WAYS TO CREATE CHANGE THAT CAN IMPROVE THE QUALITY OF PROJECT MANAGEMENT

Tools for Change

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Change

“To improve is to change; to be perfect is to change often.”

Winston Churchill
Bryant Crouse, Ph.D.

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• Rhodes Scholar Finalist
• Ph.D. in Psychology from UCLA
• Consultant to Fortune 500 companies in organization, executive selection, management development.
• Bryant has over 35 years of experience working with a variety of businesses industries including:
  • Commercial banking
  • Consumer products
  • Entertainment (Including Fox, Disney and HBO)
  • Finance
Introduction

Change Tools

- Selection
- Training
- Organizational Development

Your Tool Kit
Selection

Organizations

Individuals
Elements of Project Management Selection

- The Project is a new Organization
- The same principles apply to selecting individuals and organizations
- In the Oil and Gas Industry Selection Choices may be limited by unique factors
- Selection Decisions are made at all levels of the project
- Quality of Selection at all levels will effect project outcome
- Resources are available, if necessary, to assist owner operators and EPCs in the Selection Process
Training and Organizational Development
Formal Training

- Internal
- External
Organizational Development

- OD is more than just training
- OD usually involves Analysis, Strategy Development and Implementation
- OD is provided by professionally trained selection and/or change agents
Organizational Development

• Many companies have internal OD professionals who can provide expertise to management on specific projects

• External OD professionals are also available if internal specialists are unavailable or if outside specialized expertise is required
Tools of Change Applied

- Application of Selection, Training and OD to actual project management problems
Scenarios
Scenario 1

- Owner/Operator contracts EPC to do AWP/WFP
- Project does not go as planned (Cost overruns and schedule delays)
- Subsequent audit of project reveals few people in the EPC organization below the management level are aware of the AWP/WFP requirements or have sufficient knowledge to implement AWP/WFP.
Intervention/Change Strategies

Selection Issues

• E, P, and/or C were not selected for proven experience in AWP/WFP.

• Owner/Operator used other selection criteria which resulted in part of their contract requirements not being met.

• Owner/Operator might have benefited from using internal or external selection professionals to evaluate experience for contract objectives.
OD and Training Interventions

• When project has started and problems recognized, the Project Manager needs to intervene.

• OD and training are possible aids in reducing problems.

• Internal or external assistance can add resources and expertise to enhance problem reduction.

• Problem analysis, communication facilitation, intervention strategy development and implementation (including AWP/WFP training) may benefit the Project.
Scenario 2

- Major EPC decides to implement AWP/WFP
- Invests in systems and WFP personnel to implement project
- Project manager, a senior EPC official, has no knowledge or interest in AWP/WFP
- Materials accumulate on sight and heroic efforts are required to bring project on track
- Project over budget and delayed
Intervention/Change Strategies

Selection Issues:

• Wrong Project Manager selected.

• If too late to replace Project Manager, Project amelioration required.
Training and OD Interventions

• If Project manager too busy or unable to address problems, internal or external OD and/or training can be helpful.

• OD may bridge communication problems; training may eliminate future over accumulation of materials.
Scenario 3

- AWP/WFP is deployed on project O/O agrees to fund implementation
- WFP planners develop many work packages but few are able to be executed effectively
- Project begins to slip. Subsequent review of work packages shows that many are very large i.e. several thousand man-hours and do not include satisfied constraints, or safety
Intervention/Change Strategies

• Project suffers from inadequate training and experience in AWP/WFP.

• As soon as problem recognized, internal or external AWP/WFP consultants and trainers can help.

• Customized AWP/WFP training can be utilized to minimize future work package problems.

• Additional constraint, safety, and resource analysis required from appropriate resources.
Question and Answer