

## **NUNO António Pires de Almeida Pinho GIL**

Nuno Gil, FICE, CEng, Professor of New Infrastructure Development, Co-founder and Director of Research of the Centre for Infrastructure Development, Manchester Business School

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### **BIO**

Nuno is Professor of New Infrastructure Development at the Manchester Business School. Nuno coined the term New Infrastructure Development to designate a conceptual approach that looks at the conflation of political, financial, and technical challenges endemic to projects to develop long-lived, capital-intensive infrastructure.

Nuno's research focuses on the structures which bring the best of people under consensus-oriented collaborations. Nuno arrived at this question through in-depth empirical studies of how democratic societies produce infrastructure. His work has revealed that infrastructure is produced by collaborative networks. This suggests a complex form of organizing subjected to collective action problems. As typical of pluralistic infrastructure project organizations cannot rely on authority hierarchies, market mechanisms, robust relational contracts, and meritocracy-based authorities to coordinate work. Under these circumstances, Nuno's research develops theory, cognitive frameworks, and methods for communicating with key stakeholders how these complex organizations can still achieve goals. Specifically, Nuno investigates development processes, design structures, contracting and procurement strategies, organizational structures, and the practice of leadership.

Nuno has worked or done research with various organizations including CH2M HILL, Intel, Rolls Royce, BAA (now Heathrow Ltd), BP, Manchester City Council, Network Rail, London2012, Crossrail, High speed 2, and UK Cabinet; L&T and DFCCIL (India), World Bank, JICA (Japan); Lamata (Nigeria); and UNRA and KCCA (Uganda). He joined The University of Manchester in 2002, after earning a PhD in Civil and Environmental Engineering, UC Berkeley, and certificates in the Management of Technology and Logistics with the Haas Business School. Nuno was the lead editor of the special issue of California Management Review *Infrastructure meets Business: Building New Bridges, Mending Old Ones*.

Nuno is the co-founder and research director of the MBS Centre for Infrastructure Development. In 2013, Nuno and Professor Carliss Baldwin (Harvard Business School) coined the term *design commons*, a construct derived from combining political science with design and organization theory to make sense of empirical regularities in the infrastructure sector. Nuno is currently working on two books: an edited book on *Infrastructure Development in Africa: Eliminating Bottlenecks ahead of a Sustainable Growth Trajectory*; and authoring a book on *Megaproject Leadership and Governance: Designing Solutions for a Collective Action Problem*

### **EDUCATION AND QUALIFICATIONS**

12/2001, PhD in Engineering- Civil and Environment, University of California at Berkeley

12/2001, Certificate in Management of Technology, University of California at Berkeley

12/2001, Certificate in Logistics, University of California at Berkeley

### **PRESENT APPOINTMENT AND PREVIOUS EMPLOYMENT**

2011-12- Chair in New Infrastructure Development, Manchester Business School, UoM

2006-10- Lecturer, Senior Lecturer, Manchester Business School, UoM

2004-06- Lecturer, Manchester Business School, The University of Manchester, (UoM)

2002-04- Lecturer, University of Manchester-Institute of Science and Technology (UMIST)

## **VISITING APPOINTMENTS**

08-09, Visiting Senior Lecturer, Centre for Research in Global Projects, Stanford University  
2002, Visiting Scholar, Leaders for Manufacturing Fellows Program, MIT

## **RECENT AWARDS**

2015, The Academy of Management conference Best paper Award for Lundrigan, C., Gil, N., Puranam, P. The (Under) Performance of Mega-projects: A Meta-organizational Approach. Centre for Infrastructure Development Working Paper. The University of Manchester

2015, Nominated for the *Most Inspiring Lecturer, Best Humanities Lecturer, and Funniest Lecturer* in the Manchester Teaching Awards at the University of Manchester Students' Union.

