



FORESIGHT

The Missing Executive

Why Every Major Project
Needs a Chief Time Officer

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Executive Summary

A global data center developer believed one of its projects was running two weeks ahead of schedule. A structured re-analysis of the same project's own data found it was **245 days behind**. Nobody had lied. Nobody had failed to report.

Capital has an executive owner. The Chief Financial Officer is supported by established systems of budgeting, forecasting, controls, reporting, audit, and accountability. Financial variance is scrutinized because leaders understand that capital must be actively governed.

Time rarely receives the same treatment.

Responsibility for time is typically distributed across project managers, planners, contractors, procurement teams, utilities, permitting authorities, commissioning teams, and executives. Each may own part of the timeline, but few organizations have a single executive-level discipline responsible for governing time across the entire path from investment to operation.

That gap matters because time is not simply a project-control metric. Time is an enterprise asset.

When delivery slips, revenue is deferred, costs continue to accumulate, returns decline, customer commitments come under pressure, and strategic opportunities narrow. Schedule overruns remain widespread across data center development, making the governance of time increasingly consequential.

The underlying problem extends beyond scheduling. It is a problem of Time Governance. Governing time requires organizations to solve three related problems: the past is forgotten, the present is ambiguous, and the future is contested.

This paper argues for a new executive discipline built around the planning, measurement, forecasting, protection, and optimization of time as an enterprise asset. It introduces the Chief Time

Officer as the function responsible for bringing to time the rigor, visibility, accountability, and forward-looking control that the CFO brings to capital.

Four findings frame the argument

- ◆ **Delay is the norm** (57%/30–50%)
- ◆ The **cost is enterprise-scale** (\$11.8M per month on 60 MW)
- ◆ The **root cause is late knowledge**
- ◆ The **tooling constraint has lifted**

Artificial intelligence makes this model increasingly practical at scale. Modern project schedules contain thousands of activities and dependencies whose interactions are difficult for human teams to continuously assess. AI augments project leadership by analyzing these networks at scale, identifying emerging risks, challenging assumptions, modeling downstream consequences, and directing attention toward the interventions that matter most.

The implication for boards and executives is straightforward:

If time determines when capital begins producing value, time deserves to be governed with the same discipline as capital.



1. The Asset Nobody Owns

Every major organization has a Chief Financial Officer.

The reason is obvious. Capital is too important to leave fragmented across individual departments, projects, or transactions. Organizations establish budgets, forecasts, controls, reporting standards, approval processes, and executive accountability because financial performance depends on a shared system of governance.

Major projects apply no comparable model to time.

This is a consequential omission. Project management has long been organized around the relationship between scope, cost, and time. Yet while capital is governed as an enterprise resource, time is still largely treated as a schedule to be managed.

The distinction matters.

A schedule is a representation of planned activity. Time is the scarce asset being consumed as those activities unfold.

Every day spent waiting for a permit, resolving a design interface, securing power, correcting sequencing, recovering delayed procurement, or completing commissioning is a day that cannot be recovered without consequence elsewhere in the delivery system.

Yet accountability for those days is fragmented.

Project controls may maintain the schedule.

Contractors manage their work packages.

Procurement monitors equipment. Development

teams navigate approvals. Utilities manage interconnection. Commissioning teams prepare assets for operation. Executives review milestones and status reports.

Everyone influences time.

Nobody governs it end to end.

The problem is not simply that responsibility is distributed. Major projects necessarily depend on many functions and organizations. The deeper problem is that distributed responsibility is rarely matched by a clear system of authority for time. When commitments, forecasts and operational realities diverge, who determines which view of the future should govern the next decision? Without a common mechanism for resolving those differences, organizations can possess abundant schedule information while still lacking an authoritative view of where the project is actually heading.

This fragmentation creates a fundamental governance gap. Leaders may know whether individual milestones are red, amber, or green without having a reliable view of how risk is moving across the entire delivery system, what those changes mean for the ultimate operational date, or where intervention today would create the greatest value.

The issue is therefore not whether organizations have schedules. They do.

The question is whether they have a system for governing the asset those schedules represent.

