

Is Organization Ready Your for a Step Change?

Tim Swenk
Endeavor Management
Capital Project Effectiveness

Endeavor



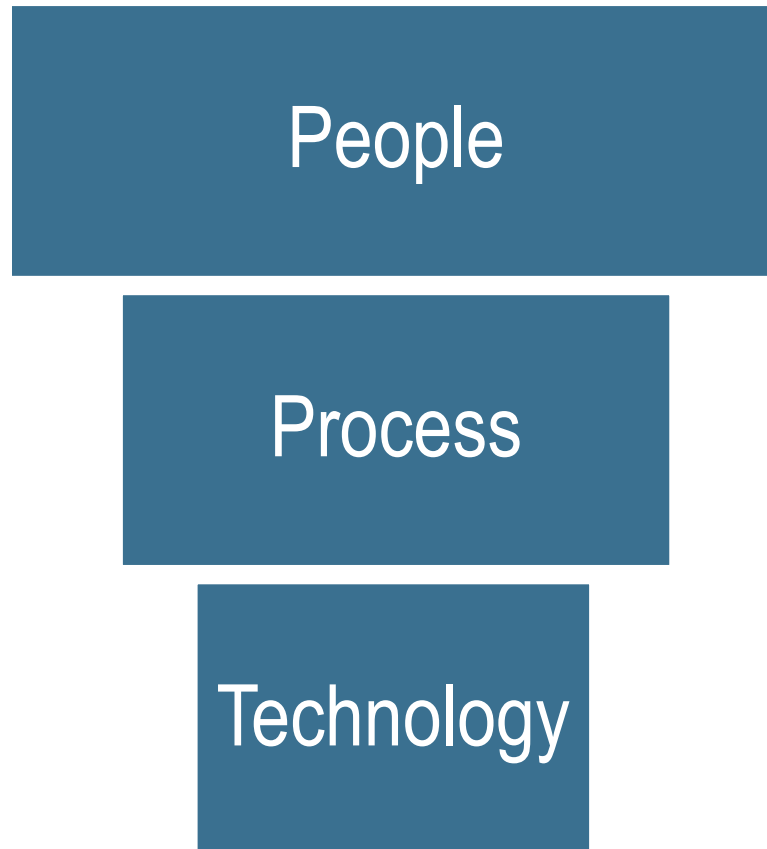
Game Plan for the Next 60 minutes

- ✓ Guided interactive participation
- ✓ Assessment of current state
- ✓ Holistic thinking
- ✓ Path Forward Focus

