Back to Focusing on the Essentials ...
A Prerequisite for Project Success

Tim Swenk
Endeavor Management
Capital Project Effectiveness
Game Plan

✓ Set the Stage

✓ Premise for Perspective

✓ Essentials - A view from the Balcony

✓ Sustainable Responses

✓ Bringing it Together
Set the Stage

✓ Large capital project performance theme – industry and stakeholder agnostic
✓ On a mission to bring perspective and clarity – from the balcony with binoculars
✓ Challenge the sustainability and game changing impact of current tactical improvements in capital project effectiveness

Are we treating the symptoms and not the Root Causes?
Premise for Perspective

- Forced to change the game – another boom cycle will not be our savior
- Gap: what we know to do ≠ what we do
- 20/80 approach - What really matters

Bring Focus to the Fundamentals: Capital Effectiveness Top 10
Essentials to Capital Effectiveness

**Project Capability**
- Project Selection
- Project Strategy Selection
- Execution Planning and Effectiveness
- Project Governance/Risk Management

**People**
- Project Organization Selection
- Project Leadership
- Operations Leadership

**Delivering to Goals**
- Project Team Alignment
- Quality of Product
- Performance Metrics
Project Capability

- Project Selection
- Project Strategy
- Execution Planning
- Project Governance/Risk Management
People

- Project Organization
- Project Leadership
- Operations Leadership
Delivering to Goals

- Project Team Alignment
- Quality of Product
- Performance Metrics
“Not everything that counts can be counted, and not everything that can be counted counts.”

-Albert Einstein
Sustainable Response

- Replication at smaller scales, challenge conservatism in requirements & design, buy vs. build, IoT
- Utilize trusted, collaborative owner/EPC/supplier alliances – long term (puts aside 3 bids and a buy)
- Early execution input from stakeholders and performers. Stress test with independent experience
- Governance attitude one of enabling, a source of reason, modeling collaborative behavior
- Risk tuned awareness viewed through a telescope, accountability driven mitigation
Sustainable Response

- Use Lean lens for setting organizational structure, multifunctional roles, global
- Cherish best project leaders, succession planning/shadowing/coaching of all leaders
- Tune the matrix organization to dispersion of knowledge, annual value review from formal functional/project exchange
Sustainable Response

- Establish Team Dynamics/Alignment as a goal, Team Integration process with skilled “therapists”, inclusive teams
- Aggressive management of organizational interfaces
- Measure leading indicators of great performance, drive through work processes, manage via risk sensitivity approach
Bringing it Together

Run this journey to change the game with visionary leadership and engagement below the “clay layer.”

Know your starting point with an unbiased (external) assessment of current strengths and gaps in the essentials.

Expose the “lighthouses” of excellent performances – use them as the trailblazers on your journey.
Learn from others......
Closing Thought

“Transform with the Whole Picture in Mind”
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/

Contacts: Tim Swenk:  tswenk@endeavormgmt.com  713-397-2475

Martina Asbury:  masbury@endeavormgmt.com