2. The Economics of Time

In major infrastructure, demand and capital are necessary conditions for success. Neither guarantees delivery.

An asset cannot fully realize its intended value until it becomes operational. Until then, capital is committed to an outcome that has yet to be realized.

Time matters economically because it determines when committed capital becomes productive.

A day on a schedule is not simply a unit of project duration. It carries an implicit exchange rate with value. Depending on the project, that day may translate into deferred revenue, additional overhead, delayed customer capacity, lower returns, acceleration costs, or lost strategic advantage.



The relationship is expressed simply:



The exact exchange rate varies from project to project. The principle does not.

Organizations already understand this relationship when governing money. A change in capital requirements is translated into its effect on budgets, forecasts, returns, and investment decisions. Executives can ask what a cost increase means and receive an answer in financial terms.

They should be able to ask the same question about time.

What is one day worth?

What is one week worth?

What happens to expected returns if commissioning moves by one month?

Which risks threaten the greatest amount of time-adjusted value?

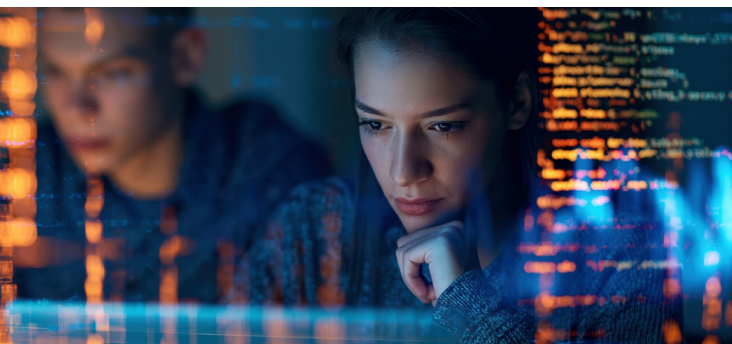
Without those answers, schedule performance remains disconnected from the economic outcomes executives are responsible for protecting.

This is why time should be understood not simply as a schedule constraint, but as an economic variable that leadership can measure, value and govern. Once enough time has been lost, the cost of recovering it through acceleration, resequencing, additional resources, or commercial intervention rises rapidly.

3. The Economics of Delay

The economic significance of time becomes clearest when projects run late.

The scale of that exposure is particularly visible in data center development. 57% of data center projects experienced a construction delay of three months or more in 2025, against a global average build time of 18 months for a 50 MW facility. Uptime Institute found that 55% of data center owner and operator respondents globally reported capital project delays in the previous 12 months. Sightline Climate estimates that



30%–50% of the announced 2026 data center pipeline may not come online before the end of the year. Across asset classes, McKinsey finds large projects “typically take 20 percent longer to finish than scheduled.” Foresight’s research indicates that nearly 90% of projects experience schedule overruns, with delays commonly adding approximately 20–30% to planned timelines.

On a major infrastructure program, that slippage does not remain contained within the schedule.

Revenue may be deferred because an asset cannot enter service. Fixed and project overheads continue. Recovery efforts introduce overtime, additional resources, resequencing, expedited procurement, and other costs. Customer commitments may

come under pressure. Returns deteriorate as capital remains deployed without generating the expected value.

The financial consequences compound quickly.

The scale of that exposure is substantial. At CBRE’s year-end 2025 US average asking rate of \$195.94 per kW per month, 60 MW represents roughly \$11.8 million of gross monthly revenue; one month of delay defers that sum. Foresight’s internal modeling puts total value loss above \$14 million per month once standing-army cost, extended debt service, SLA exposure and acceleration spend are added.

These effects make schedule performance relevant far beyond the project controls function.

A schedule variance becomes a revenue variance.

A missed milestone becomes an investment problem.

A delivery risk becomes an enterprise risk.

Yet schedule and financial performance are still often governed through separate structures. Cost is translated into enterprise terms. Time often remains buried in milestone reports, schedule updates, and project-level conversations.

That separation obscures the true economics of delivery.

Schedule risk is financial risk.

Once that principle is accepted, a different question follows. If delay destroys value so quickly, why do organizations so often discover it only after much of that value is already at risk?