Learn from each other

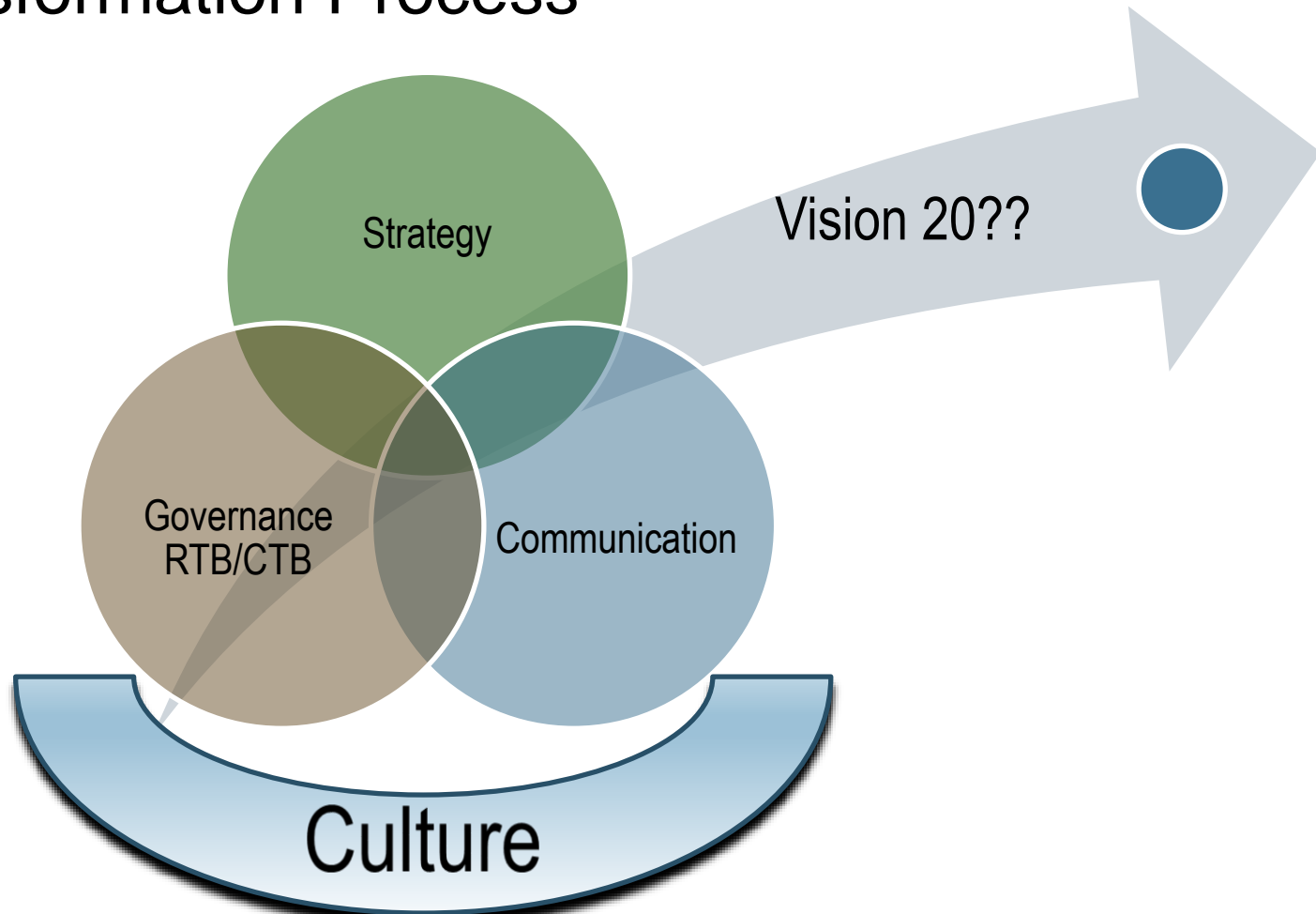
Flow of Discussion

For your organization, assess Current State of:



Flow of Discussion

Transformation Process



What do we hear and know?

“Looking at construction projects today, I do not see much difference in the execution of the work in comparison to 50 years ago.”

Per CII-RT 319 – Nov. 2015

Abstracted from World Economic Forum Report “Shaping the Future of Construction - A Breakthrough in Mindset and Technology” May 2016

