

## **When You Cannot DO!**

By Anil Seth

*I've got a theory that if you give 100 percent all of the time, somehow things will work out in the end.*

~Larry Bird

Project Management looks difficult when you cannot deliver!

In one of my projects, our team was recommended to take up the job from an engineering consultant company which was not able to recover (in schedule) and hence required antiquated, skilled and thick skinned guys as finishers. Sounds complicated.. NO.

The simple rule of any mid-way management project is to take current stock of situation. This does not mean start questioning the handing over team “why certain activities are not done or why documents are of bad quality.

As a minimum for such scenario always follow SIX RULE FUNDAMENTALS. These are :

### **Rule 1**

Check the “To be completed and Remaining Project work Commitment. This needs to be checked with overall Project schedule and not with Engineering/Procurement /Construction stand alone schedule. [Here there is a possibility that the handover may include some of the critical work under etcetera clause]

### **Rule 2**

Check who is the main defaulter in arranging the required Input. At times this may not be the team painted as “defaulter”.

### **Rule 3**

Make a clear scope of responsibility list. This list has to only cover “to go activity” and yes most important part is to correctly include the interface scope (i.e. battery limit demarcations/design basis scope/material management scope etc.).The Interface scope should also require revisiting the battery limit already defined. In Schedule crash projects, the handover team may not have adequate time to verify during handover...then? It is recommended to take (or seek) the buy-in in handover **Kick-off Meeting** (from client and not from “defaulter”).

**Rule 4**

Markup “to be developed area” on Plot plan or any other primary document (could be P&IDs) and distribute in the team.

For *short term recovery*, the factors governing the failure dominates .This means in all such RED Projects there is no reliability that the schedule negotiated at the time of handover will be good to go. Now this is the difficult part, HOW TO AVOID FALLING IN THE SAME TRAP OF EARLIER TEAM.

The first bail out is to prepare a Need List. This list is to have all concerns (major or minor); it is always useful to include the working list of “defaulter”.

**Rule 5**

Next is Communication!

Daily meeting is required (for minimum 3-4 weeks) with all stakeholders. This is to guide your team towards right ROAD. Sounds complicated again...NO.

The tendency of the taking over Team [here your team] will always be to finish the work as soon as possible with “*whatever available information is*”. Here the team tendency will be to prove that they are superior to the “Defaulter”. This Sentiment is good if it can be controlled with correct information otherwise this zeal is dangerous and unproductive.

Therefore daily meeting with action plan is the key. My recommendation **is schedule these meetings as a minimum** for a month and then weekly.

**Rule 6**

For Daily meetings always customize your formats. [My recommendation: “do not use available formats”. Think what do you need and when. Then only develop or customize available formats.]

For reference some such formats are provided below:

B	C	D	F	G	I	L
S.No.	Listed on	Requirement / Action Item	Action By	Status	Criticality	Target Date to Close
		Complete pre-bulkload workbook				

Punch List Log										10th Nov 2016
S.No.	Status	Discipline	Date Initiated	Requirement	Action Plan	Action By	Closing Date		Remark	
							Target	Actual		

*Many useful and valuable books lie buried in shops and libraries, unknown and unexamined, unless some lucky compiler opens them by chance, and finds an easy spoil of wit and learning.*

~Samuel Johnson, 1760

## About the Author



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Mr. Anil Seth is working as Project Manager in Fluor's Indian office at Gurgaon. Fluor Daniel India Private Limited (Fluor India) provides a full range of engineering, design, procurement, and construction management services to Indian and overseas clients. Fluor India is an established quality provider of engineering, procurement, construction management (EPC) and project management services for Fluor's energy and chemicals, power, mining, and industrial projects, and is a key support office for Fluor facilities located in North America, Africa, the Middle East, Europe, and Asia Pacific

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