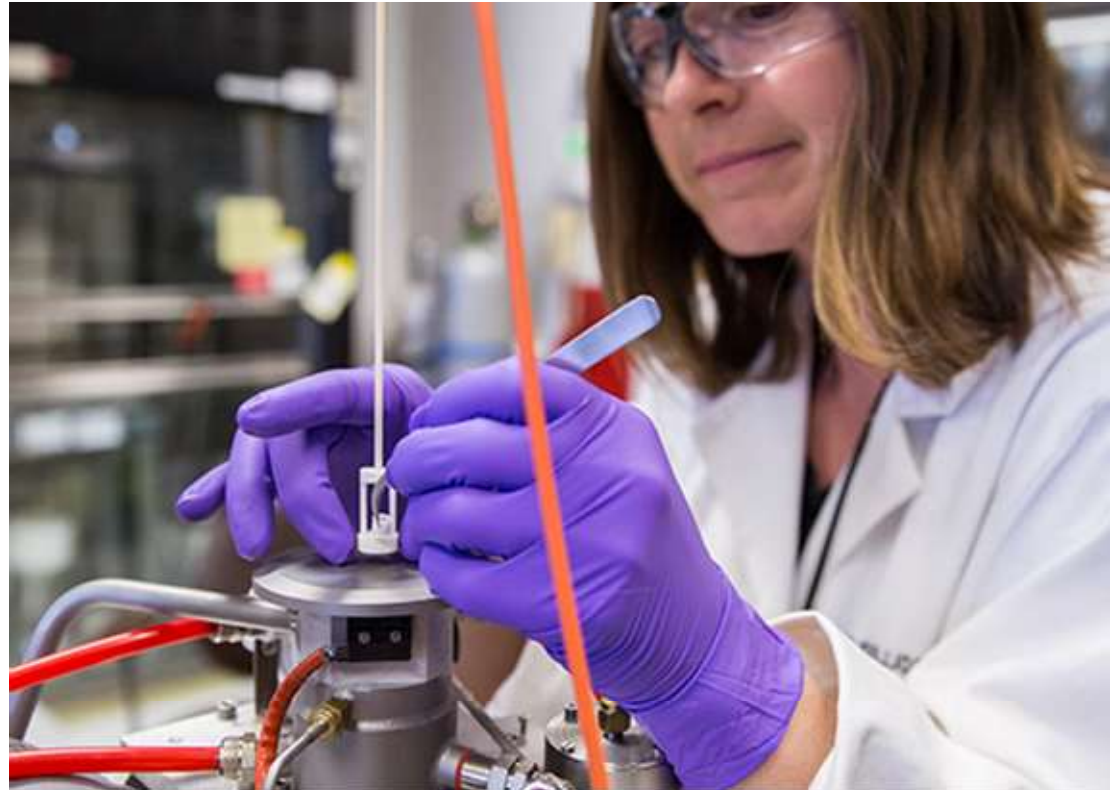
Canadian Nuclear
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Canadiens

Project Definition – The Least Appreciated Most Important Phase.

Orvil Dillenbeck P.Eng
Manager S&T Strategic Infrastructure.
Canadian Nuclear Laboratories

LS0

2025 MAY 13



Slide 1

LS0 [@Dillenbeck, Orvil] Great content! Consider adding some images to enhance the presentation
Laroche, Sherry, 2025-03-27T12:55:11.249

DO0 0 might do if I get some time.
Dillenbeck, Orvil, 2025-03-27T13:13:18.013

OD0 1 Added some images
Dillenbeck, Orvil, 2025-04-17T14:00:17.346

Asking a question is the simplest way of
focusing thinking... asking the right
question may be the most important
part of thinking

Edward de Bono



SECTION 1

Six Right Questions... The Five W's and H



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Five W's and H

- WHO? Person or other agent
- WHAT? Object or action
- WHEN? Time
- WHERE? Place
- HOW? By what means
- **WHY?** Reason or Cause



Slide 4

LS0 [@Dillenbeck, Orvil] With animation, could you have "why" move to the top of the list. This minor change would remove the need for slide 5 and potentially 6 as you speak to slide 6 contents on slide about each question.