## **WORKING PAPERS PUBLISHED**

Gil, N., Pinto, J. (2016). Pluralism at the Front-end of Complex Systems Projects: Governance and Performance Implications. Centre for Infrastructure Development Working Paper. The University of Manchester

Gil, N. Kivleniece, I. (2016). Creating a Polycentric Commons to Develop Non-Decomposable Infrastructure. Centre for Infrastructure Development Working Paper. The University of Manchester

Lundrigan, C., Gil, N. (2015). Strategic Capabilities for Megaproject Architects: Sequencing Network Growth and Elimination of Development Bottlenecks. Centre for Infrastructure Development Working Paper. The University of Manchester, July.

Lundrigan, C., Gil, N., Puranam, P. (2014). The (Under) Performance of Mega-projects: A Meta-organizational Approach. Centre for Infrastructure Development Working Paper. The University of Manchester, December  
In review. *Best paper award by the Academy of Management conference*, Vancouver, August 2015.

## **RECENT PUBLICATIONS**

Gil, N., Biesek, G., Freeman, J. (2015). Interorganizational Development of Flexible Capital Designs: The Case of Future-proofing Infrastructure. *IEEE Transactions in Engineering Management*. in press.

Gil, N., Baldwin, C. (2013). Creating a Design Commons: Lessons from Teachers' Participation in School Design. *Harvard Business School Working Paper, No. 14-025*, September 2013.

Gil, N., Miozzo, M., Massini, S. (2012). The Innovation Potential of New Infrastructure Development: An Empirical Study of Heathrow airport's T5 project. *Research Policy*. 41 (2) 452-466. Reprinted in Flyvbjerg, B., 2014, ed., *Megaproject Planning and Management: Essential Readings*, vols. 1-2, Cheltenham, UK and Northampton, MA: Edward Elgar.

Yaghootkar, K., Gil, N. (2011). The effects of Schedule-driven Project Management in Multi-project Environments. *Int. Journal of Project Management*. 30 (1) 127-140

Gil, N., Tether, B. (2011). Project Risk Management and Design Flexibility: Analysing a Case and Conditions of Complementarity. *Research Policy*, 40(3) 415-428.

Gil, N. (2010). Language as a Resource in Project Management: A Case Study and a Conceptual Framework. *IEEE Transactions on Eng. Management*, 57 (3) 450 – 462.

Gil, N., Beckman, S. (2009). Infrastructure Meets Business: Building New Bridges, Mending Old Ones. *California Management Review*, Winter, 6-29.

Gil, N. (2009). Developing Project Client-Supplier Cooperative Relationships: How much to Expect from Relational Contracts? *California Management Review*, Winter, 144-169.

Gil, N.(2009). Evolvable or ‘Future-Proof’ Infrastructure Design: Integrating Modularity and Safeguards. *Open Building Manufacturing: Key Technologies, Applications and Industrial Cases* 31-48, Kazi, A., Hannus, M., Boudjabeur, S. (Eds.).

Gil, N. (2007). On the Value of Project Safeguards: Embedding Real Options in Complex Product and Systems. *Research Policy*, 36 (7) 980-999.

### **BOOKS AND BOOK CHAPTERS**

Gil, N (2016). A Collective Action Perspective on the Planning of Megaprojects. Chapter 12 in *The Oxford Handbook of Mega Project Management*.

Biesek, G., Gil, N. (2014). *Building Options at Project Front-End Strategizing: The Power of Capital Design for Evolvability*. Project Management Institute, ISBN13: 9781628250428

Gil, N., Smyth, H., Pinto, J. (2011). Trust in Relational Contracting and as a Critical Organizational Attribute. Chapter in *Oxford University Press Handbook on the Management of Projects*. pp. 438-460, Oxford University Press, Oxford UK.

