Replicating Project Success

Gene Conway
Vice President Sales
Tricomm Services Corp

This session is eligible for
1 Continuing Education Hour
and 1 Contact Hour.

To earn these hours you must:
- Have your badge scanned at the door
- Attend 90% of this presentation
- Fill out the online evaluation for this session
Program Goals

- To identify reasonable definitions for project success
- To identify variables that impact success
- To discuss where key information resides
- To review sample reports with which to extract useful information

Program Goals

- To provide participants with information tools to better qualify opportunities
- To provide participants with information tools to better assess staff performance
- To provide participants with information tools with which to make better decisions
Replicating Success

Replicating success requires necessitates:
- Defining success
- Identifying variables associated with success
- Tracking variable based performance
- Learning what works
- Focusing on what works
- Continually reassessing what works
- Adapting based on what you learn

Success Defined

- Hit profitability goals
- Meet schedule
- Get approvals on all valid change orders
- Satisfied client
- Satisfied end user
- Get paid within acceptable time frame
What Is A Performance Metric?

- Performance metrics are intended to get *objective* and *accurate measurement* of contribution
- The measurement of performance metric data is intended to be *dispassionate*.

Metric Based Definitions

**Vague**
- Make money
- Work hard
- Complete project
- Stay busy

**Metric Based**
- 20% Profitability
- 95% approval of submitted change orders
- Meet defined project schedule
- Superior client assessment
## Launching A New Product

- Assess market conditions
- Determine need
- Design
- Fabricate
- Test
- Redesign
- Re-fabricate
- Test
- Release product
- Solicit feedback
- Assess feedback
- Adjust product
- Test
- Release adjusted product

## Developing Performance Process

1. Identify variables
2. Develop process
3. Execute process
4. Document performance
5. Evaluate performance
6. Determine key variables in performance
7. Adjust process
8. Execute adjusted process
9. Document performance
10. Evaluate performance
11. Determine key variables in performance
Performance Review

A circular, never ending cycle resulting in the accumulation of rich information with which to continually improve process

Electrical Project Success Variables

- Project Type
- Purchasing
- Environment
- Estimating
- Labor
- Project Leadership
- Logistics
- Concurrent Work Load
Project Type

- Office Fit Out
- Industrial
- Health Care
- Manufacturing
- Retail
- Refinery
- Outside Plant
- Gaming

Purchasing

- Repetitive buying leads to better buying
- Purchasing unfamiliar products is time consuming
- There is limited or no comparison data when purchasing unfamiliar products
- Distribution channels can help with unfamiliar buys but a leap of faith is required
Project Environment

- New Construction
- Retrofit
- High Rise Buildings
- Limited Access Facilities
- Limited Parking Facilities
- Disrupted Work Facilities
- Multi Trade Construction
- 24/7 Facility

Estimating

- Who estimated project
- Estimators experience in general
- Estimators experience with type of work
- Estimators past performance history
Project Leadership

- Leadership has conspicuous impact on success
- Results often vary with leader selection
- Personality traits can match well or not well with particular projects
- Certain attributes can be strengthened in other leaders

Project Manager

- Experience in general
- Experience with like projects
- Experience with this client
- Past performance history
- Current work load
Project Leadership

Foreman
- Experience in general
- Experience with like projects
- Experience with this client
- Past performance history
- Current work load

Crew Composition

- Union jurisdiction
- Size of crew
- Specific crew members
Labor Blend

- Ratio of journeymen to apprentices
- Project tasks to be completed

Logistics

- Parking
- Proximity to Your Office
- Vertical Material Delivery
- Phasing
- Material and Equipment Staging
Product Solution

- Familiar vs. New Product
- Familiar vs. New Distribution Channel
- Workers Currently Trained
- Workers Require Training

Core vs. Available Skill Set

Having or recruiting skill set
- Office Fit Out
- Retrofit Work
- IT
- Outside Plant
- Industrial
- Refinery
Concurrent Projects

- All additional work is impacted by current work
- All work should be qualified within the context of concurrent activity

Project Size

- Revenue
- Hours
- Crew Size
- Duration
- Phasing
Realistic Boundaries of Scale

How much can you do?
- 12 Concurrent Projects Works
- 14 Exposes Weaknesses
- 20 Trends to Collective Failure

Emotional, Subjective Insanity Based, Project Pursuit

- Conspicuous Project
- Competitor Influence
- Back Yard Necessity
Data You Currently Have

- Where Job Is
- What Type Environment
- Product Solution
- Logistical Variables
- Client
- Client Representation

- Who Estimated Project
- Who Ran Project
- Who Worked on Project
- Project Schedule

What You Can Do

- Identify which types of projects are best suited for your team
- Steer clear of project types that history reveals as particularly bad
What You Can Do

- Actively track project variables
- Make staff aware of information being tracked
- Adjust in response to patterns that are revealed
- Acknowledge revealed contributors

Performance Report by Project Type

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<tr>
<th>Project No.</th>
<th>Project Name</th>
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For Reference of NECA 2015 San Francisco Attendees Only
## Performance Report by Project Manager & Profitability

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**Captured Data as Motivational Tool**

- **Â Evaluating performance is respectful**
- **Â Acknowledge exceptional performance**
- **Â Take action when data reveals weakness or inefficiencies**

- **Â iPeople respond more to what is inspected than to what is expected**
Captured Data and Objective Judgement

- Evaluating objective data can improve objective judgement
- Objective data can be utilized to reduce subjective, emotional decisions
- Objective data can make difficult decisions easier to make

How Do You Replicate Project Success?

- Identify the project variables associated with success
- Track those project variables
- Generate reports which reveal patterns of success
- Identify key success variables
- Leverage key success variables
- Adapt based on what you have learned
How Do You Replicate Project Success

One Project Manager is consistently more successful than others
Å Are you acknowledging that success?
Å Can you give that PM more work?
Å What personality traits are related to his or her success?
Å Can those traits be strengthened in other PMs

How Do You Replicate Project Success

One Foreman is constantly linked to successful projects
Å Are you acknowledging that success?
Å What personality traits or talents are related to that success?
Å Can those traits or talents be developed in other Foremen
How Do You Replicate Project Success

Your company is most successful delivering projects in one environment (retail)
Why are you more successful there?
Should you focus more effort pursuing those types of projects?
Can variables associated with retail projects be leveraged with other types of projects?

How Do You Replicate Project Success

Your company is most successful delivering projects at a revenue level less than 500,000
Why are you more successful there?
Should you focus more effort pursuing those types of projects?
What starts to fail when you scale above 500,000?
Knowing What Is Happening Leads To Knowing What To Do

• Gathered data empowers managers to take action and make good decisions
• Knowing where you can improve reduces anxiety
• Knowing what to do build confidence
• Knowing what to do build morale

Definition of Insanity

“The definition of insanity is doing the same thing over and over again and expecting different results.”

Albert Einstein
Summary

• There are many variables associated with project success.
• Tracking variables reveals patterns of success
• Knowledge gained can be used to improve your business

Summary

• Knowledge gained can be used to identify superior performers
• Knowledge gained can be used to focus on project opportunities more likely to be successful
Summary

• Look at the data you are collecting
• Take action based on what you come to know
• Acknowledge superior performance identified within collected data
• Address identified weaknesses identified within collected data
• Continually reassess performance

Questions?

Gene Conway
gene.conway@tricommcorp.com

Don’t forget:
• 10:15 - 11:30 am Special Session: Life on the Rock
• 11:30 am - 4:00 pm NECA Show Hours