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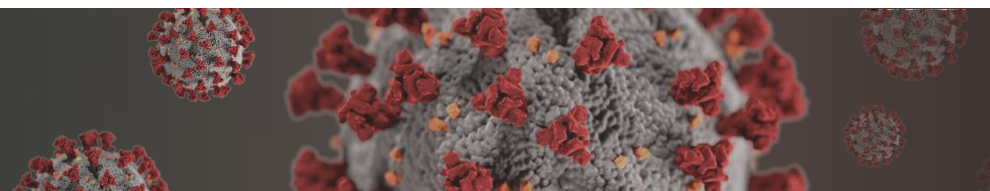
*Changing How
the World Builds*

The Next Normal: Executing with confidence when you are betting the business

Using scenario planning to improve your odds

June 3, 2020

CII COVID-19 Web Seminar Series



General Information

- The Webinar is being **recorded**
- Please use your microphone **mute** function
- The recording slides will be posted at...
www.construction-institute.org/blog
- Please ask your questions via the “**Questions**” box on your screen



ePM Presenters



Gerry Sepe

Principal and CEO



Mark Triesch

Practice Leader Major Capital Projects



Improve your restart

- 1 Identify and manage the hidden work that impacts your project: rework, coordination, and decision wait
- 2 Use five areas of project integration that are the best predictors of project success
- 3 Understand why “the soft stuff is hard” and how scenario planning builds team alignment and addresses complex issues



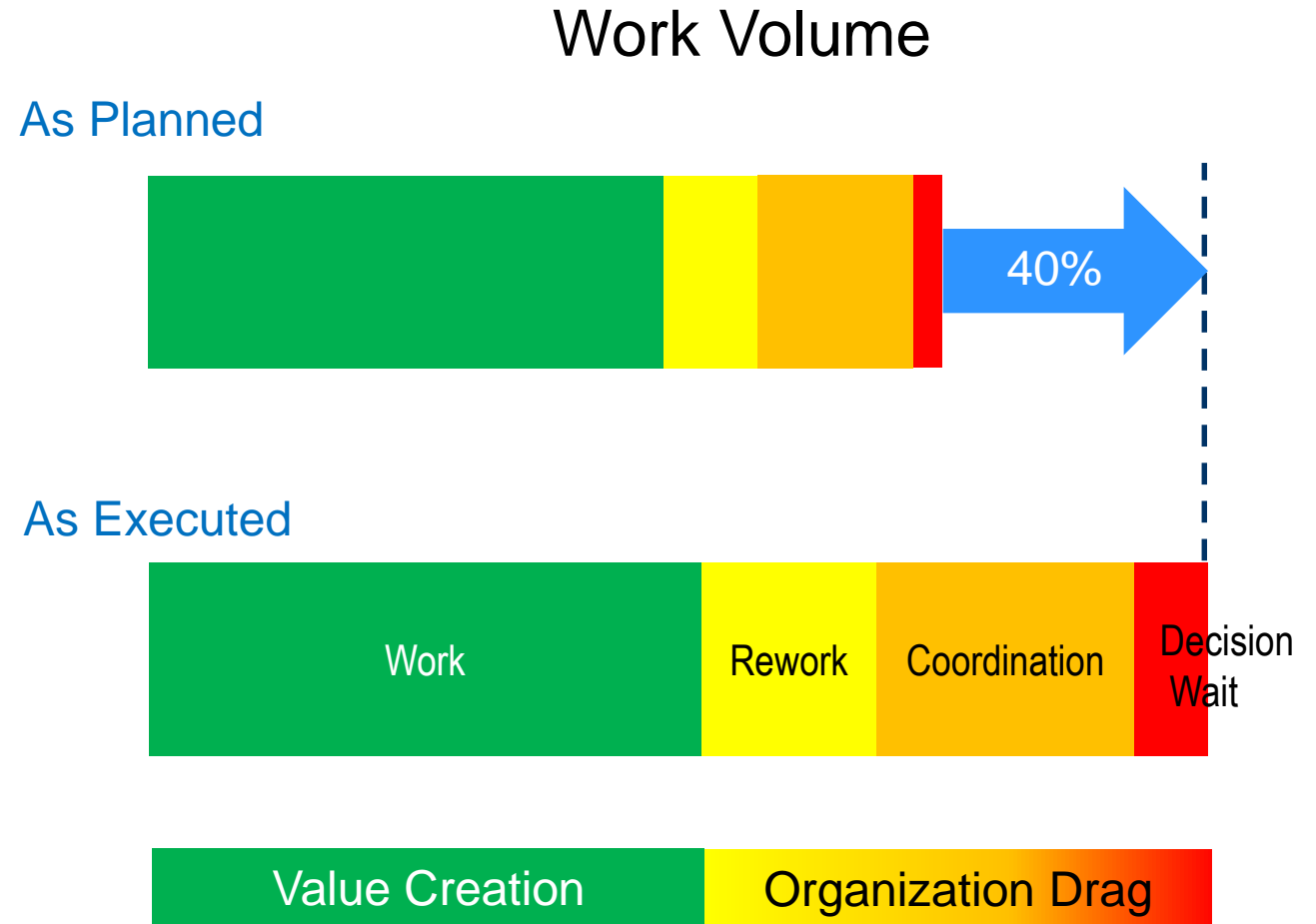
Transitions are unstable...and an opportunity

