CONTENTS

FOREWORD, SIR JOHN EGAN ix

NOTE FROM THE AUTHOR xi

PART 1 THE T5 CONTEXT 1

1 INTRODUCTION 5

Heathrow, an economic powerhouse 8
Why should you read this book? 14

2 INDUSTRY TRENDS AND PERFORMANCE 17

Aviation trends 18
Summary 41

PART 2 THE DIFFERENT PHASES OF T5 45

3 PLANNING INQUIRY 47

Key Players 48
The local community voice 50
The airline voice 51
What was actually agreed and why? 52
Heathrow East: a different experience 58
Summary 59

4 DESIGN 63
Big-picture design 64
Favourite design features and some areas for improvement 66
BAA as the design client 72
T5 campus design guidelines 73
The design team 75
Summary 80

5 CONSTRUCTION 83
Key players in construction 86
Programme management 86
Quality 100
Safety 105
Environment 114
Logistics 124
Summary 130

6 OPERATIONAL READINESS 141
Key players 143
Working with third parties 143
Having a plan and mitigating risk 144
People familiarization induction training 146
Organization and structure 146
Employee engagement 147
Trade union engagement 149
Processes 151
Systems 151
Proving that the people, processes and systems plus the facility work 156
Migrating BA from T1 and T4 to T5 159
Bringing the opening date forward 160
Summary 163

PART 3 T5 CRITICAL SUCCESS FACTORS 175

8 THE LEADERSHIP STORY 177

The size, shape and context of the leadership challenge 178
The BAA CEO leadership story 181
Five leadership characteristics in action 184
Different leaders for different phases 196
Summary 197

9 LEADERS MOTIVATING PEOPLE 203

Employee relations: The biggest people risk to manage 204
Maslow’s hierarchy of needs: Get the basics right 208
Engage the workforce to improve productivity and ER stability 210
Testimonials: T5’s guiseppes 215
Summary 227

10 THE ROLE OF THE CLIENT 233

T5 agreement: A ground-breaking contract 234
The client managing and mitigating risk 244
Strategic frameworks used to create a successful T5 environment 247
The impact of the T5 Agreement 259
Summary 262
11 INTEGRATING TEAMS TO DELIVER
EXCEPTIONAL PERFORMANCE 263
Co-locating, the ‘best man for the job’, problem solving
and innovation 266
What did the team structure look like? 269
Team testimonies 271
Summary 306

PART 4 THE FINAL VERDICT 313

12 TWENTY-TWO YEARS IN THE MAKING:
HOW WILL IT END? 315
What could stop T5 opening on time? 316
Pre-opening verdict 320
Post-opening verdict 324
The final word 327

APPENDIX A: TIPS AND QUESTIONS WHEN
STARTING A MEGA PROJECT 331
Tips and good questions to ask 332
Must-have strategies, frameworks and systems 337
Summary 338

APPENDIX B: THE T5 INTEGRATED TEAM 341
References 345
Index 347