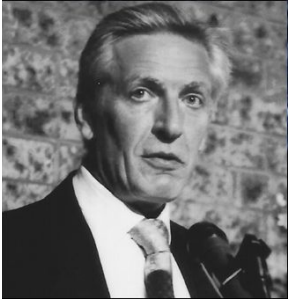


TOCPA

EXPERT
WEBINARS



Andrew Kay, B. App Sc. Hons.
MBA, Jonah, IC3PM
Director TOC3 Pty Ltd

Using CCPM to stay on course and stay calm in a volatile project environment:

Lessons from a virtual PMO

10 December 2018



Manufacturing Co.

Admin and ICT Business Separation Project

Logistics Co.



The Story

- This is a story of achieving smooth and solid progress with relative calm, in a project environment where the opposite is usually the case. *Well almost!*
- A story of 5 business entities working together
- A story of the power of the CCPM planning and execution process
- A story of concurrent implementation using CCPM Cloud Software
- A story of two people making it happen 1,000Km apart
- The story continues...nearing the end

Project Overview

- Involves the separation of shared Information and Telecommunication infrastructure between 2 businesses
- The companies have operated as a group historically and as a result share common infrastructure across both businesses and their respective (multiple) sites across Australia.



Project Overview

- **Mission:** to complete separation without loss to business in readiness for Transport Logistics Co. to be put on the market before end of December 2018 or earlier if there is expressed interest.
- Perceived to be complex requiring coordination of 3 technology providers
 - National Technology partner
 - Global Phone System and LAN partner (+sub-contractor)
 - National IT consultants (data servers and environment)

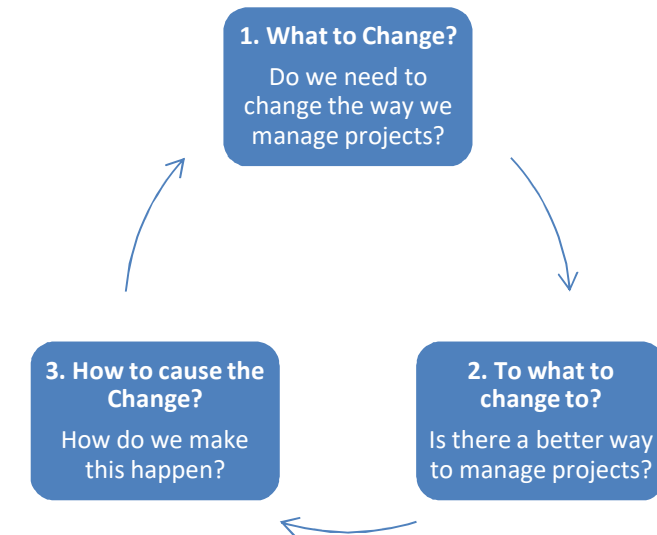
- Install new technology – platform/environment/internet LAN & protocols
- Migrate data (lots)
- Purchase/Install new telephony/servers
- Multiple eqt. Upgrades



High Stakes for
relatively Small
Business

Overview

- **Project Objective**
- **What to change?**
 - Past experiences and current needs drive a new approach to managing our projects
- **What to change to?**
 - Full collaboration model - **with CCPM** (Full kit before we start)
- **How to cause the change?**
 - Getting **External** Contractors and **Internal** Customers aligned, building the solution together with the same goals (Degree of Difficulty = 9: like herding Cats, but most cats like milk!)
- **Outcomes to date**
- **Lessons Learned**



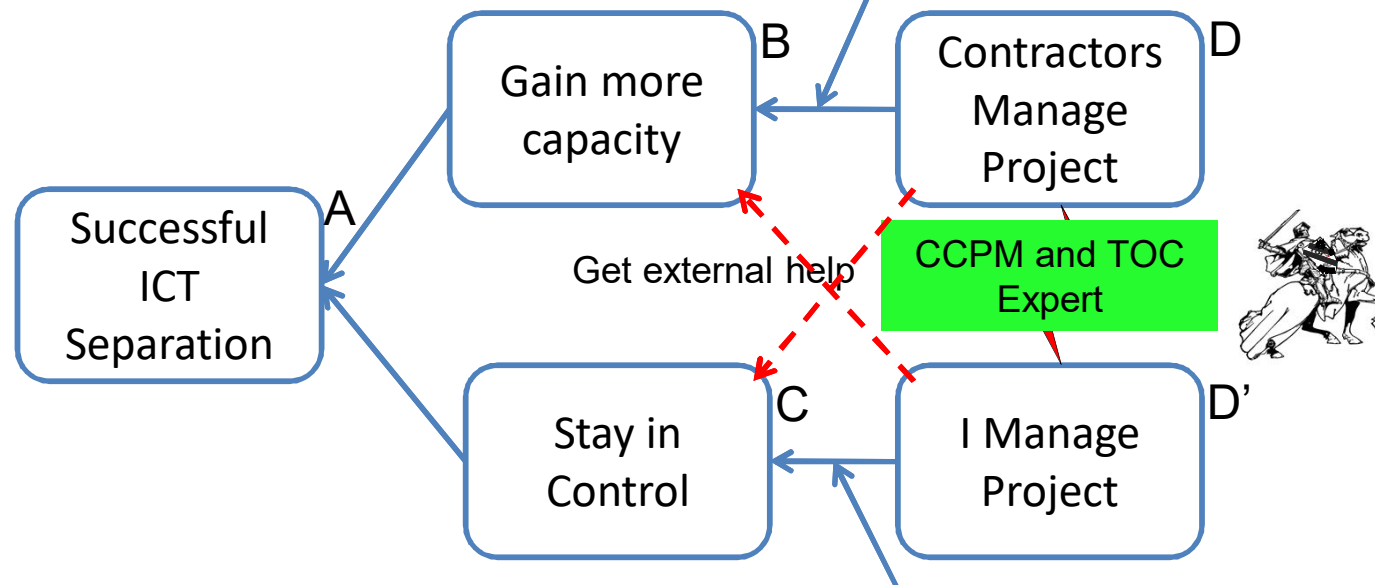
Chief Information Officer - PM

The Problem

1. Limited personal capacity to give the project full attention - increasing several risks for project failure
2. Past projects of similar nature had many problems and caused stress and delays
3. High degree of anxiety about the chance of success of this project – meeting the time frame
4. High degree of anxiety regarding ability to focus on and continue to deliver other significant responsibilities
5. Warning: Default operating mode of one of the key external contractors - “Plan to fail and compensate in terms of credits, back to the customer down stream”
6. **How do we control the destiny of a project when we don’t own the majority of resources that are required to deliver it?**
 1. Allow contractors to do their own thing, or
 2. Manage it myself and suffer severe burn out!