- Prior work is unfinished
- New work is planned but not realized – there is uncertainty
- The organization is immature for the coming phase
- There is often a funding and staffing and attention problem
- Coordination is critical
- There is a bow wave of work



Hidden work is always underestimated

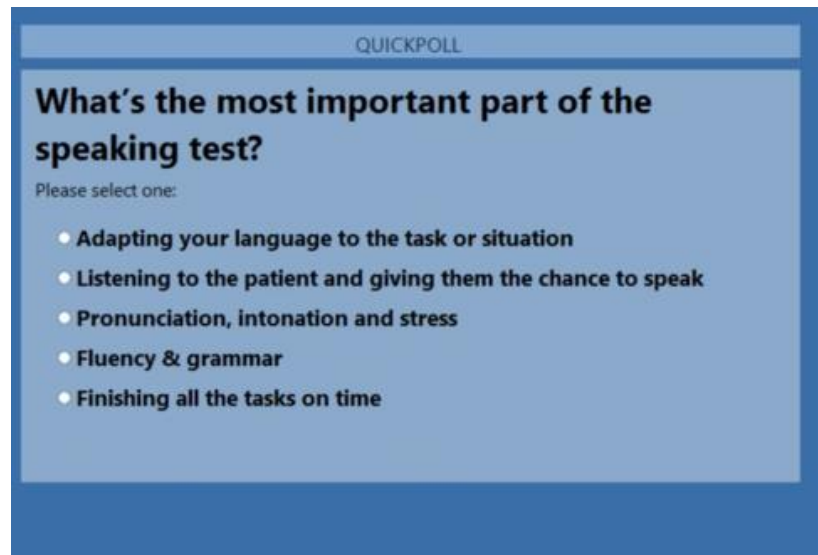
- Four actual parts of work – three are **hidden**
- Hidden work can be thought of as **drag** on the team
- At least half of all decisions on a project will **time out** during a normal workday and require revisiting
- The **decision wait** factor goes up during transitions and when working remotely



When Using the GoToMeeting Polling Feature:

If your poll “window” is maximized, you may experience difficulties responding to the questions.

However, if you **minimize your poll window**, you should be able to respond.



QUICKPOLL

What's the most important part of the speaking test?

Please select one:

- Adapting your language to the task or situation
- Listening to the patient and giving them the chance to speak
- Pronunciation, intonation and stress
- Fluency & grammar
- Finishing all the tasks on time

Minimize this window



Poll:

As part of my company's preparation for post-COVID19 business, I have taken part in scenario planning.

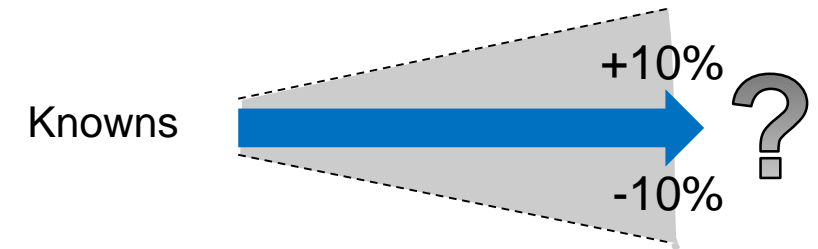
- ✓ Agree
- ✓ Disagree
- ✓ Maybe / Not Sure
- ✓ What do you mean by “scenario planning?”



