PROJECT MANAGEMENT CONCLAVE, 2018

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Structured Project Management – the key to Project Success

Structured Project Management – Across Value chain

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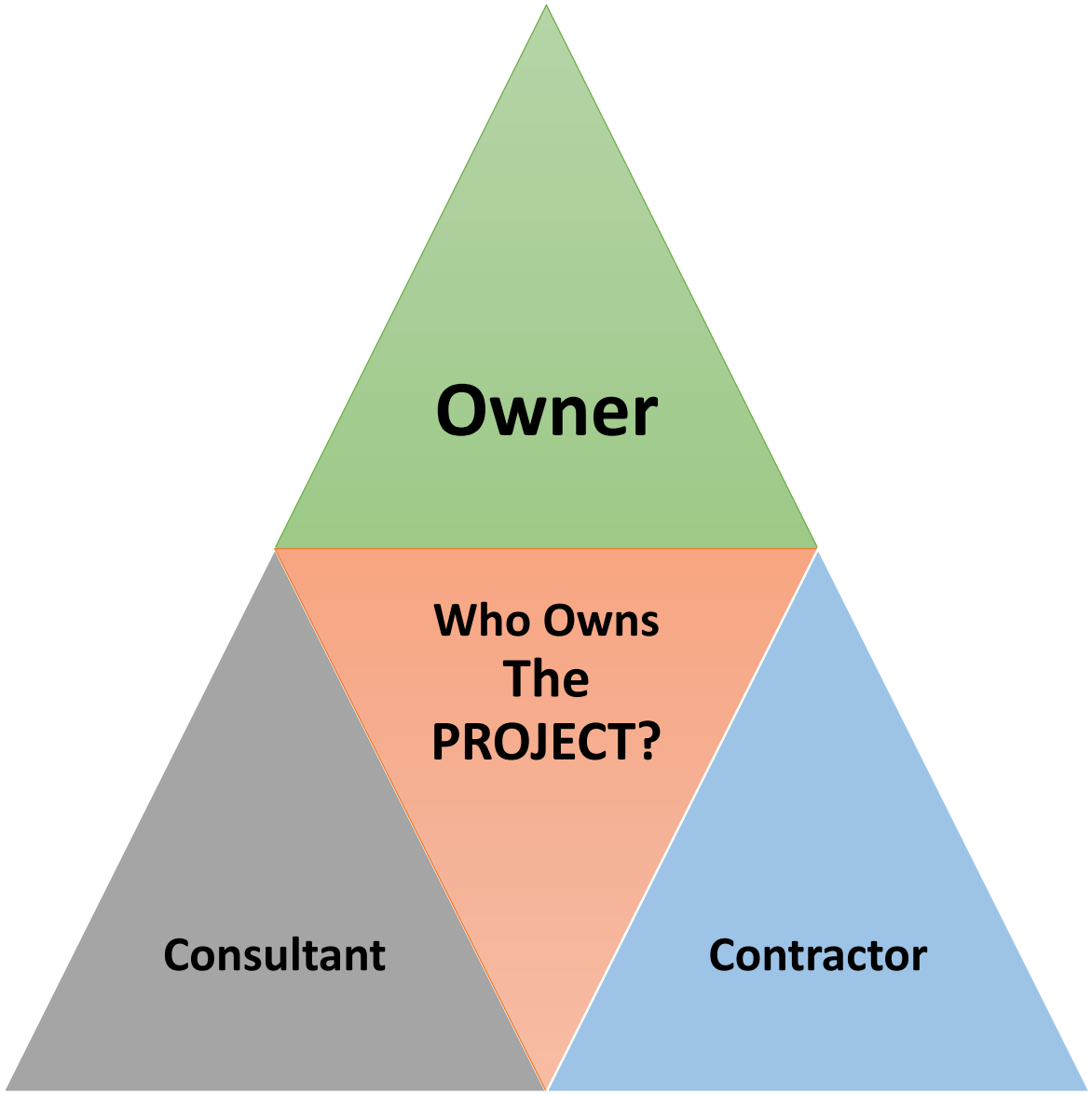
Which side you are on?