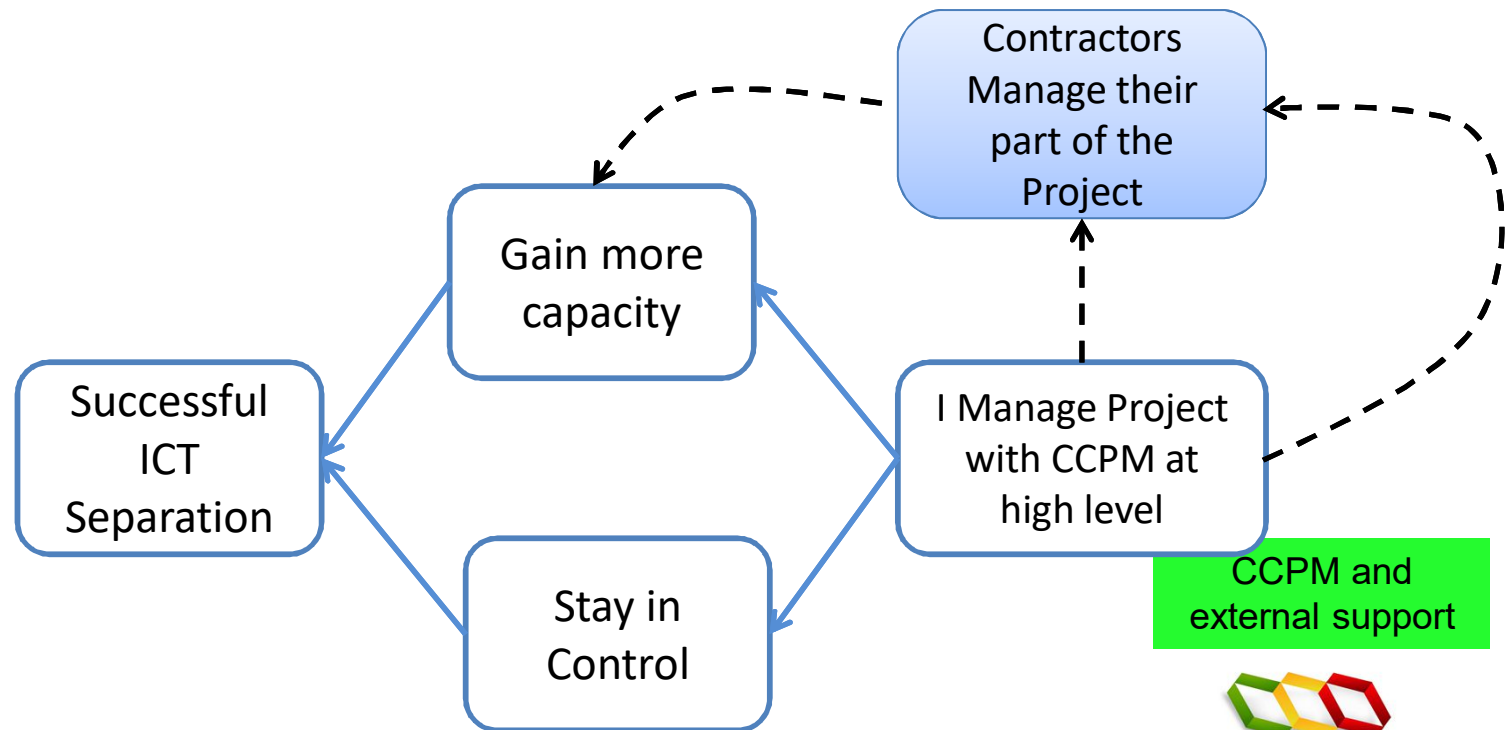
PM Dilemma

- Specs are good enough
- Specs are clearly understood
- Contractors are the experts
- Contractors can deliver on time
- Contractors will not take advantage of us



- Specs are good enough
- I have the time to manage
- Scope will not change

PM Dilemma - Solved



CCPM and
external support



EXEPRON
COLLABORATIVE BUSINESS SOLUTION

Separation before end of December 2018 without disruption to business

Obstacles	Intermediate Objective
1. Cost: Mgt won't accept additional overhead to bring in external help (training/implementation/software)	1. Demonstrate that external help is a minimal cost compared to loss of business through disruption + delay or loss of sale
2. Coordination: Technology partners – operate own internal PM system	2. Integrate Technology partners phases and tasks into a co-designed CCPM “master project”
3. Collaboration: Complexity and variability of project is very high. Many moving parts, resource pools and technical specifications	3. Intro to CCPM session, with network build. Implement CCPM to reduce complexity and risk - provide visibility real time, high frequency updates
4. Time: Getting Contractors (subject matter experts) and internal people to CCPM workshop	4. Communicate value of collaborating to resolve issues before we start so everyone is a winner. Full kit to set up for successful project.
Copyright TOC ³ Pty Ltd Australia, 2018	
Page 8	

Big players, little customer

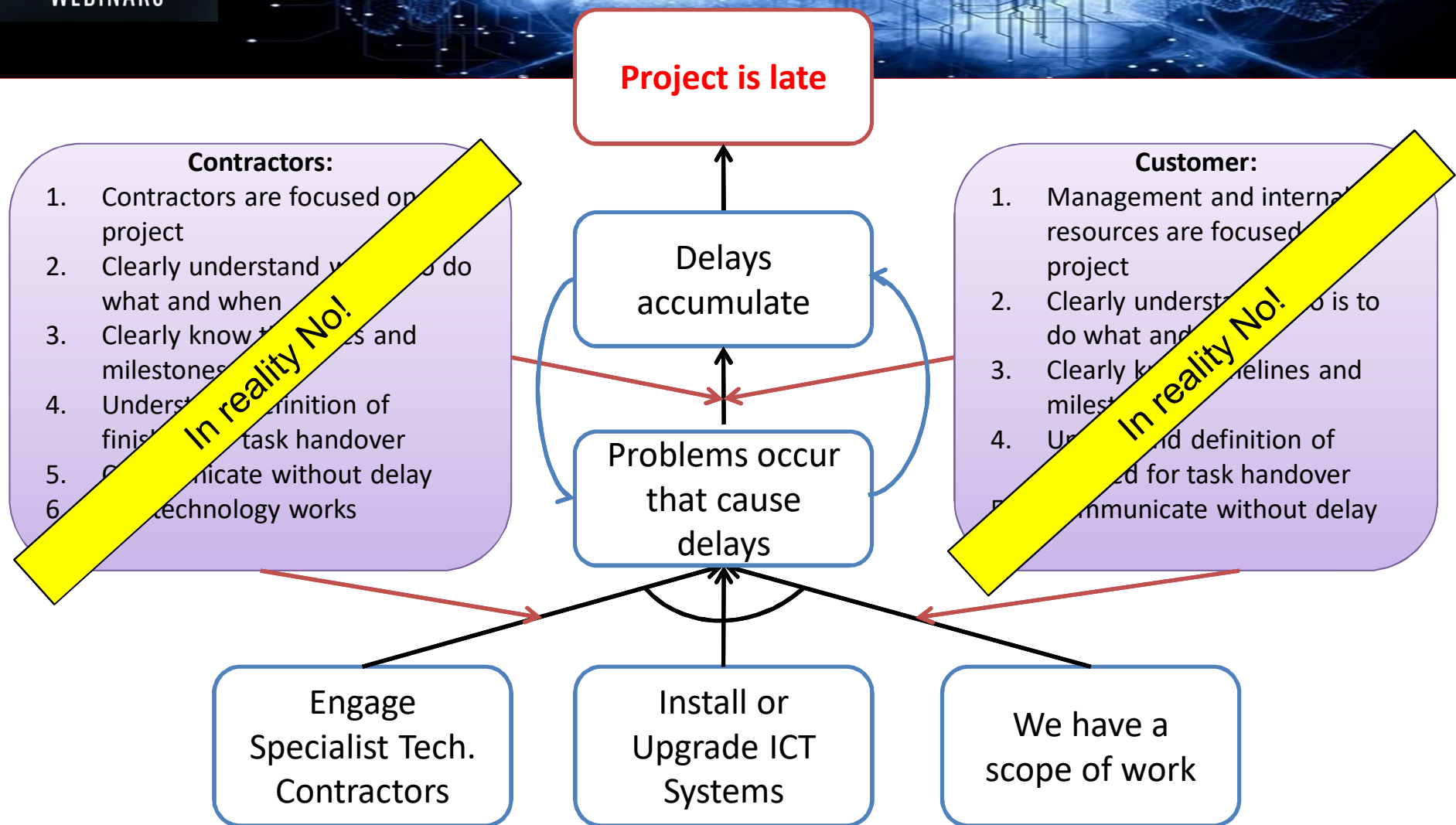
1. National Technology partner
2. Phone System and LAN partner (+sub-contractor)
3. IT consultants (data servers and environment)

Manufacturing Co.

Logistics Co.



Past Optimistic Assumptions



The Siren Call

“I’m thinking there’s nothing like cutting your teeth on a real world project to learn about CCPM and also primarily deliver the project on time with minimal business disruptions.”

Dragon Analogy: The more heads (disruptors) it grows the longer the tail (project duration).