Gil, N. (2009). Evolvable or ‘Future-proof’ Infrastructure Design: Integrating Modularity and Safeguards. Chapter in *Open Building Manufacturing: Key Technologies, Applications and Industrial Cases - Book 2*, ManuBuild, Kazi, A.S., Hannus, M., Boudjabeur,S. (Eds.).ISBN 978-951-38-7144-4 (Print); ISBN 978-951-38-7146-8 (Electronic)

Gil, N., Beckman, S., Tommelein, I. (2007). Operationalizing the Open Building Approach in Large-scale Infrastructure Projects. Chapter in *Open Building Manufacturing: Core Concepts and Industrial Requirements - Book 1*, ManuBuild. Kazi, A.S., Hannus, M., Boudjabeur, S., Malone, A. (Eds.) ISBN: 978-951-38-6352-4 (Print); ISBN: 978-951-38-6353-1 (Electronic).

Miozzo, M., Gil, N. (2008). Why do users and customers may resist innovations in the build environment? Insights from the role of users in the innovation literature” Chapter 19 in *Clients Driving Innovation*, 190-200, Wiley-Blackwell, P. Brandon and S. Lu (Eds.)

### **SELECTED RESEARCH FUNDING AND GRANTS AWARDED**

2015, *When the Buyer is a Network’s Agent: On Contracts and Interorganizational Collaboration*. Research Funding award from the China Scholarship Council (CSC). With Mr. Yongcheng Fu.

2015-2019, *Designing Power Networks: Exploring Advantageous Organization and Governance Structures*. 4-year fully-funded PhD scholarship w/ tax-free stipend of £70,000 (funded by the Power Networks Centre for Doctoral Training (CDT), The University of Manchester)

2014-15, *Developing Infrastructure in Developing (Anglo-Saxon) Democracies: An Exploratory Study*. MBS (Strategically Targeted) Research Support Fund, The University of Manchester (£8040)

2014, *Major Infrastructure Planning: Innovate Policy Models*, Strategic Investment Research Fund, Faculty of Humanities, The University of Manchester (with Professor Cecilia Wang) (FB00247) (£10,000)

2014, *Designing Megaproject meta-organizations: Analysing Crossrail*, MBS Research Committee (recipient Gil) (AA04572- RF13/14-Crossrail-£4,000)

2014-22, Member, *Power Networks, EPSRC Doctoral Training Centre*, The University of Manchester (led by Electrical Energy and Power Systems, PI Peter Crossley, minimum of two PhD scholarships)

2014-16, *High-performance capital project front-end: a design commons approach*. Project Management Institute, Washington, D.C. (recipient Gil, FA20672, \$50,000)

2013-16, *Testing the mirroring hypothesis in meta-organizations: an empirical study with megaprojects*, PhD research funding award from Friedrich Naumann Stiftung, Berlin, Germany, with Ms. Franziska Drews

2013-16, *Bargaining with Design: Exploring a Commons approach to managing megaproject ecosystems*, PhD research funding award from Karimjee Jivanjee Foundation, Tanzania, with Ms. Rehema Msulwa

2012, *Leading by Designing: Megaproject Leadership as a Design Practice*, MBS Research Funding. (Sole PI, recipient Gil, £3,000)

2011-14, *Designing Governance, Governing Design: A comparative study of capital programmes*. Constructing Excellence (CID Flagship Research Programme) with Mr. Colm Lundrigan (~£60,000) (AA10291)

2010-12, *Building Options in the Project Front-End: Integrating Strategy, Execution, and Option Fees* Project Management Institute Research Program award (Sole PI, recipient Gil, \$50,000, R111634)

2008-09, *The Effects of Private Equity Involvement in New Infrastructure Development: Playing the UK experience against an International Setting*, *Global Research Award*, RAE (Sole PI)

2004-07, *Know-How Signalling and Transfer Systems to Support Integrated Project Supply Chains*. First Grant Scheme, *EPSRC* (Sole PI, recipient Gil)

## **KEYNOTES AND INVITED PRESENTATIONS**

2016, *Megaproject Leadership and Governance*, ITT-Madras, Chennai, India (INVITED MASTERCLASS)

2016, Highways England, Lean Collaborative Research Forum, Salford, 25<sup>th</sup> November