John M. Beck
Executive Chairman
Aecon Group, Canada

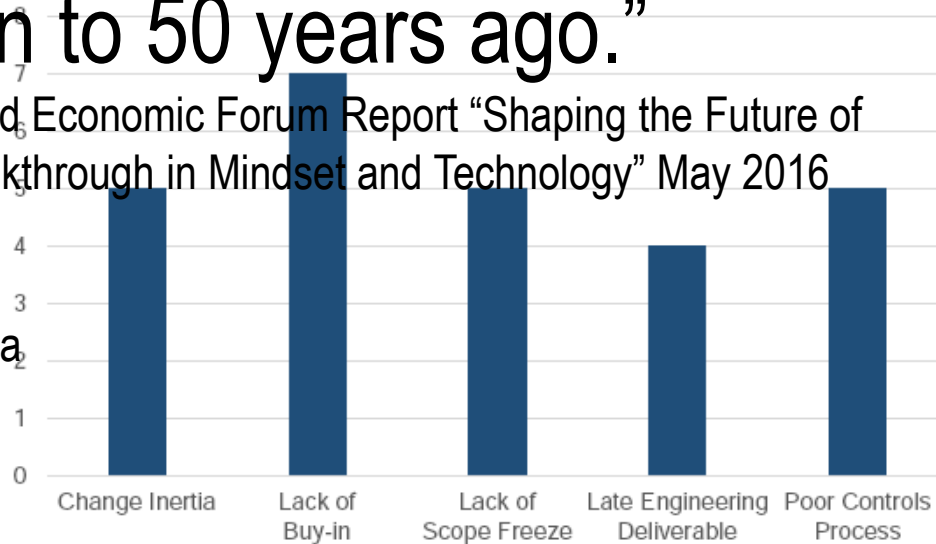


Figure 4. Top Five Most Recurrent AWP Difficulties

1.0

Current State

People

Process

Technology

1. What is the Leadership Style of your company, construction group, engrg group?

- A. Top Level Mandate.
- B. Localized, disseminated authority.
- c. Montessori-like, group endorsement required.

2. Does your organization have a cultural that promotes change?

3. Is your organization currently migrating from a culture of XXXXX to a culture of YYYYYYY?

4. How collaborative are your Project Leadership, Engineering, Procurement and Construction groups on a functional level? On a project specific level?

A. E – P:

B. E – C:

C. P – C:

D. PM – E:

E. PM – P:

F. PM – C:

1 – Walled/Siloed  5 – Seamless

5. How would you describe your company's relationship with you key clients, contractors or suppliers?

1 – Transactional  5 – Trusted,
Collaborative

6. When faced with an upset in a plan what method is your group likely to use?

- A. Analyze and fix root cause while minimizing disruptive impact
- B. Shift to Plan B or another plan immediately
- c. Stay the course

People

Process

Technology

7. What is the reliability of the 'golden threads' that support AWP processes?

- A. Applied work breakdown structure.
- B. Availability of material information and tracking to the field.
- C. Availability and accessibility of design documentation/data to the field.
- D. Structured categorization/tagging of key data in a construction visualization model.

- 1 – Who knows!
- 2 – Mixed, variable
- 3 – Consistent, stable

8. Do third party software suppliers understand their client's work process?

9. Are the Engineering, Materials (tagged items and bulks), and Construction planning processes sequentially dependent, Engineering 1st, then Construction?

Can they be reversed?

People

Process

Technology

10. How is software viewed?

- A. An enabler
- B. Imposed requirement/distraction
- C. IT driven end all
- D. Other