Mission to keep the eye keen and the blade sharp – act swiftly to cut off those nasty heads

The Blade – CCPM and Exepron



Formulate internal solution

- Phase 1: Generate Senior Mgt Buy-In for “2 day workshop”.
 - *<Collaboration, No threat, Win - Win>*
 - Day 1 Principles of CCPM (IC3PM training)
 - Day 2 CCPM customised solution with all parties present
- Phase 2: CCPM Implementation support,
 - *<Silent Running, frequent updates>*
 - subject to success in Phase 1 (on-site and remote as required – Virtual PM)

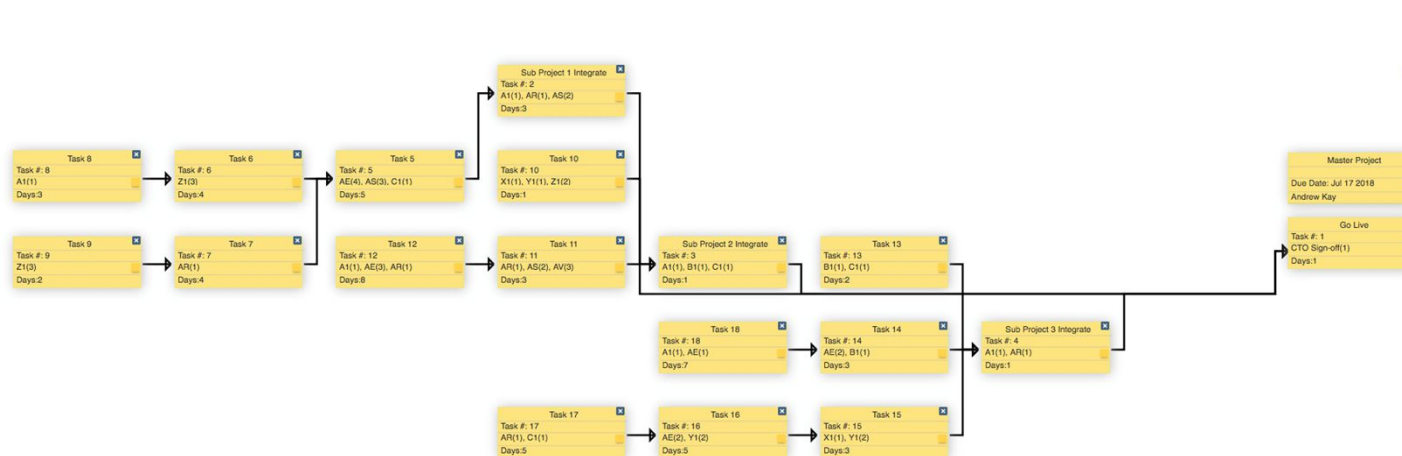
Herding Cats



Getting all Tech Companies into the same room on the same day – mostly.
Had technical sales personnel but not subject matter experts.
Sufficient to get “good enough” to start.

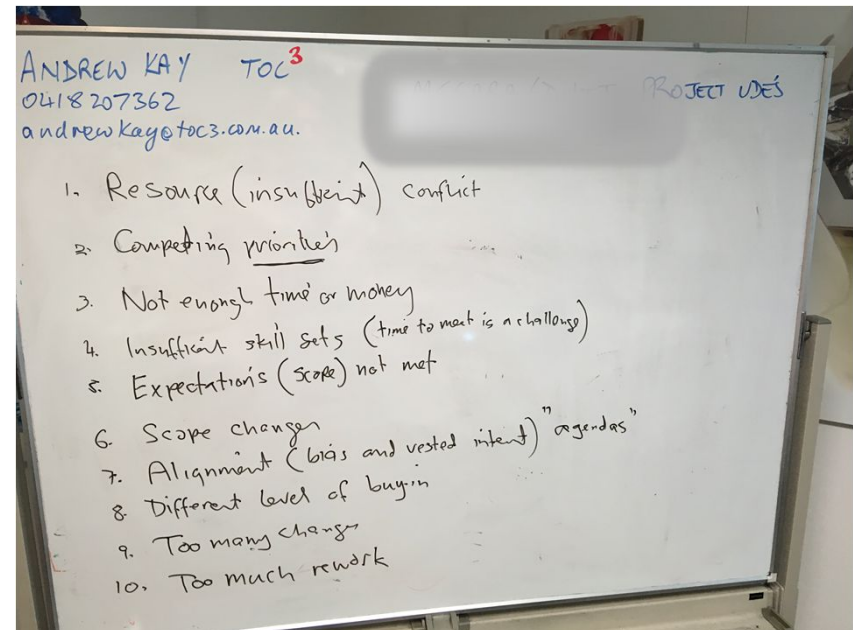
1 day IC3PM CCPM Education workshop - Melbourne

- 2 Vendors in attendance and another on conference line (share screen set-up) Sydney
- New CFO from Transport Co. and Owner and Senior Managers from Manufacturing Co.



UDE's based on previous IT projects

- Insufficient resources
- Competing Priorities
- Not enough time or money
- Insufficient skill sets (time to meet is a challenge)
- Expectations (Scope) not met
- Scope changes
- Alignment (bias and vested intent) "agendas"
- Different level of Buy-in
- Too many changes
- Too much rework

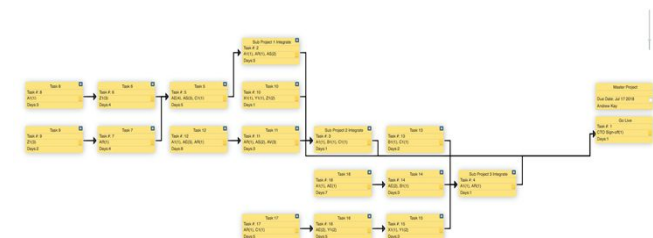
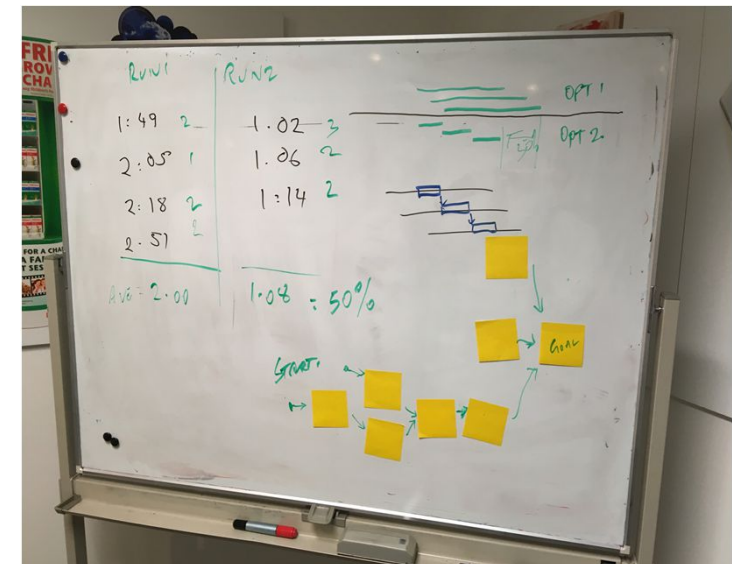


This is
“What to Change”



Network Build – Day 2

- Short 40 minute overview of previous day to introduce general concepts of CCPM.
- Agreement on goal for the day and follow-up should we not accomplish necessary and sufficient detail.
- Guided instruction using EXEPRON network planning tool
- High level map of tasks, task dependencies, resource allocation and durations created
- **Discovered large and significant piece of the project not previously considered in WBS - Office 365 (email migration)**



Some Quotes:

