perfact GROUP

How Agile can Help Turnarounds to Succeed

Lars Bessems
1973

Expertise Manager Turnarounds & Projects
Director of Events PMI Netherlands Chapter

Since 1996 experience in Petro-/ Chemical / Gas / Pharmaceutical and Electricity Industry

Master in Biomechanical Engineering
Post Academic Master in Business Administration
PMI-PMP / -SP /-ACP
PRINCE II
Scrum Master PSM-I
Lean Six Sigma Black Belt

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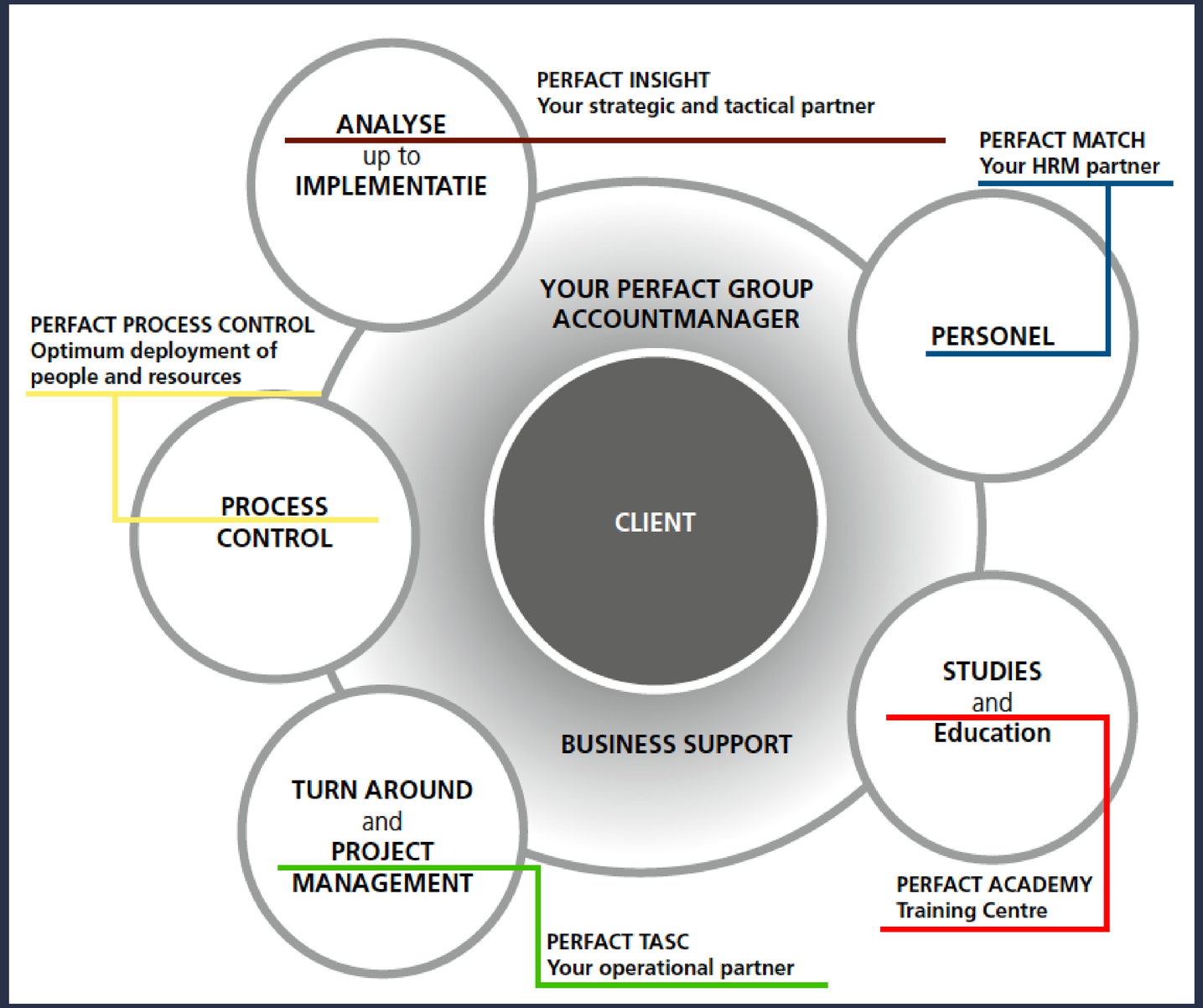