11. Is there a company-wide technology roadmap in place? If so, who are the stakeholders?

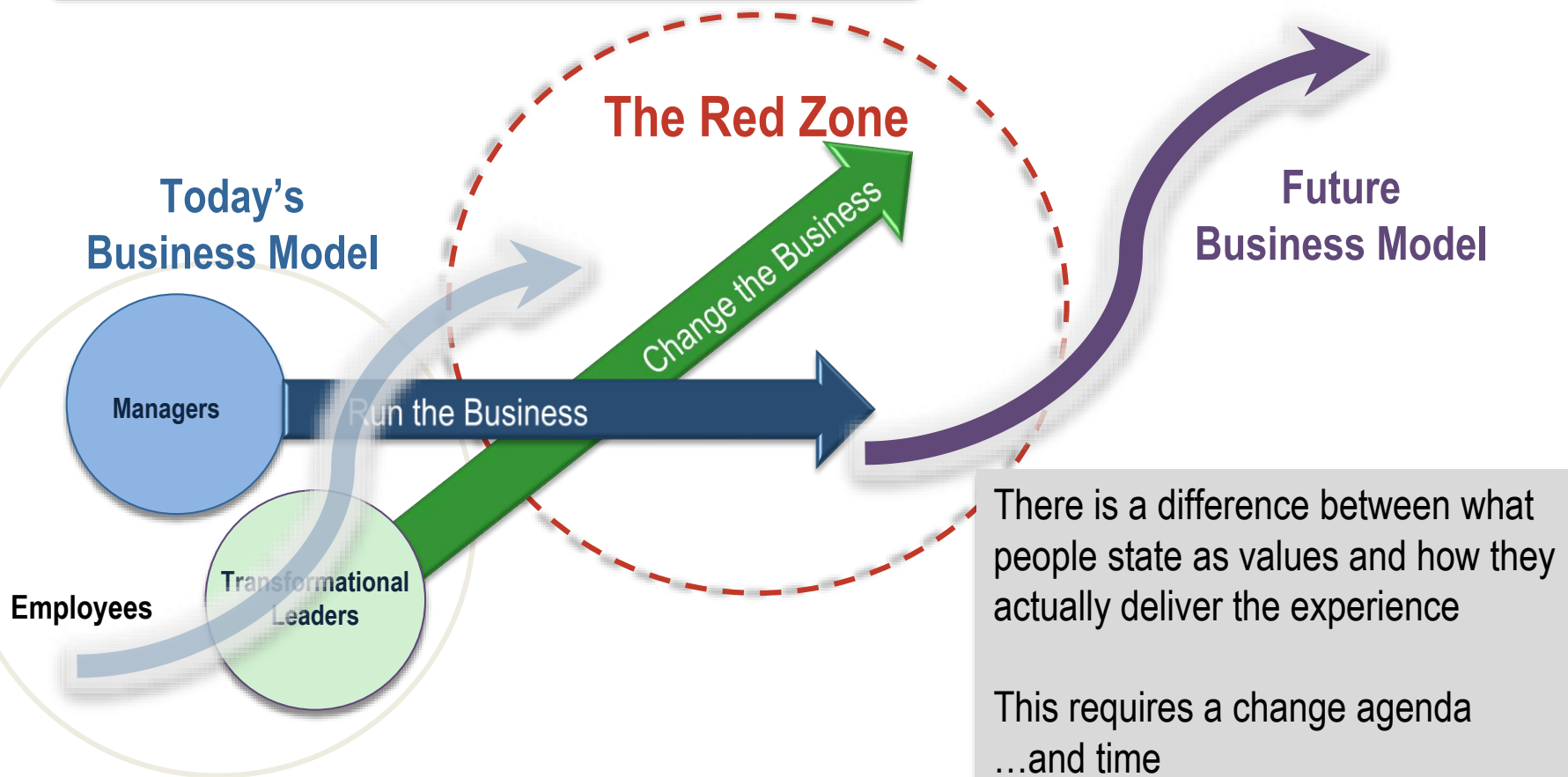
12. How mature is construction mobile technology in your group? Could it be accepted as a productivity enabler?

2.0

Transformation Process

Transformation Execution Plan

As you progress with dual agenda, conflicts appear between them. You must look for opportunities in current operations to make changes.



Red Zone Management Principles

1. Declare the company in a “Red Zone”
2. Put the Best Players in the game
3. Focus on the Customer
4. Set Clear Red Zone Goals
5. Create a Blueprint for Success

Execution

6. Focus on “Mechanics”
7. Use Program and Project Management Practices and Methods
8. Focus on Speed
9. Meet Special Needs of Workers
10. Reward Management for Red Zone Performance

