

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

Tim Swenk

Endeavor Management
Capital Project Effectiveness

Endeavor

A solid red horizontal bar located at the bottom right of the slide, partially under the Endeavor logo.

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?

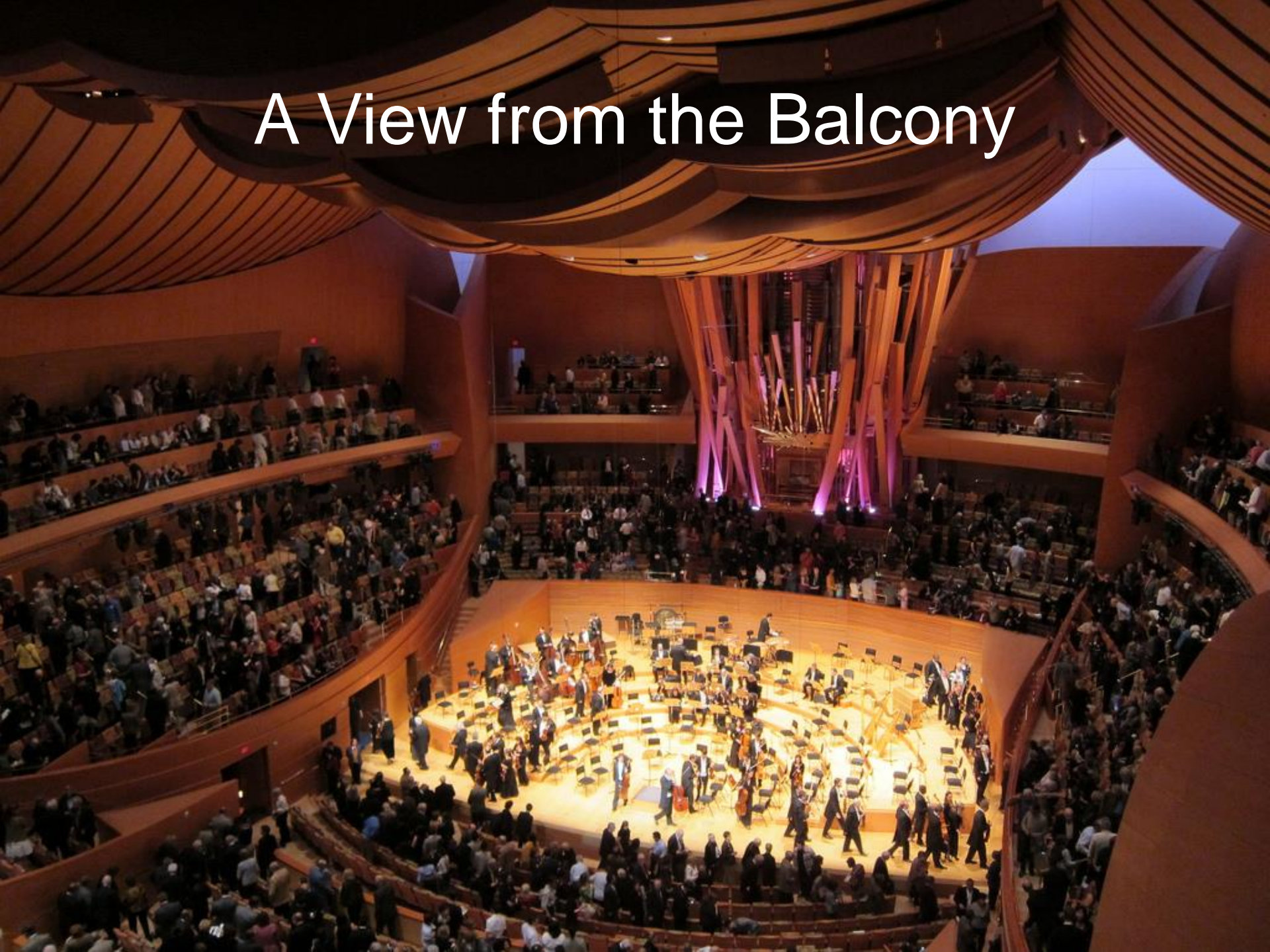
Premise for Perspective



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

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

A View from the Balcony



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**

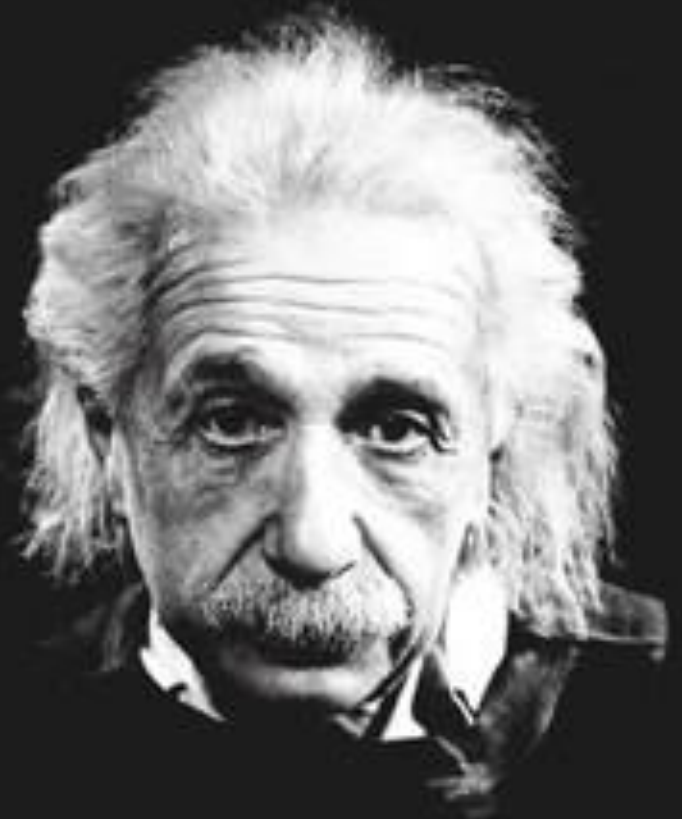


Delivering to Goals

- **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

Project Capability

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

- 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

People

- Project Organization
- Project Leadership
- Operations Leadership

- ❑ 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

Delivering to Goals

- Project Team Alignment
- Quality of Product
- Performance Metrics

- ✓ 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.



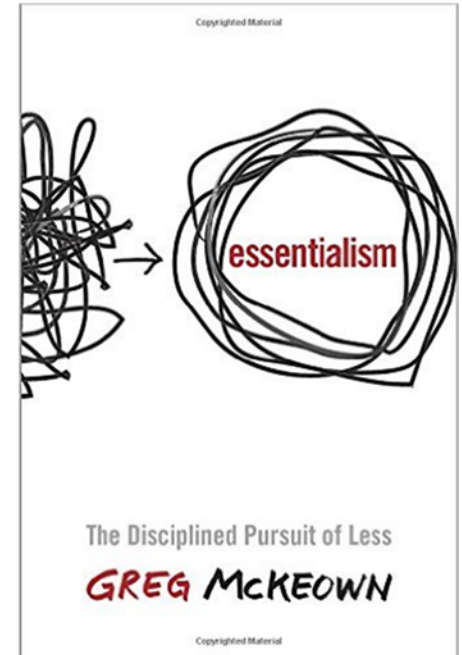
Learn from others.....



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD



Engineering Construction
Industry Training Board



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