As you only have 10 minutes, these small changes might streamline the presentation to keep you within that time limit.

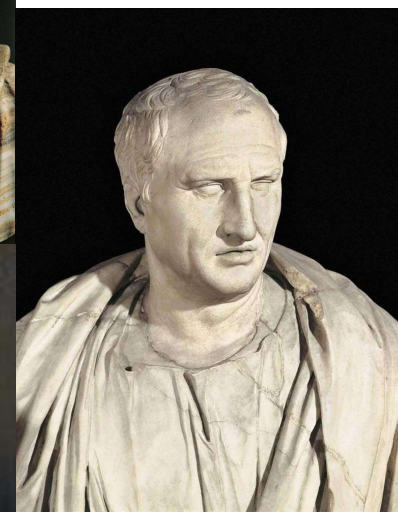
Laroche, Sherry, 2025-03-27T12:50:45.905

DOO 0 flipping to next slide gets same effect with less fiddling with animation feature.

Dillenbeck, Orvil, 2025-03-27T13:14:04.498

Origins (per Wikipedia)

- Origins in antiquity: **Aristotle** and Hermagoras of Temnos
- Cited by Roman authorities like **Cicero**, Quintillian and Victorinus
- Continuous use through the European tradition like **Thomas Wilson**, to the present day.



Slide 5

LS0 [@Dillenbeck, Orvil] With animation, could you have "why" move to the top of the list. This minor change would remove the need for slide 5 and potentially 6 as you speak to slide 6 contents on slide about each question.

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Dillenbeck, Orvil, 2025-03-27T13:14:04.498

Reordering for Project definition

- **WHY?** Reason or Cause
- **WHO?** Person or other agent
- **WHAT?** Object or action
- **WHEN?** Time
- **WHERE?** Place
- **HOW?** By what means



Renaming for Project Management

- WHY? Problem/Opportunity
- WHO? Customer, Stakeholders, Suppliers, Regulators
- WHAT? Options, Scope of Work
- WHEN? Schedule
- WHERE? Property
- HOW? Implementation Plan, Financing, Procurement



SECTION 2

Application to a Familiar Project



The Kitchen Renovation!



Kitchen Reno... Why? – Problem/Opportunity

Problems

- Event causing damage
- Long term wear and tear
- Poor layout
- Family outgrowing space
- Just don't like your kitchen

Opportunities

- Inherited \$\$
- Friend offers deal for early customers of new contracting business
- Expanding catering business can earn more in more space



Kitchen Reno... Who? – Customer, Stakeholders, Suppliers, Regulators



Customer

- Homeowner

Stakeholders

- Family members
- Insurance Company
- Bank
- Catering business employees

Suppliers

- Contractor
- Hardware vendors

Regulators

- Municipal Building office
- Electrical Safety Authority



Kitchen Reno... What? – Options, Scope of Work

Options

- Replace selected items
- Reno with existing layout
- Reno with new layout
- Addition to house

Scope of Work

- Select option
- Create enough documents to describe and communicate selection



Kitchen Reno... When? – Schedule

Consider

- Stakeholder requirements
- Contractor availability
- Supply chain
- DIY competence



Kitchen Reno... Where? - Property



It's at your house.

Embrace Simplicity.



Kitchen Reno... How? – Implementation Plan, Financing, Procurement

Implementation Plan

- Contract or DIY?
- Blend of Contractor and DIY?

Financing

- Self-finance?
- Loan?

Procurement



- General Contractor buy and install?
- Owner supply and Contractor install?
- Owner supply and install?



SECTION 3

Conclusion



5 W's and H for Project Management

Antiquity to present

Even subdivided and renamed, always roll up to the five W's and H

Scalable, Flexible and Versatile

- **WHY?** Problem/Opportunity
- **WHO?** Customer, Stakeholders, Suppliers, Regulators
- **WHAT?** Options, Scope of Work
- **WHEN?** Schedule
- **WHERE?** Property
- **HOW?** Implementation Plan, Financing, Procurement



Ask the right questions if you're going to
find the right answers.

Vanessa Redgrave