What to expect on your journey

Per CII RT 319 – Nov. 2015

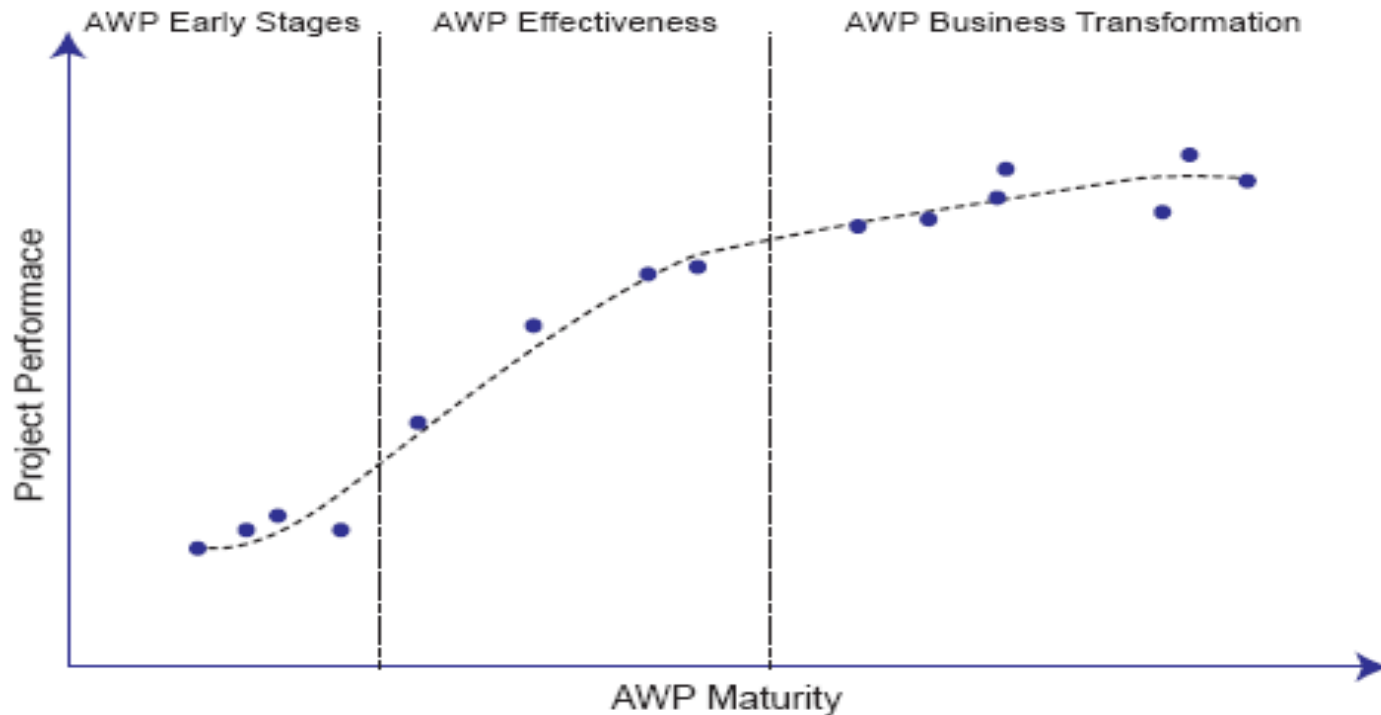


Figure 9. AWP Maturity Stages

Closing Thought

“Work with the End in Mind”

“Transform with the Whole Picture in Mind”

References

CII RT-319: Making the Case for Advanced Work Packaging as a Standard (Best) Practice

CII RT-272: Project Definition Assessment Tool

CII RT-272: AWP Maturity Model and Assessment

World Economic Forum Report “Shaping the Future of Construction - A Breakthrough in Mindset and Technology”

Red Zone Gameplan for Changing Culture – Endeavor Management

Change is the Rule – Practical Actions – Dutch Holland, PhD

With a 40-year heritage, Endeavor Management is an international management consulting firm that collaboratively works with clients to achieve greater value from their transformational business initiatives. Endeavor serves as a catalyst by providing pragmatic methodologies and industry expertise in Capital Project Effectiveness, Transformational Strategies, Operational Excellence, Organization Effectiveness and Transformational Leadership.

For more information, visit www.endeavormgmt.com

Endeavor's **Capital Project Effectiveness Practice** provides solutions to Oil & Gas, Refining and Petrochemical clients that are currently adapting to dramatically changing market conditions. Recognizing the industry trend is an increased failure rate of projects to achieve business objectives, Endeavor has brought together a core team of uniquely qualified project leaders with deep, hands-on experience in capital project execution; professionals that can address both the "hard" (process/technical) and "soft" (leadership and team integration) issues.

These professionals work side-by-side with commercial leaders and project delivery owners, contractors and service organizations and teams to deliver solutions and results.

For more details, please visit the Endeavor Capital Project Effectiveness solution website:

<http://www.endeavormgmt.com/capital-project-effectiveness/>