2015, Strategic Capabilities for Megaproject Architects. *Development and Investment in Infrastructure/DII-Conference*, 16-18 September, Livingstone, Zambia (KEYNOTE)

2015, Megaproject Leadership and Governance: Designing Solutions for a Collective Action Problem, *Engineering Project Organizations conference*, Edinburgh, June 25 (KEYNOTE)

2015, *Designing the Deal. What we know and don't Know about Public-private Partnerships*. Design Issues in Public Private Partnerships: A Symposium at the Interface of Public Administration and Business Administration Research. 10-11 April 2015, Lee Kuan Yew School of Public Policy and INSEAD. Singapore (INVITED PRESENTATION)

2015, *Ditch Optimism Bias and Strategic Misrepresentation for the Pluralistic Organization? Time to Move the Debate Forward*, Cabinet Office, Major Projects Leadership Academy, London, 14<sup>th</sup> April

2014, *India's Golden Quadrilateral: What does Performance Mean?* International Growth Week, London, International Growth Centre (IGC), 26 September, London School of Economics (INVITED PRESENTATION)

2014, Public-Private Governance, Social Value and Innovative Organizational Design, Strategic Management Society (SMS) Extension workshop, Paris, 18 September (INVITED PRESENTATION)

2014, *Infrastructure and Democracy*, Nationally Significant Infrastructure Planning (NSIP): Current Policy and Practice: An interdisciplinary stakeholder workshop. Centre for Urban Policy Studies, University of Manchester, 26th June. (INVITED PRESENTATION)

2014, *Linking Evolution in Structure with Ambiguity in Performance: The Case of Large Infrastructure Developments*. University College of London, 28 March (INVITED PRESENTATION); lecture also delivered at Research Seminar, Catolica Lisbon School of Business & Economics, 14 April 2014 (INVITED PRESENTATION)

2013, *Success or Failure? Linking evolution in meta-organisation structure with ambiguous performance in megaprojects*. Preparing for the Unexpected: Flexibility and Resilience in Project Design and Delivery. International Centre for Complex Project Management (ICCPM), Event hosted by the UK Cabinet Office, Lancaster House, London October 8-9 (INVITED PRESENTATION)

2013, *Creating a Design Commons: A research agenda for new Infrastructure Development*. Institute of Transport Studies, University of Leeds, 17 June (INVITED PRESENTATION)

2012, *What is New Infrastructure Development? A Lifecycle Approach*, Urban Waste Transitions workshop (INVITED PRESENTATION)

2011, *Designing Megaprojects*, Megaproject Leadership Workshop, Project Production Systems Laboratory, U.C. Berkeley (INVITED PRESENTATION)

2010, *Project Risk Management and Design Flexibility: Analysing a Case and Conditions of Complementarity*. Marketing & Strategic Management, Warwick Business School (INVITED)

2010, *New Infrastructure Development: A Research Agenda and Sample of Outputs*, Singapore University of Technology & Design (SUTD), June, Singapore (INVITED)

2010, *Using Relational Contracts to Support Large-scale Engineering Projects: Faculty of Construction and Land Use Public Seminar*, The Hong Kong Polytechnic University (INVITED)

2009, *Developing Evolvable Infrastructure: Modularity and Safeguards in Design* Engineering Technology Management Division, National University of Singapore (INVITED)

## **ACADEMIC LEADERSHIP AND SERVICE**

### ***PhD Supervision***

Niall Coogan (PhD expected to finish in 2018/19). *Governing Consensus-Oriented Collaborative Developments: The Case of Power Networks*

Yoncheng Fu (PhD expected to start in 2018/19). *Collaborative Development of Monolithic Assets: A Game Theory Approach*.