¹JLL, 2026 Global Data Center Outlook (2026).

²Uptime Institute Intelligence, Data Center and IT Spending Survey 2023 (2024).

³Olivia Wang, “Data Center Outlook: Half of 2026 Pipeline May Not Materialize,” Sightline Climate, February 24, 2026.

⁴Rajat Agarwal, Shankar Chandrasekaran, and Mukund Sridhar, “Imagining Construction’s Digital Future,” McKinsey & Company, June 24, 2016.

⁵CBRE, North America Data Center Trends H2 2025 (2026).



4. The Greatest Risk Is Discovering Delay Too Late

Major projects do not suffer from a shortage of data.

Schedules, progress reports, risk registers, contractor updates, procurement trackers, dashboards, meeting minutes, forecasts, and commercial reports generate a continuous stream of information.

The harder problem is determining what that information means soon enough to act.

Traditional project reporting tends to be retrospective. Teams update progress, compare actual performance against the baseline, identify variance, explain what happened, and report the resulting status through the organization.

This process creates the appearance of control while leaving leaders several steps behind the project itself.

A schedule remains apparently healthy even as risk accumulates beneath the headline milestones. A missed dependency may not immediately move the critical path. An optimistic completion forecast may survive several reporting cycles. Separate teams may each report acceptable performance while the interfaces between them begin to fail.

By the time the problem becomes visible at executive level, the range of available interventions may have narrowed considerably.

Recovery then becomes the management strategy.

Teams add resources, resequence activities, expedite procurement, and accelerate work.

Executives escalate. Costs rise precisely because the organization learned the truth late.

This points to a different way of understanding schedule risk.

The greatest risk is not simply that a project will become late.

It is that the organization will discover the delay too late to change the outcome.

It is that the organization will discover the delay too late to change the outcome.

Effective Time Governance therefore requires a shift from explaining the past to protecting the future. The objective is not more reporting. It is an earlier truth: a reliable view of where time is being lost, where risk is accumulating, what those risks are likely to affect, and where action can still change the trajectory.

5. The Industry Often Misdiagnoses Delay

When a major project runs late, the explanation is usually easy to find.

Power was delayed. A permit took longer than expected. Equipment did not arrive. Labor was constrained. A contractor underperformed. Design changed.

These constraints are real.

But Describing the event that preceded a delay is not the same as identifying the management conditions that allowed it to become critical.

Across major projects, deeper and recurring sources of schedule underperformance include optimism bias, fragmented accountability, weak governance, poor sequencing, incomplete planning, weak risk management, and late decision-making.

This distinction matters because external constraints can be difficult or impossible to eliminate. What organizations can change is how early they identify their exposure to them and how effectively they respond.

A power constraint understood early can be planned around.

The same constraint discovered when energization becomes critical becomes a delivery crisis.

A procurement risk identified while alternatives remain available gives teams options.

The same risk, surfaced only after downstream work depends on the equipment, becomes a significant source of delay.

Time Governance does not assume uncertainty can be removed from major projects. It creates a discipline for seeing uncertainty earlier, understanding how it propagates through the delivery system, and acting while options remain available.

That changes the purpose of project intelligence.

The goal is no longer simply to explain why time was lost.

It is to reveal where time is at risk before it is lost.

6. The Schedule Is Bigger Than Construction

When major project schedules are discussed, attention tends to gravitate toward construction.

Construction is visible. Concrete is poured. Steel is erected. Equipment arrives. Mechanical and electrical systems are installed. Progress can be observed, measured, and reported.

But the economic timeline of a major project begins long before construction and ends only when the asset is ready to create value.

For a data center, that timeline extends across site selection, design, financing, permitting, power, procurement, construction, testing, commissioning, customer readiness, and ultimately, operation. Each stage creates dependencies that affect what comes next.

A design decision affects permitting. A delay in permitting changes to procurement or construction sequencing. Equipment availability influences when systems can be installed and tested. A power dependency prevents an otherwise complete facility from becoming operational. Commissioning issues postpone customer readiness even after physical construction is substantially finished.