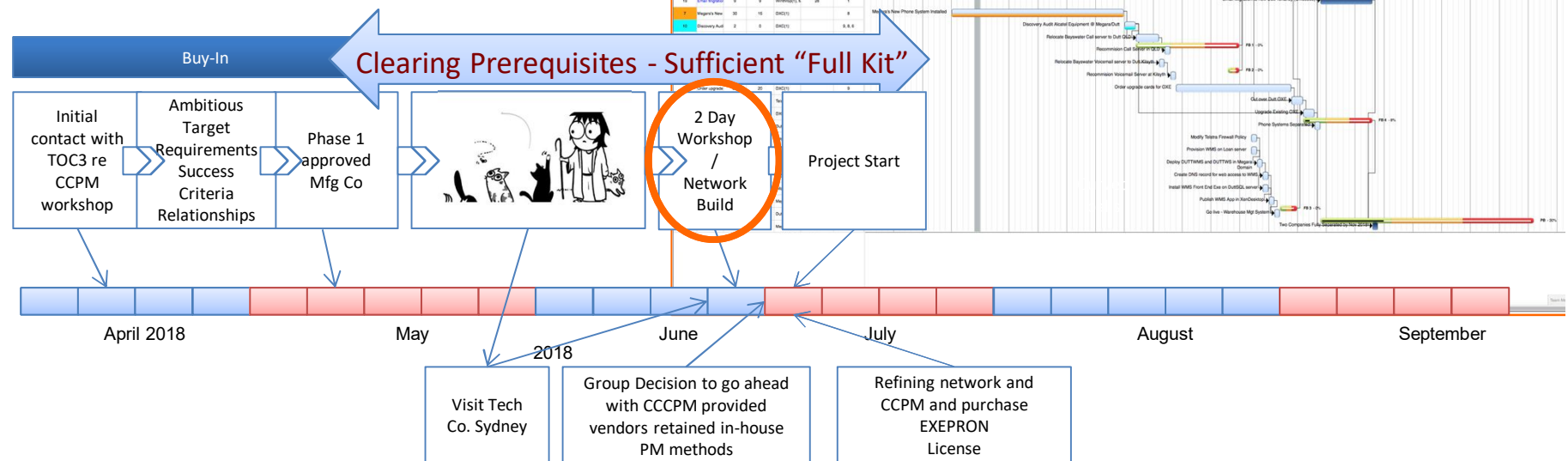
- “This has been really great. Thanks for getting us all together and onto the same page”.
 - National Technology Solution Specialist,
- “I was really anxious about everything before, based on past experiences, but now I am only slightly anxious and I can easily live with that”
 - CIO, Manufacturing Co.
- “Thank you for an excellent two days. This shows how much is involved in this project and learning the principles of CCPM and applying it makes very good sense”
 - CFO Transport Co.
- “This CCPM approach gives us much more clarity as to the sequence of tasks and who does what and when. It will work much better for us.”
 - Account Manager, Information Systems Tech company

The next few days

- Set up software with Contractor resource permissions
- Some minor adjustments to the network

Timeline to date

Chief Information Officer

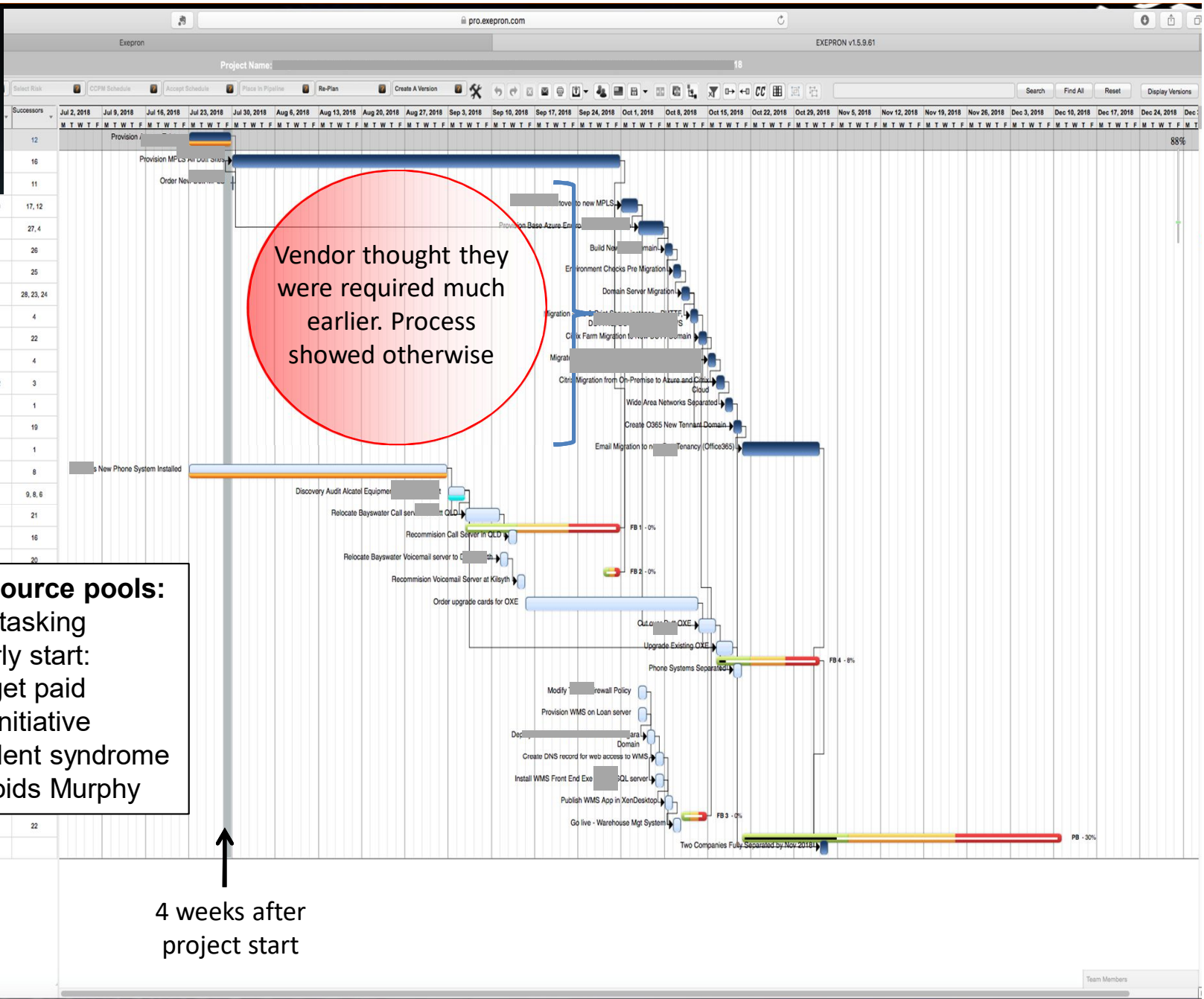




- Whilst each supplier have their own internal project delivery method(s) the use of CCPM and EXEPRON will assist the MFG Co. manage the project at the global level.
- This will give suppliers high level visibility through EXEPRON to their own sub-projects to better coordinate and synchronise efforts to deliver the project expeditiously.
- The suppliers will have permissions to view and update their portion of the projects in EXEPRON.

ROLE of PM

- Monitor daily progress
- Get updates from Vendors
- Go between on tech/scope issues
- Provide weekly summary of progress to all parties
- Sign up users to CCPM software
- Regular updates with the CCPM Schedule (Gantt chart) – keeps everyone on track
- Regular updates with remote PMO



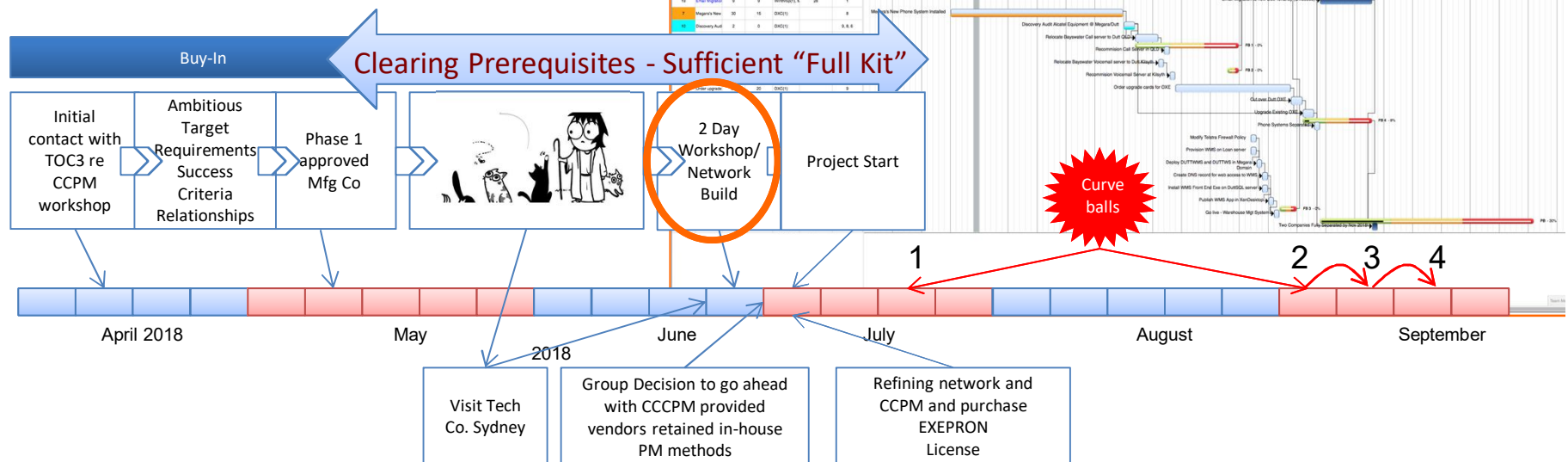
Curve Balls

1. Client wants to change delivery date???
2. National Tech partner Project Manager not appointed for 8 weeks (50% through task duration)
3. Last 1/3rd of National Tech Partner Task needs to be unpacked to provide clarity and visibility for all other parties.
 1. Hello!!! We now have subject matter exerts
4. IT Supplier requests “Fast-Pipe” for migration of all user email folders (Task efficient but project inefficient).

