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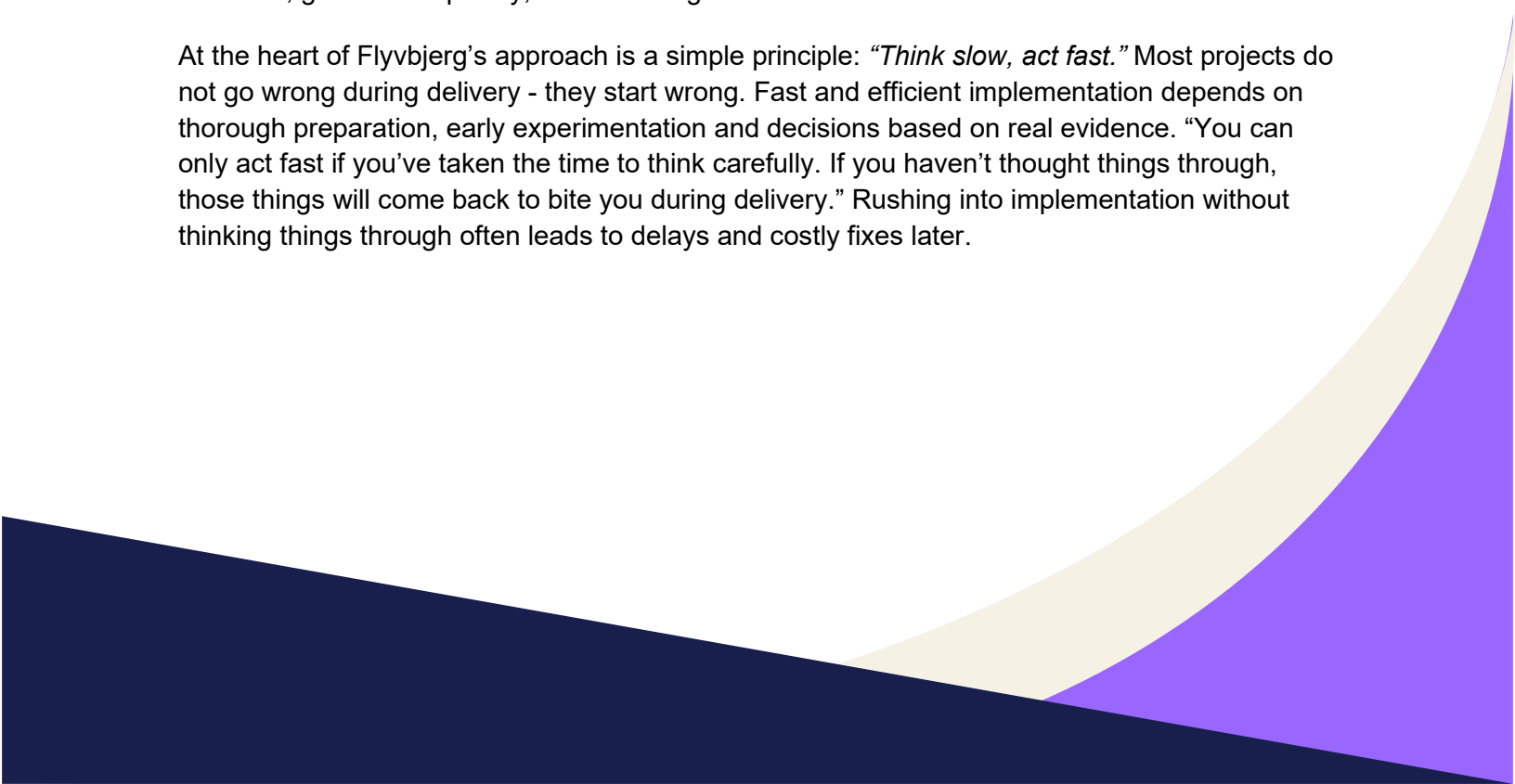
## Event Summary

On 13 June, Trifecta Ireland hosted its first public event, *Getting Big Things Done – Transforming Ireland’s Energy System*, featuring a keynote conversation with Professor Bent Flyvbjerg, the world’s leading authority on megaproject delivery. The discussion explored what it will take to deliver the major programmes needed for Ireland to meet its climate, energy and economic goals.

Drawing on data from over 20,000 projects, Professor Flyvbjerg’s research reveals a sobering statistic: most megaprojects fail. Fewer than 1% are delivered on time, on budget and with the expected benefits. “As a species, we’re not good at staying on schedule – and that should give us pause, because in this case, we cannot afford that bad habit.” But he stressed that delivery is not an art – it’s a skill, and one that can be learned.

The session, chaired by Trifecta CEO Conall Bolger, focused on the delivery of Ireland’s energy transition in the context of two major global trends: decarbonisation and digitalisation. These shifts will not be driven by strategy papers or policy alone, but by real projects. For Ireland, that means offshore wind, grid infrastructure, interconnection, domestic retrofits and more – all large, complex and increasingly interconnected. Ireland’s energy transformation is a mega programme of megaprojects - comparable to national electrification in the last century, but with tighter timelines, greater complexity, and much higher stakes.

At the heart of Flyvbjerg’s approach is a simple principle: “*Think slow, act fast.*” Most projects do not go wrong during delivery - they start wrong. Fast and efficient implementation depends on thorough preparation, early experimentation and decisions based on real evidence. “You can only act fast if you’ve taken the time to think carefully. If you haven’t thought things through, those things will come back to bite you during delivery.” Rushing into implementation without thinking things through often leads to delays and costly fixes later.



Another key theme was modularity - designing big projects from smaller, repeatable units. "That's the secret - build big from small. A wind or solar farm is the perfect example. It's very doable to build one wind turbine. Then two. Then connect them. Then eight. Then connect them to a substation. That's how it's done. That's how you electrify a nation." Modularity reduces complexity and risk, and is essential to scaling renewables, grid infrastructure and storage at the pace Ireland's targets demand.

Flyvbjerg also addressed how we think about risk – and how often we get it wrong. "Your biggest risk is you," he said. Too often, risks are seen as external threats, when in reality, the most serious risks come from flawed assumptions, overconfidence and poor judgement. Data-driven forecasting, standardised processes and flexible project design are essential to breaking the cycle.

Another key theme was the need to create a flywheel for Ireland's energy transition. As Professor Flyvbjerg explained, stable policies, clear demand signals and early government action are essential to build momentum. The government must act as both the starter and steward of the system - de-risking investment, modernising the grid, streamlining permitting, and using Ireland's EU presidency to unlock export opportunities. Without coordinated action, the flywheel stalls - and so does Ireland's ambition.

The event closed with a strong message: delivery must now take centre stage. Trifecta Ireland will publish a white paper later this summer, setting out the next steps, and will convene a three-day summit in November to shape a shared, system-wide delivery response.

In a world increasingly shaped by projects, one conclusion stood out: we must get better at getting big things done. As Professor Flyvbjerg reminded us, "*All the major problems we need to solve as a species can only be solved if we manage our megaprojects better.*" The time to deliver is now.