The project team performed quite poorly.

It was slow to contact the subcontractors and late in completing the tendering process, which meant that.

Yes, but I think that there weren't enough.

Hold on a moment, please. Detlef. will come right back to you.

As I was saying, the tendering process was completed later than planned.

That meant that the first stage of building work didn't begin until November.

And then, of course, we lost more time due to bad winter weather.

Could I possibly make a point here?

Yes, go on.

Well, we just didn't know that the weather was going to be so bad and that work would be delayed for so long.

I hear what you're saying.

But look, it was winter and we should always plan for bad weather in winter.

Well, anyway, all of this could have been avoided if we'd made a better job of the initial planning.

We just have to do this better on future projects. Now,

Can I come in here, Norman?

Yes, of course.

Let's not forget that we had problems with our new project management software, but they've been solved now.

So these difficulties with planning won't happen again.

OK, it's true that we've got over the software problems, but that doesn't mean that we don't have to concentrate a bit more on project planning in future.

Poor planning is just too expensive if we don't pay more attention to this.

Sorry to interrupt you, but can I make a point here?

Sure, go ahead.

Well, what you're saying is mostly true, but I think we should stop talking about what happened and start to look at what we need to do.