PrimaTasc
PARTNER IN TURN AROUND SOFTWARE

SAP

All relevant information for Maintenance and Turn Arounds

MainTasc
ENTERPRISE

Schedule information for Maintenance and Turn Arounds

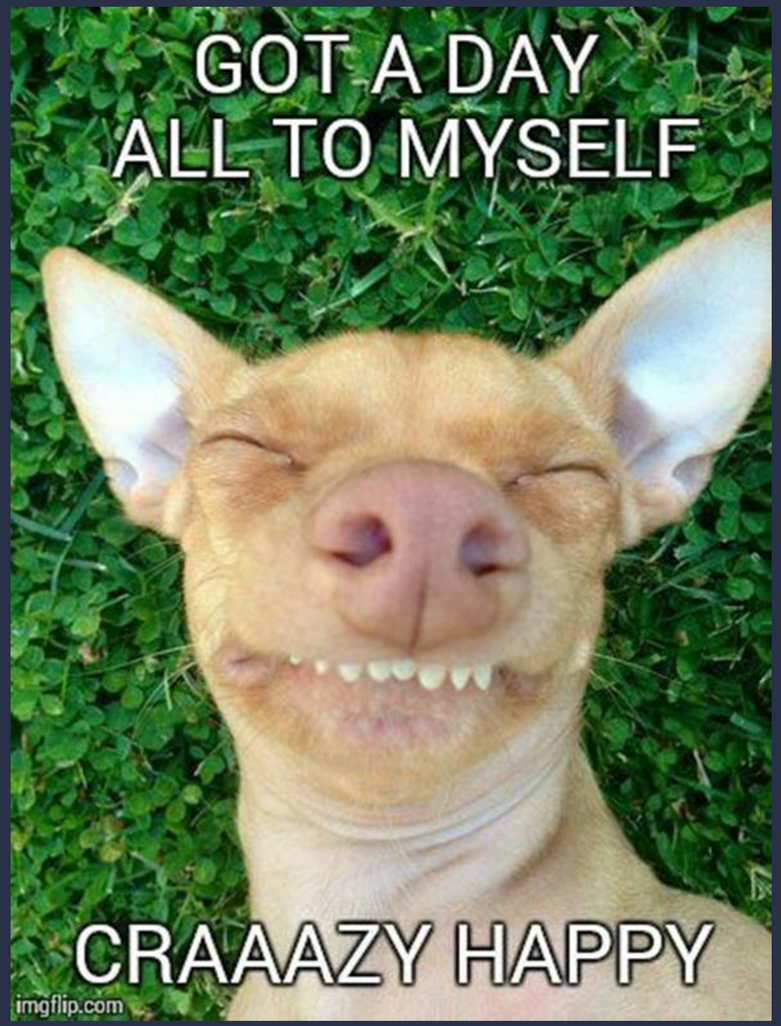
ORACLE
PRIMAVERA

Project

Complete solution from A to Z …

Why are you here?

Unhappy family



Day off ?!

Good food and drinks ?

Networking ?

Networking !

Improve yourself !

Improve the world !

Happy family !!!!

Empirical User Stories

TA Service provider meets Asset Owner

Things that happen very often

Previous

Next

Too late started.

Nothing much has happened

Priority Daily Maintenance.

Not much will happen

Previous

Next

TA Process is not familiar.

TA only happens every 4-5 year

Stepping into the unknown.

TA maybe even for the First time

Time for change.

TA Improvement

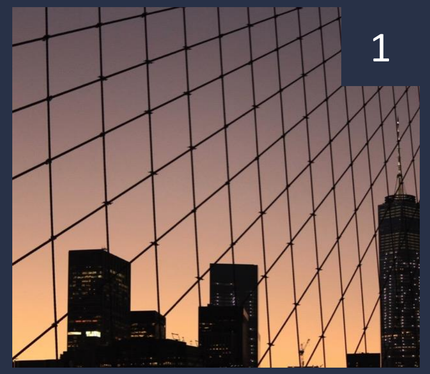
TOGETHER WE CAN DO IT

Make it
happen!