Timeline to date

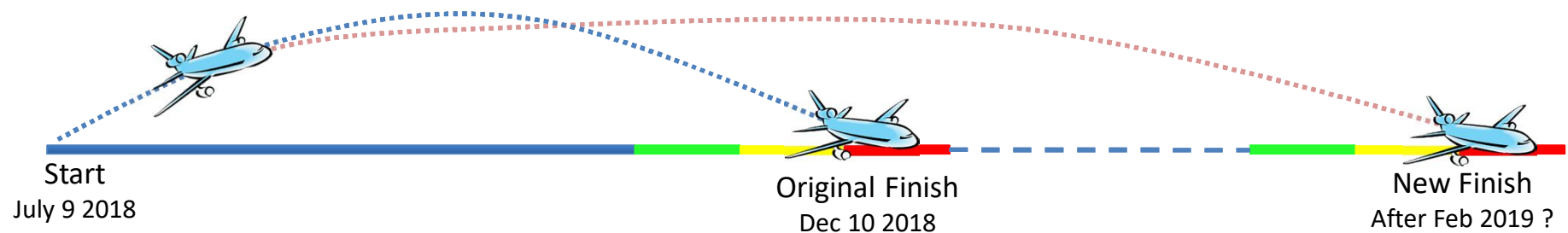
“With these curve balls I’m starting to feel like Alex Rogo.”

Chief Information Officer

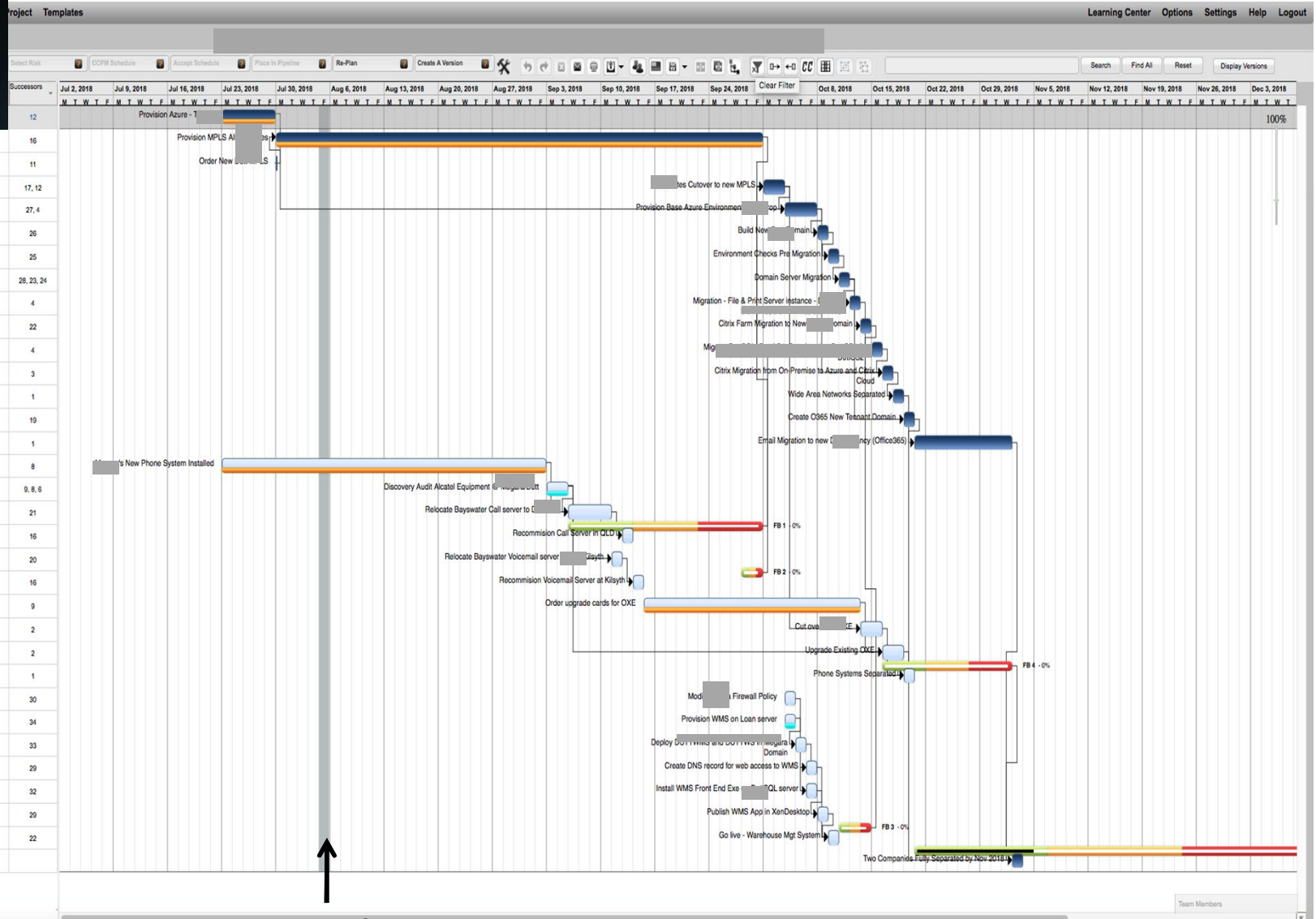


Stick to the flight path and destination

- 3 weeks after project commenced question was raised by Transport Co. that the “go live date” falls within the peak business period. Need to shift to late February 2019.
- Fear of failure = request to defer go live until early New Year.
- How to deal with this? Staying with current very fragile network much higher risk than implementing new systems with CCPM / Exepron