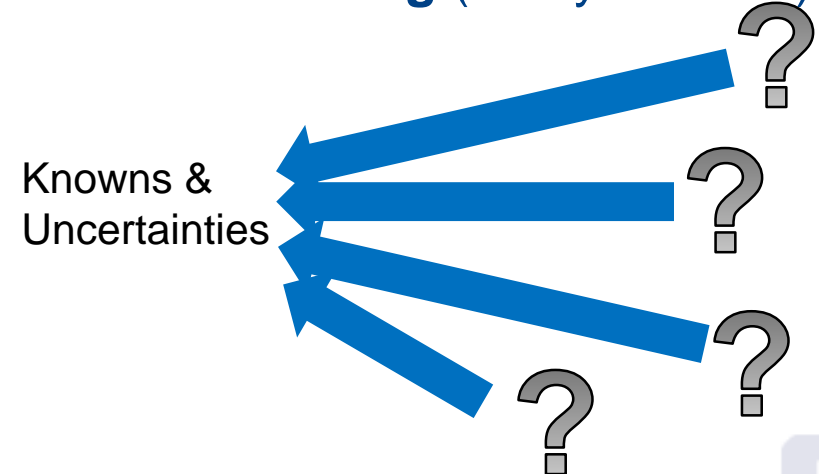
Scenario Planning helps address hidden work

- Uncertain environments mean planning for more than one opportunity – this favors scenario planning over forecasting
- Scenario planning mindset is different than the execution mindset on most projects
- Scenario planning exposes places hidden work can grow and helps to manage it

Forecast Planning (One Future)



Scenario Planning (Many Futures)



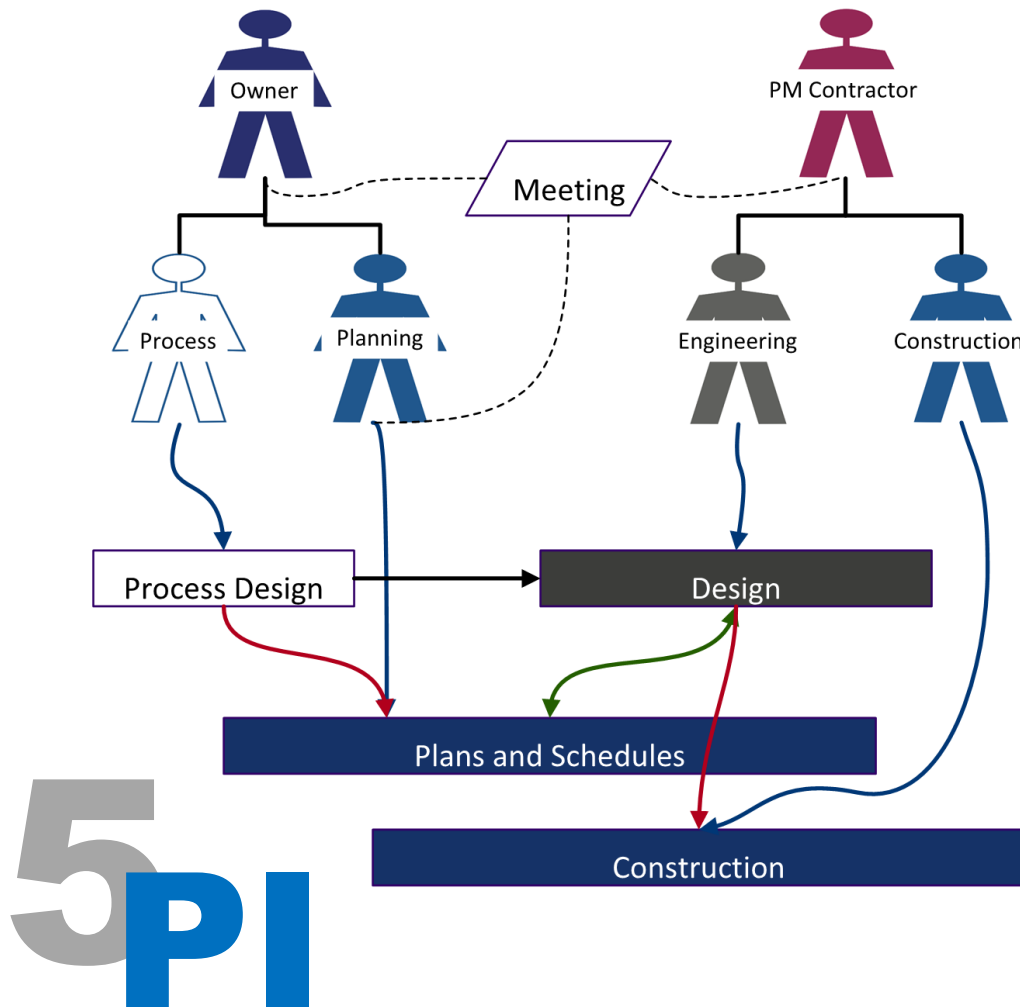
Scenario planning for a petrochemical plant