Franziska Drews (PhD completion expected in 2016/17): *Testing the mirroring hypothesis in meta-organizations: an empirical study with megaprojects*

Rehema Sophia Msulwa (PhD completion expected in 2016/17): *Bargaining with Design: Exploring a Commons approach to infrastructure development*

Colm Lundrigan, PhD (2015) *Megaprojects: Strategy and Design*

Guilherme Biesek, PhD (2014) *Capital Design for Evolvability: Theory and Methods*

Kazem Yaghootkar, PhD (2010) *Causes and Effects of Schedule Pressure in Multiproject Environments: A System Dynamics Analysis of Product Development in a Truck Manufacture*

Amjad El-Tayeh, PhD (2008) *Social Web-based Systems for Supporting Geographically Dispersed Project Teams in the Architecture-Engineering-Construction Industry*

### ***PhD Co-Supervision***

Johnston, Barry (PhD expected to start in 2015/16). *The Dynamics and Forms of Heat Network Governance - in the Context of Decarbonisation and Infrastructure Innovation in UK*.

### ***DBA Supervision***

Song Haigang, DBA (withdraw) *The Effects of Local Government Structure in Technology Adoption: The Diffusion of the Smart City Paradigm in China*.

Chak Cherdsatirkul, DBA (on hold) Senior Investment Officer with E+Co Inc., *Trading off Renewable Energy Development with Agricultural Exploration*

Mitsunori "Mits" Motohashi, DBA (on hold) Financial Specialist with The World Bank's Africa Energy Group *Understanding Infrastructure Development in Low-Income Economies*

**Global Leadership**

2017, 5<sup>th</sup> *Megaprojects Workshop: Theory meets Practice*. Theme: tbd, Stanford University (co-organizer)

2016, Professional Development Workshop, *Collective Action II: New Connections between Collaboration, Technology, and Organization Design*, Academy of Management, Anaheim, California

2016, 4<sup>th</sup> *Megaprojects Workshop: Theory meets Practice*. Theme: Innovation, Learning, and Design. LUISS Business School, Rome, May (co-organizer)

2015, Programme Committee member, 6<sup>th</sup> *International conference on Complex Systems Design & Management (CSD&M Paris 2015)*, National University of Singapore the November 23-25, Paris.

2015, Co-organiser with Alnoor ALBRAHIM (Harvard Business School) *Collective Action: Exploring New Connections between Collaboration, Technology, and Organization Design*. All-Academy Professional Development Workshop , 75<sup>th</sup> Annual Meeting of the Academy of Management, Vancouver, BC, Canada, August. Participants: Nelson PHILLIPS (Imperial); Phillip Tuertscher (VU Amsterdam), Barbara Gray (Penn State); Phanish PURANAM (Insead); Andrea Prencipe (LUISS); Tammy BECK (Nebraska)

2015, Co-organiser, 3<sup>rd</sup> *Workshop Megaprojects: Theory meets Practice*, Washington, D.C., June 4-5

2014, Organizer, *Elinor Ostrom's Commons Theory meets the Academy: Exploring Complementarities and Overlaps*, Professional Development Workshop, 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, August 1-5. Participants: Shaz ANSARI (Cambridge); Carliss BALDWIN (Harvard), Charlotte HESS (Syracuse); Peter KLEIN (Missouri); Phanish PURANAM (Insead).

2014, Programme Committee member, 5<sup>th</sup> *International conference Complex Systems Design & Management Asia 2014 (CSD&M Asia 2014)*, National University of Singapore, December 10-12

2014, Co-organizer 2<sup>nd</sup> workshop *Megaprojects: Theory meets Practice*, Perth, Australia

2013 - , Associate Member, The Australian Centre for Cultural Environmental Research (AUSCCER)

2013, Co-Organizer, 1st workshop on *Megaprojects: Theory meets Practice*, London, 12-13 Sept.