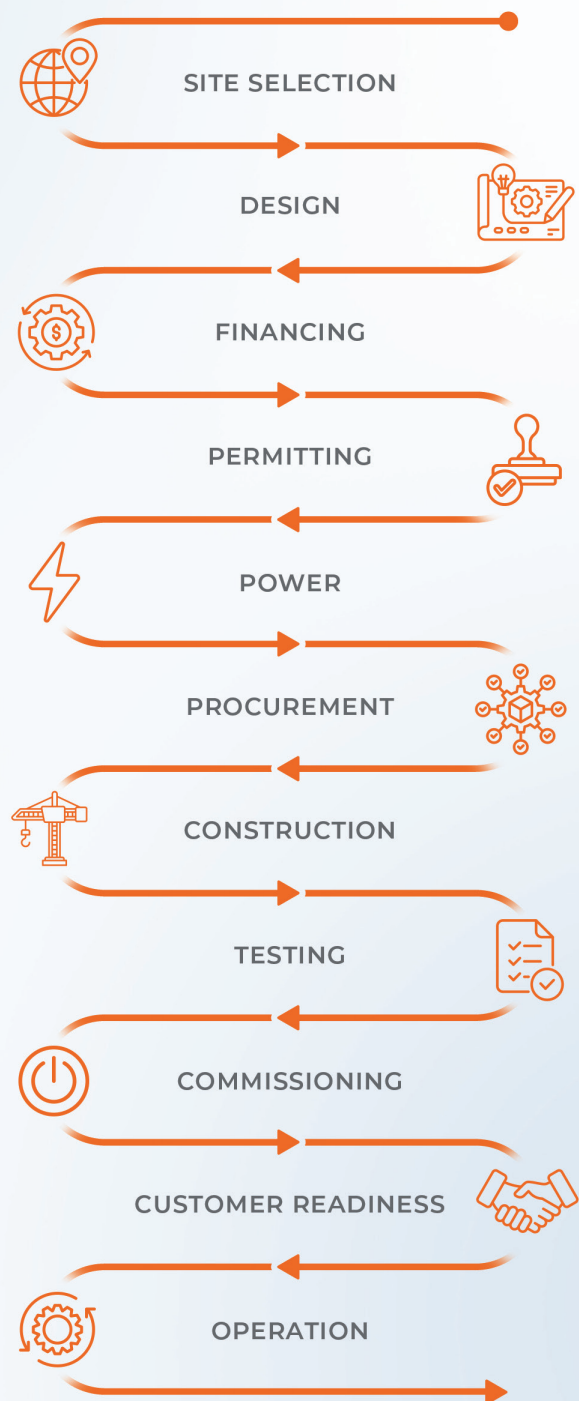
Looking at any one of these activities in isolation therefore provides only a partial view of time.

This becomes increasingly important as projects grow larger and delivery ecosystems become more complex. A multi-building campus may involve thousands of interconnected activities across contractors, suppliers, utilities, authorities, and internal teams. Each participant may be performing against its own responsibilities while risk accumulates at the interfaces between them.

The project schedule should therefore be understood not simply as the construction program, but as the complete path from investment decision to productive asset.

For executives, that means governing the timeline that ultimately matters: the path to value.

For a data center, that timeline extends across:



7. The Past Is Forgotten, the Present Is Ambiguous, the Future Is Contested

The difficulty of governing time appears across three horizons.



The past is forgotten. Organizations often plan new projects without systematically using evidence from previous outcomes to challenge durations, sequencing and assumptions. Lessons exist, but they do not consistently discipline the next commitment.



The present is ambiguous. Progress is measured through different systems, standards and incentives. Teams may hold different views of what has actually been completed, how healthy the schedule is, and whether emerging risks are material. A project can therefore appear healthy at executive level while its delivery trajectory is already deteriorating.



The future is contested. A single project may contain an executive commitment date, a contractual baseline, a contractor forecast, a project-controls forecast, a customer requirement and an independently estimated completion date. These can all point to different futures.

Time Governance connects these three horizons. It uses the past to discipline planning, establishes a trusted view of the present, and provides a mechanism for testing and adjudicating competing views of the future.



