DELIVERING MEGA PROJECTS ON TIME THROUGH CULTURE AND HOSHIN KANRI

WHY

HOW

WHAT
Authors

Søren Leth Nielsen  
Owner Zephyr Consulting, Denmark, +45 6169 9150, sln@zephyrconsulting.dk

Jon Lerche  
PhD Student, Dep. of Btech. at Aarhus University, Denmark, jon.lerche@btech.au.dk

Hasse Neve,  
PhD Student, Department of Engineering at Aarhus University, Denmark, hn@eng.au.dk

Søren Wandahl,  
Professor, Department of Engineering at Aarhus University, Denmark, swa@eng.au.dk
WHY

53% schedule overruns

37% cost overruns

IT'S NOT THAT SIMPLE

*The art of project leadership: Delivering the world's largest projects.
McKinsey Capital Projects & Infrastructure Practice - September 2017
HOW (Overall)

- Make a “strategy” for the whole project period
  - What to achieve
  - How to achieve (preconditions)
  - Yearly MWB
- Develop culture and behavior
  - Trust & transparency
- Develop supporting structure and tools
HOW

Improve compliance with internal procedures
Improve the "ONE Team" Mindset
Ensure best-in-class Front-End Loading for off-shore campaigns
Improve interfaces to base business off-and on-shore
Drive Safety Leadership at all levels
Provide stakeholders transparency of project performance
Leverage Lessons Learned and best practices
Deliver the 1. November 2019 Shut-in safely and in time
Increase Engagement with TEP DK
Execute the Project safely
Progress project in accordance with Plan
Execute with operations in mind
PL1: Issue the 2019 HSSE Activity Plan by Jan
PL2: No critical overdue activities in the 2019 HSSE Activity Plan
PL3: Issue "Safe Upmanning Plan" for Preparatory Scope by Jan
PL4: Issue "Safe Upmanning Plan" for Hookdown Scope by Jun
PL5: Issue "Shutdown Readiness Assurance Plan" by Jan
PL6: Register Opersafe Findings in PIMS Action Source by Jan
PL7: No overdue Opersafe actions in the PIMS register
PL8: Progress project to 60.4% by Dec
PL9: No critical overdue indicators on all Milestone Certificates
PL10: Execute and comply with the Project Quality Plan
PL11: Perform Gap Analysis on Allseas Management System by Mar
PL12: Meet all requirements in the PLANC Plan
PL13: Batam Site Team fully operational by Jul
PL14: Issue all individual Well Suspension Programs by Feb
PL15: Issue PEP for the Satellite Campaign by Feb
PL16: No overdue "Execute Assurance" actions in the PIMS registers
PL17: Simplify and re-issue procedures for selected PIMS modules by Feb
PL18: Perform role-specific PIMS onboarding training for all new hires
PL19: Participate in all planned Conquest 2020 activities
PL20: Perform +2 Development Days for the full project team
PL21: Improve "Happiness Score" for Praise and Strengths with 20%
PL22: All key slide decks completed timely and with Customer Mindset

Follow-up:
- Weekly
- Monthly
WHAT IS ACHIEVED/FINDINGS

- Continuous follow-up (PDCA) is foundation for constant learning
- Prioritization matters (project delivery, safety and people)
- Involvement of people key to success (ownership)
- Proactive decision making reduces risk and increase performance (Three-figure mio DKK saved so far)
- Open culture/transparent environment is KEY for in-& externally stakeholder management
- Continuous coaching and priority on the people part is a key enabler for success
- Approach and model can be used within ALL kinds of construction (strategic, operational & tactical level)