2010, Organizer, *Managing at the Public-private Interface: Lessons from the World of Infrastructure*. Professional Development Workshop (PDW), 70<sup>th</sup> Annual Meeting of the Academy of Management, speakers from MIT, Imperial College, U.C. Berkeley, National University of Singapore, Eawag, Zurich

2009, *Infrastructure meets Business: Building New Bridges, Mending Old Ones*. Professional Development Workshops (PDW) at the 69<sup>th</sup> Annual Meeting of the Academy of Management, speakers from MIT, Imperial College, U.C. Berkeley, Zurich, Harvard

2007, *The Management of Large Engineering Projects: Debating a Research Agenda*, Professional Development Workshops (PDW), 68<sup>th</sup> Annual Meeting of the Academy of Management; speakers from MIT, Stanford, Sydney

**Service**

2014, Editor, Infrastructure Asset Manager, Institution of Civil engineers

2013- Academic Supervisor for Luciana Nicollier, MBS Lecturer

2012- Department Editor, IEEE Transactions in Engineering Management

2012- Research Director, Centre for Infrastructure Development, Manchester Business School

2010- , Convener, Centre for Infrastructure Development, Industry Speaker Seminar Series

2010- , Convener, Centre for Infrastructure Development , CID Research Seminar Series

2012-13, Chair, MBS Recruiting Committee for Public Economist

2012, Endorser, Case for MBS Visiting Professorship to Ian Reeves, CBE, CCMI, FCInstCES, FFB, FRSA,'s (United Kingdom)

2010-12, Academic Director, Centre for Infrastructure Development

**PEDAGOGICAL CONTRIBUTIONS /TEACHING CASE STUDIES**

Okuk, O Gil, N. (2015). The Kampala City Authority: The turnaround of Uganda's Capital (A). Centre for Infrastructure Development, The University of Manchester

Okuk, O, Gil, N. (2015). UNRA Kampala-Entebbe Expressway: Uganda's First Toll Road (A, B). Centre for New Infrastructure Development, The University of Manchester.

Drews, F., Gil, N. (2015). Thames Tideway Tunnel: Reinventing PFI for London's Next Biggie (A, B). Megaproject Leadership and Governance Case Study Series. The University of Manchester, UK.

- Video Interview with Andy Mitchell, CEO, Thames Tideway Tunnel. Produced by Nuno Gil. The University of Manchester, Manchester, UK

Msulwa, R., Gil, N. (2014). Britain's High Speed 2: All Aboard? (A, B) Megaproject Leadership and Governance Case Study Series. The University of Manchester, UK.

Msulwa, R., Gil, N. (2014). India's Golden Quadrilateral. The Mother of All Projects (A,B). Centre for Infrastructure Development. The University of Manchester, UK

Gil, N., Lundrigan, C. (2013). Crossrail: The Perfect Storm (A,B). Megaproject Leadership and Governance Case Study Series. The University of Manchester, UK.

- Video Interview with Andy Mitchell, Crossrail Programme Director. Produced by Nuno Gil. The University of Manchester, Manchester, UK.
- Video Interview with Andrew Wolstenholme, Crossrail Chief Executive. Produced by Nuno Gil. The University of Manchester, Manchester, UK.



Gil, N. (2013). Qatar 2022 World Cup: Expect Amazing Infrastructure. Centre for Infrastructure Development. The University of Manchester, UK.

Gil, N.,Lundrigan, C. (2012). London 2012: The Regeneration Games (A,B,C,D). Megaproject Leadership and Governance Case Study Series. The University of Manchester, UK.

- Video Interview with Sir John Armit, Chairman of the Olympic Delivery Authority. Produced by Nuno Gil. The University of Manchester, Manchester, UK.
- Video Interview with Sir David Higgins, Chief Executive of the Olympic Delivery Authority. Produced by Nuno Gil. The University of Manchester, Manchester, UK.
- Video Interview with Alison Nimmo, Director of Design and Development of the Olympic Delivery Authority. Produced by Nuno Gil. The University of Manchester, Manchester, UK.

Gil, N., Lundrigan, C. (2012). BAA Heathrow: The Intelligent Client (A,B). Megaproject Leadership and Governance Case Study Series. Centre for Infrastructure Development. The University of Manchester, UK

- Video Interview with Steven Morgan, Capital Projects Director, Heathrow Ltd. by Nuno Gil. The University of Manchester, Manchester, UK.

