

Denver International Airport was perceived as a typical, although complex, construction project. As is common in construction projects, its technology level can be classified as low-tech. If you analyze its management style using the diamond's four dimensions (novelty, technology, complexity, and pace), you will conclude that the project was managed as a platform, low-tech, array, fast/competitive project. But the automatic bag-handling system was a different kind of project. It required a totally new technology that had never been applied on such a large scale. That part of the program had to be handled as a platform, high-tech, system, fast/competitive project, but it was managed just like all other components (see [figure 1-3](#)). Thus, the project's failure to assess the uncertainty level of one of its most sensitive and new components caused the excessive delays and enormous cost overruns. A simple diamond analysis would have identified this gap ahead of time.

FIGURE 1-3

Denver International Airport project