8. From Schedule Management to Time Governance

Recognizing time as an enterprise asset requires a corresponding change in how it is managed.

Schedule management remains essential. Major projects need credible schedules, milestone tracking, critical-path analysis, progress updates, and variance reporting. These disciplines provide the operational foundation for delivery.

But they are not the same as governing time.

Time Governance operates at the enterprise level. It asks whether the original plan was realistic, whether reported progress is supported by evidence, where risk is emerging, what that risk means for the project and the enterprise, and where intervention can still change the outcome.

Time Governance also creates consistency across projects and portfolios.

Without common standards, two projects within the same portfolio can define schedule health differently. One team may report against the contractual baseline, another against an updated forecast. Risk may be escalated at different thresholds. Progress may be supported by different levels of evidence. Executives are then left trying to reconcile multiple versions of project reality.

Financial governance provides a useful parallel.

Bookkeeping records transactions. Financial governance establishes how capital is planned, controlled, forecast, scrutinized, and protected. The CFO does not simply report financial performance. The function creates the disciplines through which the organization can trust and act on that information.

Time requires the same shift.

We define Time Governance as the discipline of planning, measuring, forecasting, protecting, and optimizing time as an enterprise asset.

This means establishing credible plans before execution begins, creating consistent standards for measuring progress, connecting schedule performance to economic consequences, identifying emerging risk early enough to intervene, and creating clear accountability for time across projects and portfolios.

Time Governance is therefore not only a system for producing better forecasts. It is a system for establishing which temporal claims the organization can trust and act upon. Governance provides common standards for evidence, forecasting and escalation, but it also provides a means of adjudicating between competing versions of the future. That is what turns schedule information into an enterprise basis for decision-making.

The shift is not from bad schedules to better schedules. It is from managing schedules to governing time.



9. The Chief Time Officer Operating Model

If Time Governance is the discipline, the Chief Time Officer is the function responsible for making it operational.

The Chief Time Officer should be understood as a function before it is understood as a title. Some organizations may assign that accountability to an existing executive; others may create a dedicated role. What matters is that the organization has a clearly owned capability responsible for the integrity of the integrated timeline, the standards by which time is measured and forecast, the adjudication of competing temporal claims, and the escalation of threats to the path to value.

The organizational form can vary. The governance requirement does not.

In practice, Time Governance operates as a continuous cycle. The organization must remember what previous projects teach, see the current state of delivery clearly, adjudicate between competing views of the future, and act while options remain available. The outcome of those interventions then becomes part of the evidence used to improve the next plan. This creates an institutional learning loop rather than a sequence of disconnected schedule updates.

Remember:

Use historical outcomes and reference classes to challenge assumptions before they become commitments.



See:

Create an evidence-based view of the current state of delivery and emerging risk.



Adjudicate:

Test competing forecasts, commitments and claims against common evidence so leadership has a trusted basis for action.



Act & Learn:

Intervene while options remain available, then feed what happened back into future planning and governance.

Foresight operationalizes this governance cycle through four connected capabilities.

Build the Plan: Generative Scheduling

Reliable delivery begins with a credible plan.

Major project schedules often embed optimism at the point of creation. Durations are compressed, dependencies are overlooked, historical evidence is underused, and commercial ambition becomes confused with delivery reality.

Generative Scheduling brings evidence into planning earlier. Historical outcomes and project intelligence help teams challenge assumptions, identify missing dependencies, improve sequencing, and assess whether a proposed baseline is realistically executable.

The objective is straightforward: build a plan leadership can trust.

Control Execution: Generative Control

A credible baseline has limited value if leadership cannot determine whether execution is following it.

Generative Control continuously compares commitments with evidence of actual progress, creating a more consistent view of project health. Rather than relying on fragmented updates or manually reconciled reporting, leaders gain a clearer view of whether execution is tracking against the commitments in the plan.

The objective is greater confidence in what the reporting says. When project teams and executives operate from a shared, evidence-based view of progress, the management conversation can move from debating the data to addressing the issues affecting delivery.

See Ahead: Generative Insights

Understanding today's status is necessary. Understanding where the project is heading is more valuable.