Biesek, G., Gil, N. (2010). Network Rail: Future-proofing the Arpley Chord Project. Centre for Infrastructure Development Case Study Series, The University of Manchester

## **DISSEMINATION AND KNOWLEDGE TRANSFER LEADERSHIP**

### ***Organisation of workshops and events bringing together industry and academia***

2014-15, Industry and Research Centre for Infrastructure Development (CID) Seminar Series

2013-14, Industry and Research Centre for Infrastructure Development (CID) Seminar Series

March 2013, CID Roundtable dinner on *Future of New Nuclear in the UK*. Guest speaker: Dr. Tim Stone CBE, Expert Chair of the Office for Nuclear Development and former Senior Advisor to the Secretary of State responsible for Energy.

March 2012, CID Roundtable dinner on *Governance and Leadership of Mega Projects*. Guest speaker: Sir John Armit, Chairman of Olympic Delivery Agency, London

March 2012, CID Workshop on *Governance and Leadership of Mega Projects*. With keynote speech from Sir John Armit, and presentations from senior leaders of Crossrail (Commercial Director), ODA (Director of Construction), and BAA (Heathrow T2B Director)

November 2011 Workshop on *Innovation in Capital Programme Funding: A Local Authority's Perspective*. Guest speaker: Dr. Ryan Orr, executive director of Stanford's Collaboratory for Research in Global Projects (CRGP).

November 2011 CID Roundtable dinner on *Innovations in Infrastructure Finance*. Guest speaker: Dr. Ryan Orr, executive director of Stanford's Collaboratory for Research in Global Projects

June, 2011, CID Roundtable dinner on *Infrastructure Funding and Sustainability: Discussing the Interplay*. Guest speaker: John Roberts, Former CEO of United Utilities, and Chairman of the Royal Bank of Canada Capital

November 2010, CID Launch roundtable dinner on *The State of the UK Infrastructure*. Guest speaker: Paul Skinner, CBE, non-executive chairman of Infrastructure UK (former chairman of Rio Tinto)

### ***Interventions in public debate***

Gil, N. (2015). Heathrow: a Tragedy of the Anti-commons. Letters. *Financial Times*, December 27

2015, Participation in roundtable with Financial Secretary to the Treasury, Long term investment for the economy organized by Reform, Conservative Party conference 2015, 6 October, Manchester

2015, Interview with Linda Poo, The Atlantic City Lab, What it will Take to Fix India's Railways. October 5, <http://www.citylab.com/commute/2015/10/what-it-will-really-take-to-fix-indias-railways/408664/>

2015, Interview to Harvey Schachter. The Globe and Mail, Canada. Why Megaprojects are bound to balloon. <http://www.theglobeandmail.com/report-on-business/careers/management/why-megaprojects-are-bound-to-balloon/article24330245/>, May 10.

Gil, N. (2015). Modi's vision for India is endangered by its Victorian railway system. Letters. *Financial Times*, January 1

Gil, N. (2014). Opinion in Manchester Evening News article *HS3 Verdict: What the Experts Say*  
24 June

Gil, N. (2014). *UK's doing quite well on infrastructure*. Letters. *Financial Times* March 27

Gil, N. (2014). It's not easy putting a price on the High Speed 2 rail link. *The Telegraph*, January 27

Gil, N. (2013). *Olympics can offer few lessons for HS2 planning*. Letters. *Financial Times*, Nov 29.

January 2013, On High-speed 2

- Opinion article cited in FT online article *Northern regions' verdict on HS2 plan* (January 28, 2013 by Andrew Bounds and Chris Tighe), and in Manchester Evening News
- Interview to Channel 4

### ***Keynotes and Presentations at Industry-led events***

2015, *Strategic Capabilities for Megaproject Architects*. Management of Infrastructure Assets. Institute of Accounting, Controlling and Auditing, University of St. Gallen, September 12.