YES
WE
CA

SUCCESS

Always bear these **points** in mind with the premise of the time still available till Execution of the TA

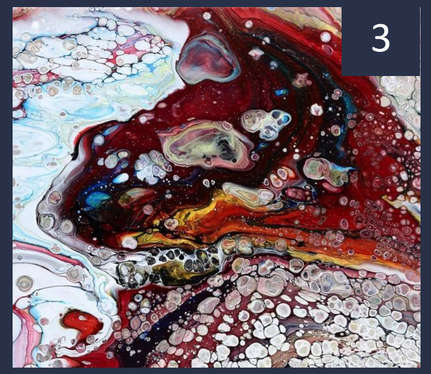


What

can we do in this time period

Why

should we do it this TA



When

Should we do it!

How

can we do it

Who

can do it

TA Project Phases and their needed time periods per TA Category

		Preparation Phase	Scoping Phase	Planning Phase	Execution Phase	Close-out Phase
Cat. 1	-26	--24	-18	0		
Cat. 2	-20	-18	-12	0		
Cat. 3	-14	-12	-8	0		

Waterfall Method

Scope

Schedule

Project Management Institute

Communication

Quality

Risk

Integration

TA Knowledge Area's

Procurement

Resources

Stakeholders

Cost

Deliverables per TA Project Phase and Knowledge Area

	Preparation Phase	Scoping Phase	Planning Phase	Execution Phase	Close-out Phase
Cat. 1	-26 --24	-18	0		
Cat. 2	-20 -18	-12	0		
Cat. 3	-14 -12	-8	0		
Scope	• Preliminary Scope + Capex Projects • Define Scope Management Plan	• Gatekeeping • Technical Task Clarification • Scope Freeze • Initiate Scope Change procedure	• Prepare Scope + Capex Projects workpackages • Tagging completed	• Prepare Scope Changes • Punch list	• Punch List closed • As-built documentation completed • Prelimenary Scope next TA
Schedule	• Milestone Schedule	• Follow-up Milestone Schedule • Define Schedule Management Plan	• Define Shutdown-Start-up Schedule • Define Detail Schedule incl. projects • Integrale Schedule	• Follow-up Integrale Schedule	• Analyse Actual Schedule against Baseline
Resources	• Define Resource Management Plan • Set-up TA Scope Organisation • Kick-off meeting • Define TA-Roles	• Set-up TA Planning Organisation • Plan Planning Resources	• Set-up TA Execution Organisation • Plan Execution Resources • Define Training Requirements • Define Infrastructure Plan • Kick-off meeting	• Set-up TA Close-Out Organisation • Plan Close-Out Resources	• Set-up TA Scope Organisation • Kick-off meeting
Integration	• TA Management Plan • Review Lessons Learned	• Approve TA Management Plan	• Scope Change approvals • Create Workpermits	• Execute Scope • Scope Change approvals • Adminster Work Permits	• Close Out report incl. Lessone Learned • Benchmark conducted
Stakeholders	• Define Stakeholder management plan • Identify Stakeholders • Stakeholder list • Plan Engagement	• Update Stakeholder list • Plan Engagement • Manage Engagement • Monitor Stakeholders	• Update Stakeholder list • Plan Engagement • Manage Engagement • Monitor Stakeholders	• Update Stakeholder list • Plan Engagement • Manage Engagement • Monitor Stakeholders	• Update Stakeholder list • Plan Engagement • Manage Engagement • Monitor Stakeholders
...					

Deliverables per TA Project Phase and Knowledge Area

	Preparation Phase	Scoping Phase	Planning Phase	Execution Phase	Close-out Phase
Cat. 1	-12 -21	-18	0		
Cat. 2	-10 -18	-17	0		
Cat. 3	-8 -17	-8	0		
Scope	• Prelim… Scope + Capex Projects • Define Sco… Manag…	• Gatekeeping • Technical Task Clarification • Scope Freeze • …Change procedure	• Prepare Scope + Capex Projects workpackages • Tagging completed	• Prepare Scope Changes • Punch list	• Punch List closed • As-built documentation completed • Prelimenary Scope next TA
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…					

Too late Started !!!