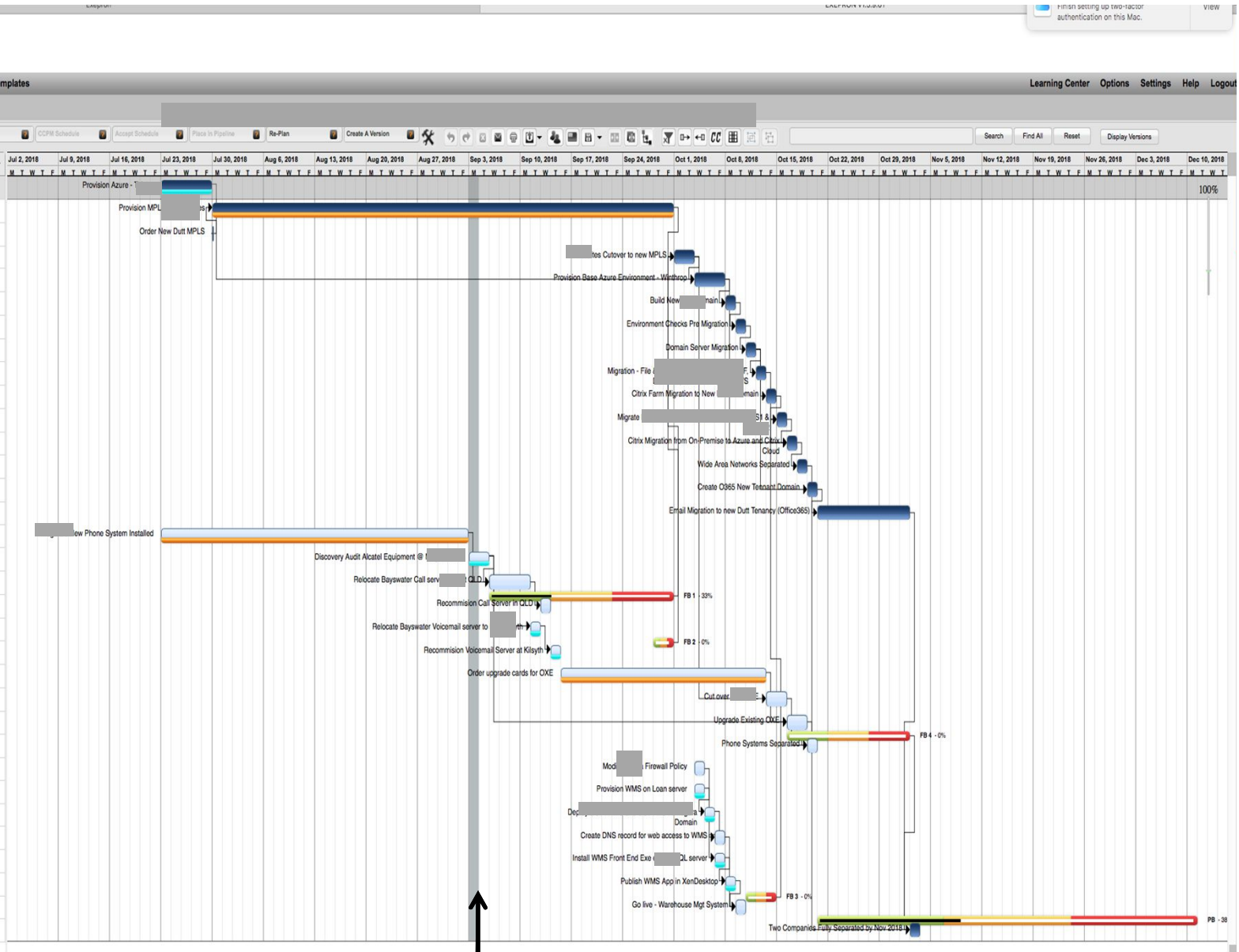


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25	Server	1	1	W	26	28, 23, 24
24	File	1	1	W	25	4
23	Mig	1	1	W	25	22
22	MSC	1	1	W	23, 29	4
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35	WMS	1	0	Inf		34
34	ITTV	1	1	Me	35	33
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5 weeks after
project start

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23	C	Mig	1	1		(1)	25
22	M	MSC	1	1		(1)	23, 29
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34	C	TTV	1	0		(1)	35
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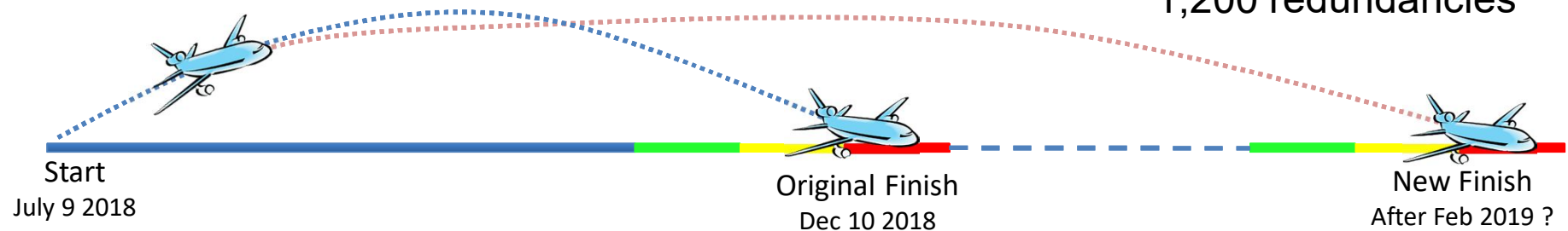
9 weeks after
project start

Project Buffer +3 days
8 Tasks complete

Remember the “Stick to the flight path and destination” Slide well.....

- PM Appointed: Urgent review all players. Review of project network (their big single task)
- @ Week 3 September - The Expedite
- National Tech company together with IT company now causing potential due date shift out to Feb 2018???
- Action: Copy balance of project remaining, re-calibrate network
- Another big rock thrown in the pool.....

Turmoil: National tech
Co just announced
1,200 redundancies



Stay Cool

- Take a deep breath
- Stay Calm
- Let's take a look
- Surprise surprise
 - No scope change
 - Found invalid dependency (+ve effect)
 - Found mistake in duration estimations (too paranoid)
 - Found a sub-optima trap (Fat pipe)

Thank
heavens we
have...



Soft Dependency!

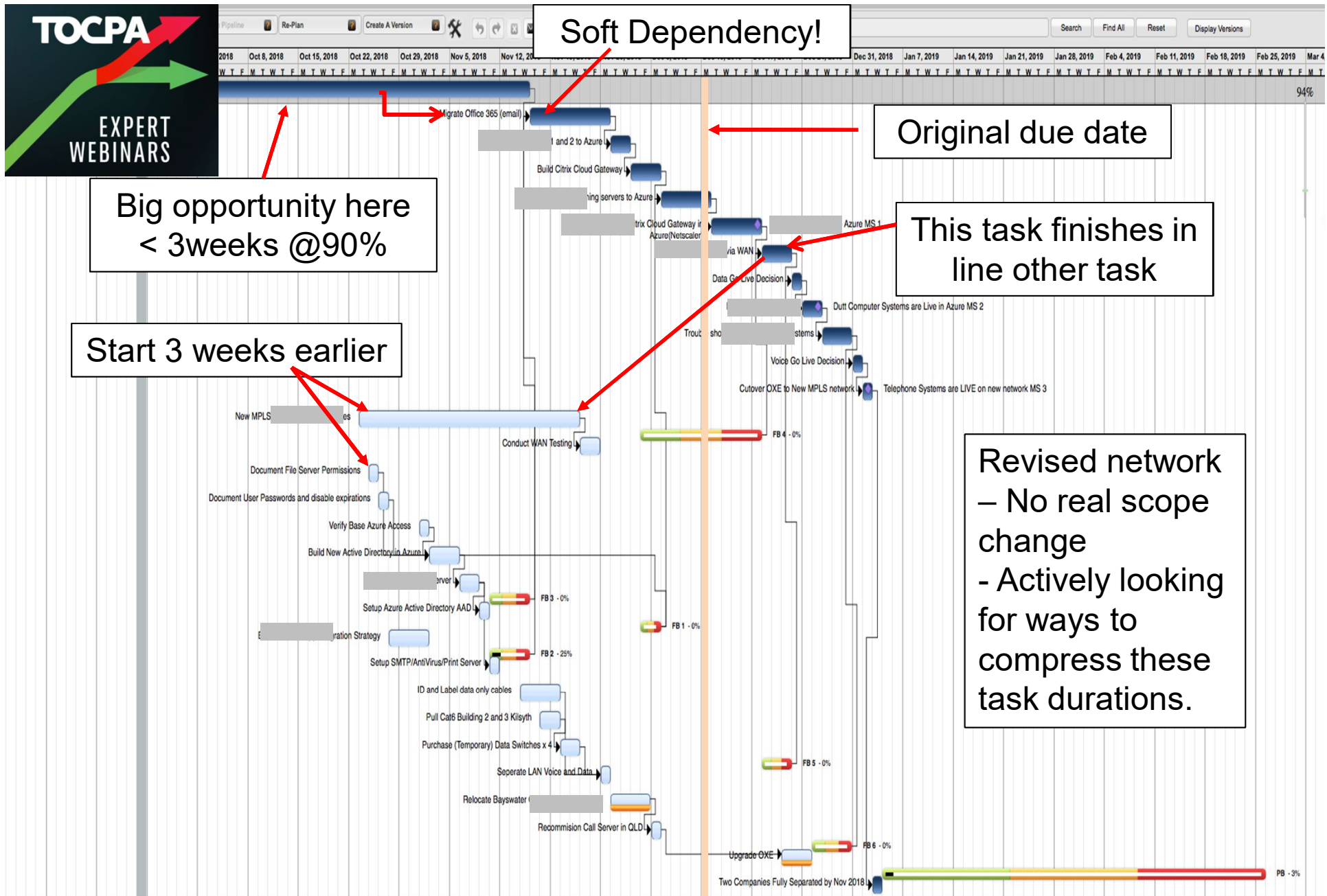
Original due date

**Big opportunity here
< 3weeks @90%**

Start 3 weeks earlier

**This task finishes in
line other task**

**Revised network – No real scope change
- Actively looking for ways to compress these task durations.**



Return to calm



The need for Speed

☆ Daniel [REDACTED] @

Yesterday at 10:22 pm

DH

RE: Exepron Conf

[Details](#)

To: Andrew Kay, Cc: Andrew Kay

🗑️ ⏪ ⏩ 1

Hi Andrew,

I've reworked the schedule take a look at V3. I think I've pulled it off. I have a beautiful plan...let's hope 'National Tech Company' doesn't rain on my parade. I'm now going to be decanting time off 3 projects thereby contravening the multitasking rule!!