The Stakeholders

- Identification
- Dynamics
- Organisational Maturity
- Project Management Maturity
- Weakest link, Strongest Link
- Evolving the structure with strongest & weakest link in mind

Structured Project Management tips:

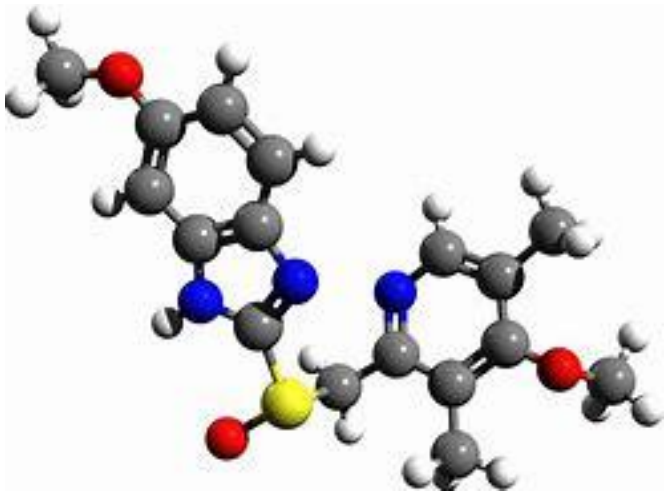
- Identify key stakeholders
- Conduct individual Kick offs
- Conduct Joint workshop & document thoroughly
- Define & control communication channels
- Use processes like WoW, EDMS etc.

Structure?

- What is reality – Group decision or client / key vendor calling all the shots
- Paper structure
- Structure to impress leadership
- Stakeholders protecting &/or colluding with each other
- Dominance of single stakeholder (Including Client!)
- Hiring a stakeholder for a cause & not listening to their advise
- Internal teams competing with external stakeholders for knowledge or ability show-off

Structured Project Management tips:

- Clearly deciding who will drive project among all (e.g. EPCM, PMC or Client)
- Clear baton points for entry & exit of stakeholders
- RACI up to document level
- All contracts aligned to above thought process
- Clear escalation matrix based on pre set criteria for technical issues as well



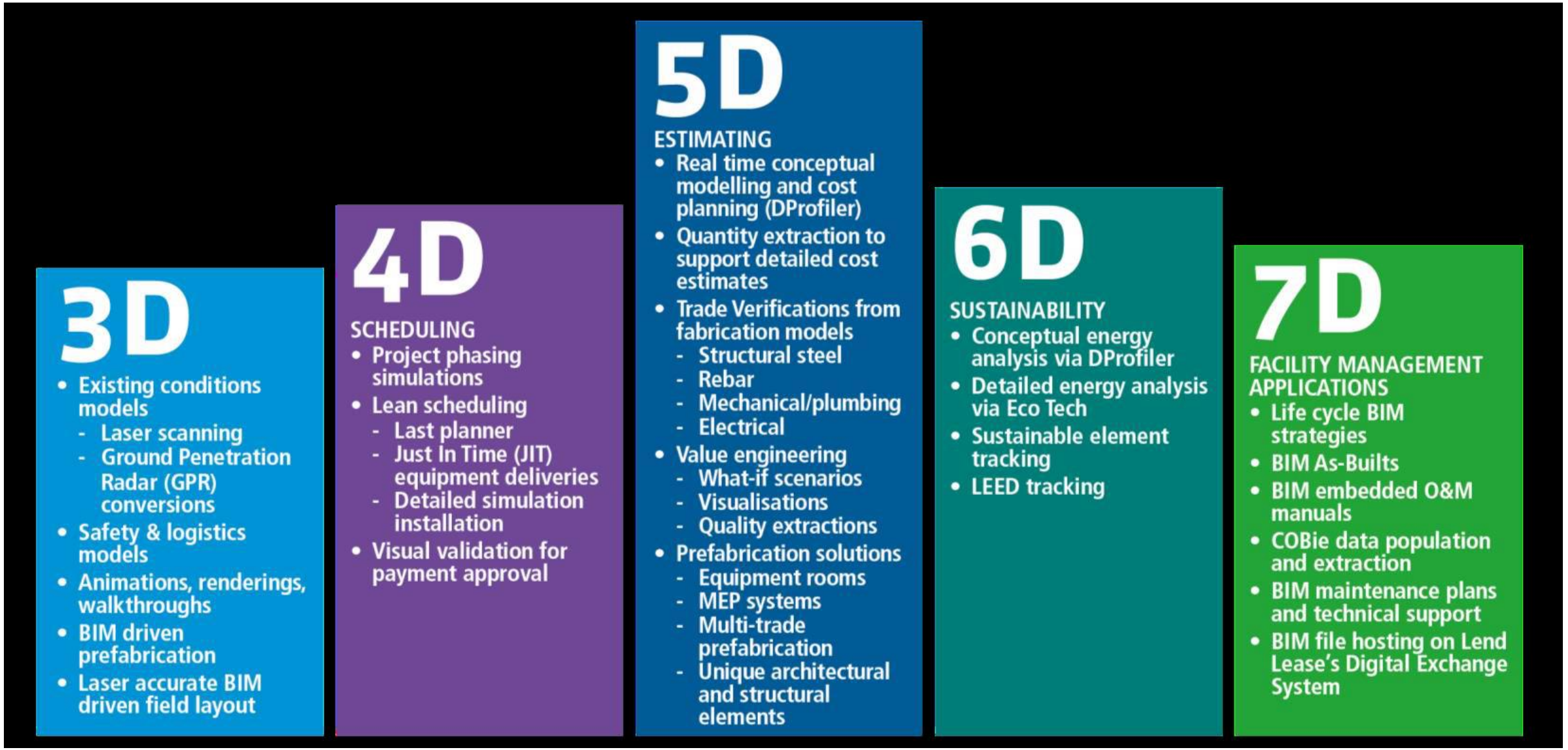
2D or not 2D?