- Work has been slowed due to COVID-19 restrictions
- Minimal work is ongoing, mostly to put the plant in a safe state in anticipation of restarting construction
- Plan to return to work is uncertain and incomplete
- Timing of return is in question
- Many uncertainties and variables prevent the making of a solid plan



Example Condition: *The Project Management Office has split to work-from-home and site-based personnel*

Integration elements best predictors of success



- 1 Start with the **work**
- 2 Match the **organization** to the work
- 3 Determine the right **leadership, governance** and decision models
- 4 Design your **information flows, communication pathways** and choose tools with intention
- 5 Plan for a constantly changing **risk environment**

Making scenario planning work

Project Management Office has split to work from home and site-based work

Element	Scenario Challenge	Example
Work & Work Processes	What work processes must be changed?	RFIs and routing of field status and changes
Organization & Team	Do we have authority and coverage at the site?	Rotation schedules do not correspond to on-site supervisor availability
Leadership & Governance	What is the new distributed decision structure?	Purchase order review and approval
Information Flow	How do we spread leadership messages that are effective?	Town Halls can no longer be held and must be virtual
Risk Environment	How will we transition to the site and then transition to startup activities?	This double-transition adds further complexity and increases coordination risk



Effective scenario planning meetings

Things to do...

- Clarify your needs (the work)
- Clarify the challenge (obstacles and unknowns)
- Get the right stakeholders
- Use a table-top exercise to explore important workflows
- Write down what you assume, discuss and decide
- Work toward a decision support package you can socialize

Avoid...

- Being overly precise and making “point estimates”
- Favoring the making of a plan over engaging in the planning process
- Narrowing the selection of scenarios too early



CII Best Practices – a resource for transitions



- **Advanced Work Packaging**
- **Alignment**
- Benchmarking & Metrics
- **Change Management**
- Constructability
- Disputes Prevention & Resolution
- **Front End Planning**
- Implementation of CII Research
- **Lessons Learned**
- Materials Management
- **Partnering**
- Planning for Modularization
- **Planning for Startup**
- **Project Risk Assessment**
- Quality Management
- **Team Building**
- Zero Accidents Techniques



Summary

1 Transitions and Hidden Work



- Transitions are unstable and unpredictable...and an opportunity
- Hidden work increases during transitions
- Aggressively manage rework and decision wait
- Coordination should increase

2 Integration Areas



- All five Integration Elements should be addressed at every transition
- They must change. Plan accordingly to promote flexibility

3 Scenario Planning

Element	Scenario Challenge	Example
Work & Work Processes	What work processes must be changed?	RFIs and routing of field status and changes
Organization	Do we have authority and coverage at the site?	Rotation schedules do not correspond to on-site supervisor availability
Leadership & Governance	What is the new distributed decision situation?	Purchase order review and approval
Information Flow	How do we spread leadership messages that are effective?	Team Halls can no longer be held and must be virtual
Risk Environment	How will we transition to the site and then transition to startup?	Divide transition tasks further complexity

- Use scenario planning to remobilize with greater confidence
- Teams are better aligned and perform more predictably
- Scenario planning allows you to prepare for leveraging opportunities