Cheers,
Dan

From: Andrew Kay <andrewkay.01@icloud.com>

Sent: Monday, 24 September 2018 9:21 AM

To: Daniel [REDACTED]

Subject: Exepron Conf

Hi Daniel,

Conference going well.

I am presenting tomorrow my time.

Is there a chance you could revise the durations to ambitious rather than 90% for all tasks on the on the CC and readjust that "soft dependency" by breaking the [REDACTED] task into two at the point that allows the following task to start earlier. Something like below.

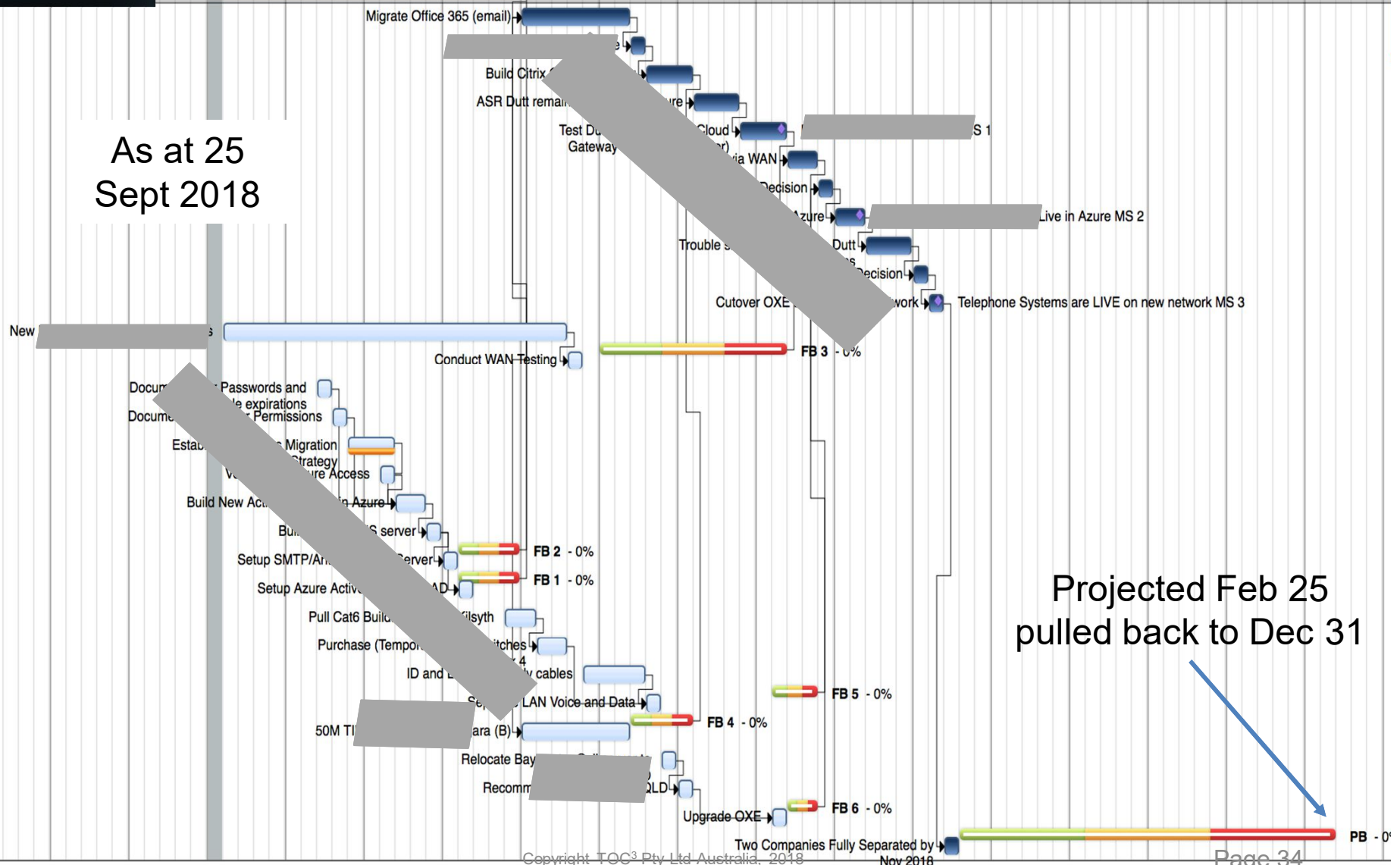
Best regards
Andrew



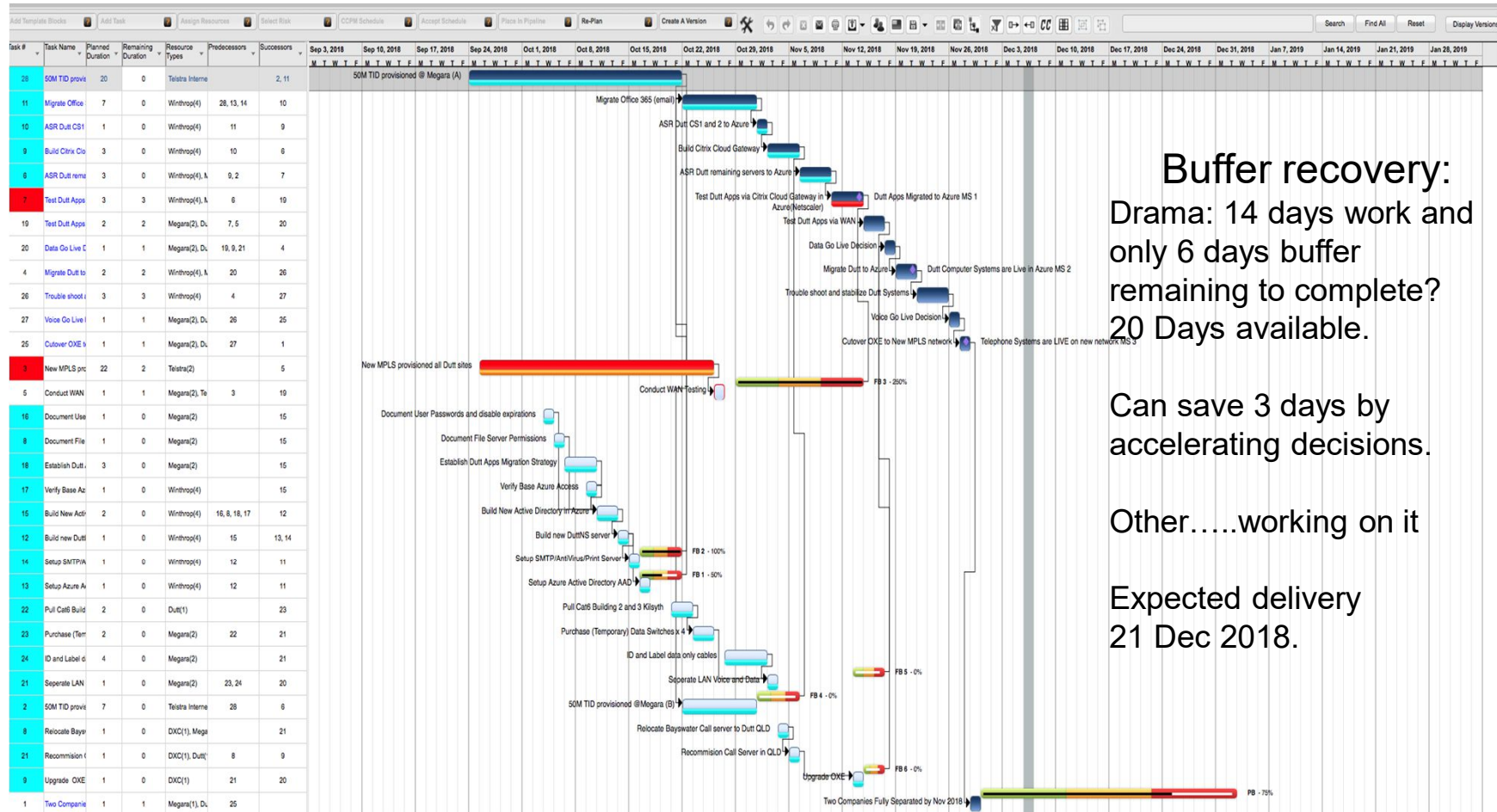
17,	Sep 24, 2018	Oct 1, 2018	Oct 8, 2018	Oct 15, 2018	Oct 22, 2018	Oct 29, 2018	Nov 5, 2018	Nov 12, 2018	Nov 19, 2018	Nov 26, 2018	Dec 3, 2018	Dec 10, 2018	Dec 17, 2018	Dec 24, 2018	Dec 31, 2018
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As at 25
Sept 2018