Generative Insights identify emerging patterns of risk, forecast likely outcomes, reveal bottlenecks, and surface opportunities for recovery or acceleration. This moves the management



conversation from explaining what happened to deciding what should happen next.

It also requires a different culture around project health.

A risk surfaced early gives leadership options. It creates time to investigate, intervene, resequence, or escalate. A project that remains artificially green until delay becomes unavoidable offers no such opportunity.

The purpose of governance should therefore be to surface truth early, not reward optimism.

Make It Repeatable: Governance & Operating Model

World-class delivery cannot depend on a handful of exceptional project managers.

Organizations need common standards for planning, evidence, forecasting, reporting, escalation, and executive review. When those disciplines are consistent across a portfolio, performance is benchmarked, lessons travel between projects, and leadership governs through a common language.

The objective is to make reliable delivery an organizational capability rather than an individual achievement.

⁶Dirk M. Zorn, "Here a Chief, There a Chief: The Rise of the CFO in the American Firm," *American Sociological Review* 69, no. 3 (2004): 345–364.

What Does the Chief Time Officer Actually Do?

The Chief Time Officer does not own every activity on a major project. The function owns the integrity and governance of the integrated timeline across the path to value.

Its responsibilities include:



Own the enterprise path to value. Maintain accountability for the integrated timeline from investment decision through design, permitting, procurement, construction, commissioning and productive operation.



Establish the authoritative view of time. When the baseline, contractor forecast, executive commitment and independent forecast disagree, ensure there is a disciplined process for determining what leadership should believe and act upon.



Remember the past. Ensure historical project performance, benchmarks and reference-class evidence are used to challenge new plans and commitments.



Establish the truth about the present. Set common standards for progress evidence, schedule health and forecasting so executives are not working from incompatible versions of current reality.



Adjudicate the future. Challenge optimism, test competing forecasts and maintain the organization's best evidence-based view of likely outcomes and uncertainty.



Protect time economically. Translate days and weeks into revenue, returns, financing costs, customer exposure and enterprise value so leaders can compare the cost of intervention with the value of time recovered.



Direct executive attention. Surface the decisions, interfaces, constraints and dependencies where management action can still materially alter the outcome.



Govern time across the portfolio. Establish common planning, forecasting, escalation and executive-review standards rather than allowing individual projects to define schedule health differently.



Create a culture of early truth. Reward the early identification of risk rather than apparent schedule compliance. Question the greens. Support the reds.



Build organizational learning. Feed outcomes from ongoing and completed projects back into future planning, completing the Remember → See → Adjudicate → Act & Learn cycle.

The Chief Time Officer does not replace the project manager, scheduler, PMO or project controls team. Those functions manage and execute parts of the delivery system. The CTO governs the organization's overall exposure to time, much as the CFO does not personally perform the bookkeeping but establishes the system through which capital is measured, forecast, challenged, allocated and governed.

To perform that role effectively, the CTO function must have sufficient authority and independence to challenge commitments when the evidence does not support them. It cannot simply aggregate what project teams already report.

10. Why AI Changes What Is Possible

If Time Governance is so important, why has an equivalent to financial governance not emerged around time before now?

The historical constraint was not simply a lack of data. Major projects have generated large volumes of schedule and progress data for decades. The constraint was the cost and difficulty of continuously turning that data into a coherent, current view of temporal reality across thousands of activities, dependencies and organizational interfaces.

Human judgment remains essential. Project leaders understand context, manage stakeholders, make trade-offs and determine what action to take. But human teams cannot continuously test every assumption and downstream consequence across a major project or portfolio.

AI changes the economics of that task.

It makes it possible to maintain a continuously updated, evidence-based view of how the delivery system is evolving, compare plans with historical outcomes, identify emerging patterns of risk, challenge assumptions and direct human attention toward the decisions where intervention still has value.

In that sense, AI can do for Time Governance what modern financial systems did for financial governance: make continuous analysis, challenge and control practical at enterprise scale.

AI does not replace project leadership. It provides the enabling infrastructure for maintaining an integrated, current and challengeable view of temporal reality across projects and portfolios.



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11. The Digital Chief Time Officer

This is the governance model Foresight is built to make practical at scale.