2015, *Megaproject Leadership and Governance*, MEED Construction Leadership Summit, May 26, Dubai

2015, *Beyond Project Management, Optimism Bias and Lean Management: Moving the Debate Forward with the Pluralistic Enterprise*. Invited Talk to 3<sup>rd</sup> Alumni Event UK Cabinet- Major Project Leadership Academy (MPLA), London, April 14

2015, *Megaproject Leadership and Governance Challenges*. Presentation to the Road Fund Board, Government of Uganda, Kampala, 30<sup>th</sup> March.

2014, *Infrastructure Development and Democracy*. Presentation to the executive board of LAMATA, Lagos, Nigeria, November

2014, *Developing large infrastructure: challenges and opportunities*. Presentation to the executive board of the Dedicated Freight Corridor Corporation of India (DFCCIL), New Delhi, February

October 2013, *Success or Failure? Linking evolution in meta-organization structure with ambiguous performance in megaprojects*. 2-day seminar hosted by the UK Cabinet Office, Preparing for the Unexpected: Flexibility and Resilience in Project Design and Delivery. International Centre for Complex Project Management, Lancaster House, London

2013, *Design Commons: A New Direction for Megaproject Governance and Leadership*. The Chartered Institute of Building, Leeds, July

2013, *Megaproject Leadership and Governance*, Project Management Institute India chapter, Chennai, India, February

#### **ADVANCED EXECUTIVE EDUCATION**

2009-10, Programme director (MSc./Diploma/Certificate in Commercial Management) and Unit Coordinator (Commercial Strategy and Tactics; Legal Issues), MBS Executive Development Centre

2008, Unit Coordinator, Working Collaboratively, MBA for Construction Executives, MBS Worldwide

2007, Interim MBS director for the BP Project Management College

2007, MBS project manager of the successful UoM bid to set up a BP Managing Projects College. I was subsequently appointed interim

2007, Coordinator of Contracting Strategy Unit and Case Study Strategy, BP Managing Projects College

#### **INVITATIONS TO REVIEW RESEARCH PROPOSALS**

2016, Future Leaders, ESRC

2015, Kuwait Foundation for the Advancement of Sciences KFAS (Kuwait)

2014, Marsden Fund (New Zealand)

2014, Oxford university Press (Professor Jennifer Whyte book proposal 'Digital Delivery of Major Projects: Management Strategies for Lifecycle Value')

2013, Czech Science Foundation (Czech Republic)

## **REGULAR REVIEWER**

Research Policy  
Management Studies  
IEEE Transactions in Engineering Management  
Transportation Research  
European Planning Studies  
California Management Review  
Building Research and Environment  
Construction Management & Economics  
Construction Management & Engineering

## **TEACHING TESTIMONIALS**

2015

*Nuno Gil's lectures are inspiring, easy to follow, interesting and often entertaining. He achieves this with a degree of humour and a very personal approach to lecturing. His Friday 9am lectures have been a joy to attend, contrary to what one would expect from an early class. I believe Nuno is fit for the title of the funniest lecturer and he should give lessons to other teaching staff on how to make students pay attention.*

*I would like to say on the course so far, I have developed as a person and have come closer to discovering where my capabilities are. Suffice to say that this has been the most enjoyable course for me on the entire programme. I dare say that this course has equipped me the most to succeed in my career. I am learning a lot in the lectures on framing and politics, as my home country Nigeria has a lot to learn in this area. with over 250 tribes and ethnic groups speaking 521 languages, it presents arguably the hardest job to frame anything without generating conflict. This has made our democracy create more inertia and paralysis in our government systems. This man has given me the intellectual tools to change my country, in a practical hands on way. If I can have this lecturer supervise my work. well that would be a blessing. I wouldn't miss his class for a premiership game with my favourite football club.*

*Nuno works hard to demonstrate the link between the theories and the practical application using real world examples. He also works hard to guide us in critical thinking needed to extra the lesson learned from the various case studies whilst working as groups. I believe this would be invaluable for careers in industry and academia alike. Thanks Professor Gil.*