Projected Feb 25
pulled back to Dec 31



As at 5/12/18



Results to date

- **Speed:** with concurrent learning and planning
- **Clarity:** with network building process – task identification and *Ownership*, valid dependencies, scope/requirements, task durations and timescale
- **Certainty:** through daily monitoring and fast communication
- **Calm:** PM role to monitor and look down the track anticipating potential delays (paranoia). Suddenly, nothing happened!
- **Sanity:** easy to get and keep alignment, ownership and resolve issues. Small issues do not become big issues.

PM remarks

- The Super Fast Pipe required by the contractor was in the end provided but then never used!!!
- Nobody's taken up CCPM – would be nice but despite this we are winning 😊
- I'm loving it
 - Have the head space to think, freedom to think about the problems and solve them, no dramas. 😊
 - The only thing that has changed is that I am using a different methodology/tool 😊
- When it happens – nobody notices 😊
 - Big change behind the scenes and suddenly ... we have business as usual – without disruption 😊.
 - Not a lot of interest/engagement from key internal stakeholders – to them nothing has changed – so it worked 😊
- Virtual PM – friendly coach in a box I can refer to and share 😊

Key Lessons

1. **Get your project network VALIDATED by *subject matter experts* before going live with project.**
 1. Despite all good intentions by all parties internal policies by some vendors restricted ability to satisfy the above requirement.
2. **Don't Panic, Stay Calm. Slay your dragons quickly – use logic of CCPM to stick to the plan.**
 1. We were able to restore the CC to original date each time until the unpack which added 3 weeks but still before end of year.
 2. Responsiveness is as important as the content and quality of work in a project
 3. Keep asking and checking to track progress and recover any lost time. The “go between” who understands the technology.
 4. Mindset – Must have the TOC Full-Kit approach – too much rework otherwise.
 5. Keep an eye out for pyromaniacs
 1. Drama queens who like to be the ones to solve problems of the fly rather than put in the thinking up front. “You watch me expedite this” was one comment. Consequently letting the project down.



1. Set-Up Collaboration mindset from the very beginning amongst all agencies – be clear on the Win/Win
2. No Blame language when things go wrong
3. Keep the project highly visual (CCPM Cloud based preferred when many external resources)
4. Share updates on regular basis
5. Don't assume that communication between agents are clear, timely and accurate. Check for:
 - Miscommunication
 - Misinterpretation (off beam complicated thinking)
 - Assumptions



Enormous Splash!!!

It's not over yet!!!

- Friday 6th December at the 11th hour, mid morning tele-conference with client and IT Vendor with CC tasks running late: states there is major tech issue. Critical conversions to cloud servers can't be done – end of story.
- Reasons given as to why. PM livid as to why this was not declared in opening scope documentation or at least raised as questions!!!
- Vendor offers work-arounds, some that will add more cost???
- PM comes back and says not acceptable.
- PM writes strong email to GM of Tech Co. still livid – TOC3 intervention to create the right effects (significantly toned down before being sent).
- Hold 2nd meeting late afternoon – original tech expert attends and says first tech expert is not correct – it can be done!!! 98% sure – had many projects like this.
- Vendor agrees to work over weekend and model solution on two other minor apps to prove it works. So far so good.
- The last word...

STAY COOL

- Don't panic
- Breathe
- Stay Calm





End of presentation

The story continues...

Thank You





Andrew Kay BSc Hons, MBA, TOCICO Certified, TOC Jonah+, IC3PM

**International Certified TOC Practitioner (TOCICO)
International Certified IC3PM [ISCEA] Critical Chain**

Life Member TOCICO – International speaker
Educated/trained by TOC founder Dr Eli Goldratt,
Goldratt Schools ++ and many others.

- 85+ successful TOC implementations Australia, NZ, Singapore, Indonesia, Japan, USA
- 300 + workshops also in the United Arab Emirates
- Co - founder TOC Australia
- Founder TOC for Education-Australia (National Director)
- Founder APICS NSW AIMSIG

Total Client revenues >\$6.8bn with \$100m's to the bottom line
Established **TOC³** PTY LTD, 2008

- TOC practitioner since 2001.
- Prior to 2001: Career in Strategic Urban and Regional Planning, Information Systems, Corporate Management and Business Planning and Business Improvement Consulting - Public and Private Sector.
- Project driven

TOC3 Critical Chain Projects – Single and Multiple project environments
Results: Lead Time Reduction 25% to 50%, 92%+ on time
Manufacturing, Projects, Supply Chain Logistics, Sales

TOC Solutions - Industry Sectors

- Aerospace Defence
- Housing Construction
- Steel reinforcing
- Structural Steel – major commercial projects manufacture
- Metal Fabrication*
- General Engineering
- ITC Environments
- Pharmaceuticals
- Energy
- Government
- Aluminium Joinery
- Hi Tech Engineering
- Printing
- Food processing
- Fashion Knitwear Apparel
- Refrigeration D and C
- Service operations
- Mining component supply
- Maintenance Repair Operations MRO
- D & C Furniture
- Semi Conductors
- Structural Timber*
- R&D environments
- Kitchen Design and Manufacture
- Public Sector/Education

TOC³

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Implement the Theory of Constraints and watch your business take flight



**TOC for Education
Australia Inc**

Increasing student's capacity to learn and communicate effectively



CERTIFIED





About Andrew Kay

After starting in 2001, and now with more than 85 successful business transformation projects across many industry sectors, Andrew is recognised as one of Australia's foremost Theory of Constraints (TOC) thinkers and practitioners. He has acquired a wealth of knowledge and experience on the critical TOC know-how to bring about successful and rapid transformative change to people and business. Andrew helps businesses rapidly achieve their goals through education and guided implementation of customised TOC solutions that are systematic, concrete, highly visual and simple to run.

Andrew has worked with small, medium and large clients across all TOC disciplines: Operations (DBR), Distribution Logistics (Replenishment) Project Management (Critical Chain), Sales, Throughput Accounting and is a practicing "Jonah" and certified by the TOC International Certification Organisation.

Andrew is a dynamic and engaging presenter contributing case studies and new knowledge to international TOC conferences. He has presented practical talks, seminars and workshops on TOC and TOC/Lean and CCPM to many industry groups including APICS, AIGroup, NSW Business Chamber, Enterprise Connect, FAPM, Rotary and Australian Manufacturers for Excellence and the Sydney Chapter of the PMI. Andrew is currently very active in promoting CCPM into the Sydney PMI

He has worked extensively in Australia and New Zealand, also in Singapore, the United Arab Emirates, Indonesia, USA and Japan.

In 2013 he became the National Director of TOC for Education Australia Inc., whose purpose is to teach the TOC critical thinking tools to children to help them on their way at school and in life. Andrew is currently working on a major project to introduce the Thinking Processes into the education system in Australia.

Contact information: andrewkay@toc3.com.au | www.toc3.com.au



About this webinar

- The project Involves the separation of shared Information and Telecommunication infrastructure between 2 businesses. One of which is being prepared for sale on the market (high stakes).
- The companies have operated as a group historically and as a result share common infrastructure across both businesses and their respective (multiple) sites across Australia.
- Involves 3 large scale external technology companies (each with their own method of project management) working interdependently with the two businesses. All under the umbrella of CCPM.
- The Webinar shares the journey of setting up, planning and executing the project staying on track when significant curve balls are thrown across the path.
- We walk through a process to immunise against most common outbreaks of variability and how to set up for a collaborative and helpful consortium that share alignment and willingness of purpose.