Foresight serves as the Digital Chief Time Officer for major projects, providing the technology and operating layer through which organizations can establish and sustain Time Governance. It brings together the four capabilities required to operationalize Time Governance. Generative Scheduling helps build realistic plans. Generative Control establishes evidence-based visibility into execution. Generative Insights surface emerging risks and opportunities. Governance & Operating Model creates consistent delivery disciplines across projects and portfolios.

Together, these capabilities give executives a clearer and more consistent view of where projects truly stand, where time is being lost, what is likely to happen next, and where leadership needs to act.



**The objective is not another dashboard.
It is clarity and control over time.**



12. Time Governance in Practice

The value of Time Governance becomes visible when better information changes how leaders make decisions.

A leading data center developer managing 15 projects globally relied on quarterly business reviews to connect executives with project teams. Reporting was inconsistent and often based on data that was months old. Reviews were sometimes canceled because information was not ready, while a Portfolio Management Office of more than 30 people spent approximately 40% of its time responding to ad hoc executive inquiries.

The more serious problem was the gap between reported and actual project health.

In one case, a project believed to be two weeks ahead was found through deeper analysis to be 245 days behind.

The organization did not lack project information. It lacked confidence that the information reflected the true state of delivery.

Following the implementation of Foresight, quarterly reviews evolved into monthly executive reviews and weekly project-level reviews. Reporting overhead fell by approximately 90%, from around \$2 million annually to \$200,000.

More importantly, the management conversation shifted from debating whether project information was accurate to addressing bottlenecks, schedule risks, and opportunities to accelerate delivery.

The customer reported a **20% reduction in delay** and estimated that the improvement **prevented more than \$100 million in lost revenue.**

The lesson extends beyond reporting efficiency.

When leaders have confidence in the true state of delivery, they can spend less time explaining the past and more time protecting the future.

13. What This Means for Boards and Executives

Time Governance does not begin with software. It begins with a different set of executive questions. For boards and leadership teams overseeing major capital programs, six actions begin closing the governance gap.

1. Quantify What Time Is Worth

Establish the economic consequence of a day, week, and month of delay. Without understanding that exchange rate, leadership cannot rationally compare the cost of intervention with the value of recovering time.

2. Give Time an Executive Owner

Establish accountability for the integrated timeline across the delivery lifecycle. Individual functions own activities. Someone must own the overall outcome. That ownership must include the authority to challenge competing forecasts and establish which view of the future leadership should act upon.

3. Govern the Entire Path to Value

Extend executive oversight beyond construction. Design, permitting, procurement, power, stakeholder engagement, commissioning, and customer readiness all influence when an asset becomes productive.

4. Reward Early Truth

Create a culture in which emerging risks are surfaced while options remain available. A risk identified early gives leadership the opportunity to act. Question the greens. Support the reds.

5. Move From Reporting to Prediction

Retrospective reporting remains necessary, but it is no longer sufficient. Use project intelligence and AI to identify emerging patterns, likely outcomes, and opportunities to intervene before delay becomes unavoidable.

6. Standardize Time Governance

Establish common standards for planning, evidence, forecasting, reporting, escalation, and executive review across projects and portfolios. The objective is not to make every project identical. It is to make delivery discipline repeatable.



Conclusion: Who Owns Time?

Organizations would never invest billions of dollars without financial governance.

They would not accept inconsistent accounting standards, unreliable forecasts, fragmented controls, or an absence of executive accountability for capital.

Yet major projects routinely tolerate something remarkably similar when it comes to time.

That approach is no longer sufficient.

Infrastructure is becoming more complex, delivery networks more interconnected, and technology cycles faster. In markets where demand is strong, the ability to bring capacity online sooner determines who captures the opportunity.

Time determines when capital begins producing returns.

Time determines when customers receive capacity.

Time determines whether organizations capture opportunity.

Time is an enterprise asset.

It requires visibility, forecasting, standards, accountability, authority and governance.

Someone needs to own it.

▶ **Every organization has a CFO.**
Major projects need a Chief Time Officer.

The only question left is who, in your organization, owns time today.





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