- Automation works well with large volume of accurate inputs
- These inputs come late in the project
- Then engineering is started in 2D and updated in parallel in 3D
- This leads to too many assumptions and hence errors
- We need to understand that project schedules with 2D and 3D look very different
- Project results, costs, timelines become unpredictable when 2D+3D combo is used

Structured Project Management tips:

- Deciding upfront on type & extent of automation
- Involving leadership in related risks & selling them the risk
- Making realistic schedule allowing chosen combo to work
- Start engineering way early by disconnecting engineering commencement from project commencement (Stage Gate processes)
- Investment in 3D should be seen as life cycle cost investment & not just project TIC

What will happen when we reach here?



Contracts gone too far!

- Over accomplish in contract – Face bureaucratic project execution
- Indecision on key issues – We will see it at the “END”
- Focussing entire bandwidth on engineering not realising that it is less than 10% of total cost
- Not realising adding too many “Stakeholder Wish lists” during engineering will result in high TIC
- Using contract to get “FREE REWORK” done without realisation that it is actually hurting the project

Structured Project Management tips:

- Choose long term MSAs
- Create DECs for OPEX needs with “Fixed-N-Flex” approach
- Focus on relationships & Contracts, but keep both separated
- Allow working level to follow contracts so that discipline is maintained
- Focus on savings in Procurement & construction costs and treat consulting firms as your partners
- Structured Apex meetings to sense & sort working level issues

“Quick” engineering & “Leisurely” construction

- Release of deliverables with excessive assumptions & Hold areas
- Time is relative - Engineering is megabytes but construction is Concrete & steel – Choose carefully
- Shortcuts during engineering - Runaway overrun in latter phases
- Premature mobilizing of construction contractor can cause drain on wallet
- Not having your own “Home team” of Project Management can cause
- Fluid vendor list and process decision in perpetual flux causing too many iterations
- Adding last minute vendors during bidding stage

Structured Project Management tips:

- Vendor list to be frozen by procurement cell
- Stage gate processes to be followed
- Basic & detailed Engg must be separated
- Realistic schedules to be discussed & agreed at KOM
- Decisions to be taken with Opex & Capex both costs

Make up your mind

- I will give my decisions in instalments
- I will have second thoughts
- My one team member gets late in action
- It is not rocket science, lets assume
- As an experienced stakeholders you should have known
- But I want project error free, in budget & on time

Structured Project Management tips:

- On ground deployed document control system (Not just checkbox system)
- Respecting time lines for decision
- Project manager on each side to handle his indecisive stakeholder
- Suspending project if there is major indecision for few weeks, saving money
- Bringing realism in culture though optimism is the buzzword

Finally…

In-Use EDMS	HD Kick off meeting	Stage gate processes
PM, Design, O&M each is separate specialization	Stakeholder maturity “Matchmaking”	Design Automation is Pre-Decision
Free rework may not be free	Client risk is highest if project fails	Transparency is not negotiable

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Thank you