Knowledge Area's

Previous

Next

Deliverables per TA Project Phase and Knowledge Area

	Preparation Phase	Scoping Phase	Planning Phase	Execution Phase	Close-out Phase
Cat. 1 -26	--24	-18	0		
Cat. 2 -20	-18	-12	0		
Cat. 3 -14	-12	-8	0		
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Priority Daily Maintenance!!!

Time Now

Previous

Next

Knowledge Area's

Deliverables per TA Project Phase and Knowledge Area

	Preparation Phase	Scoping Phase	Planning Phase	Execution Phase	Close-out Phase
Cat. 1	-26	-24	-18	0	
Cat. 2	-20	-18	-12	0	
Cat. 3	-14	-12	-8	0	
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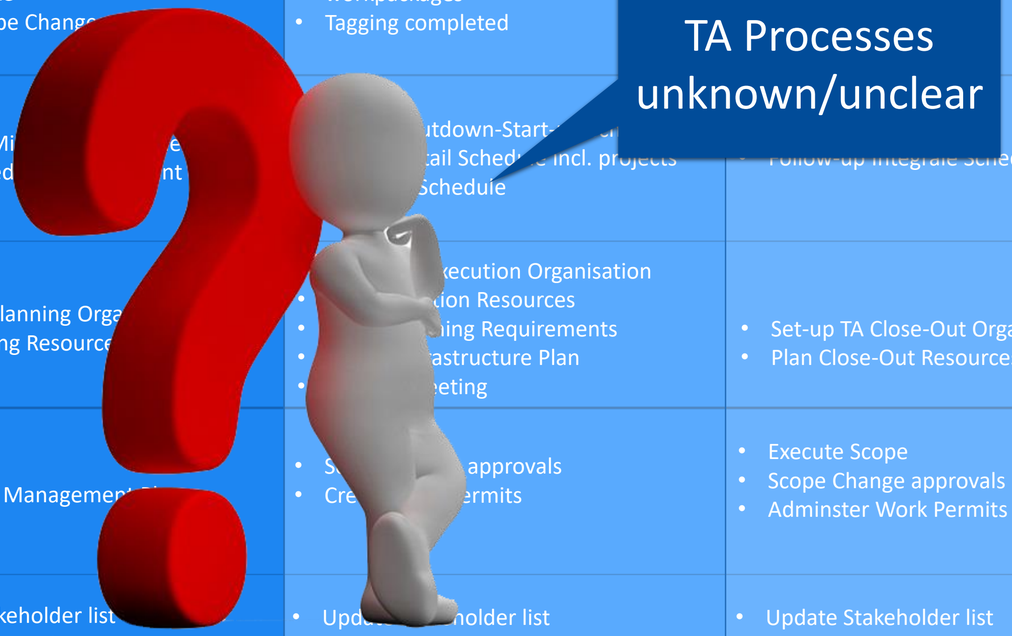

Previous

Knowledge Area's 27

Next

Deliverables per TA Project Phase and Knowledge Area

	Cat. 1 -26 / Cat. 2 -20 / Cat. 3 -14	Preparation Phase (--24 / -18 / -12)	Scoping Phase (-18 / -12 / -8)	Planning Phase (0 / 0 / 0)	Execution Phase	Close-out Phase
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…						

TA Improvement

Knowledge Area's

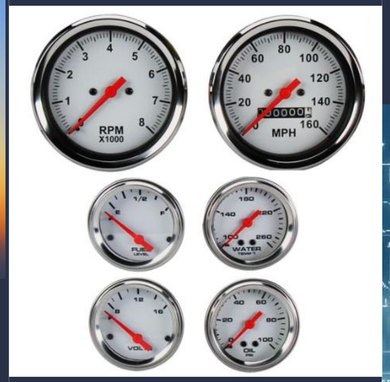
Previous
Next

How to Proceed now!

Giving all the things needed for a successful TA how can we make the best out of it giving the time left over and the set conditions.

What are the options
Define

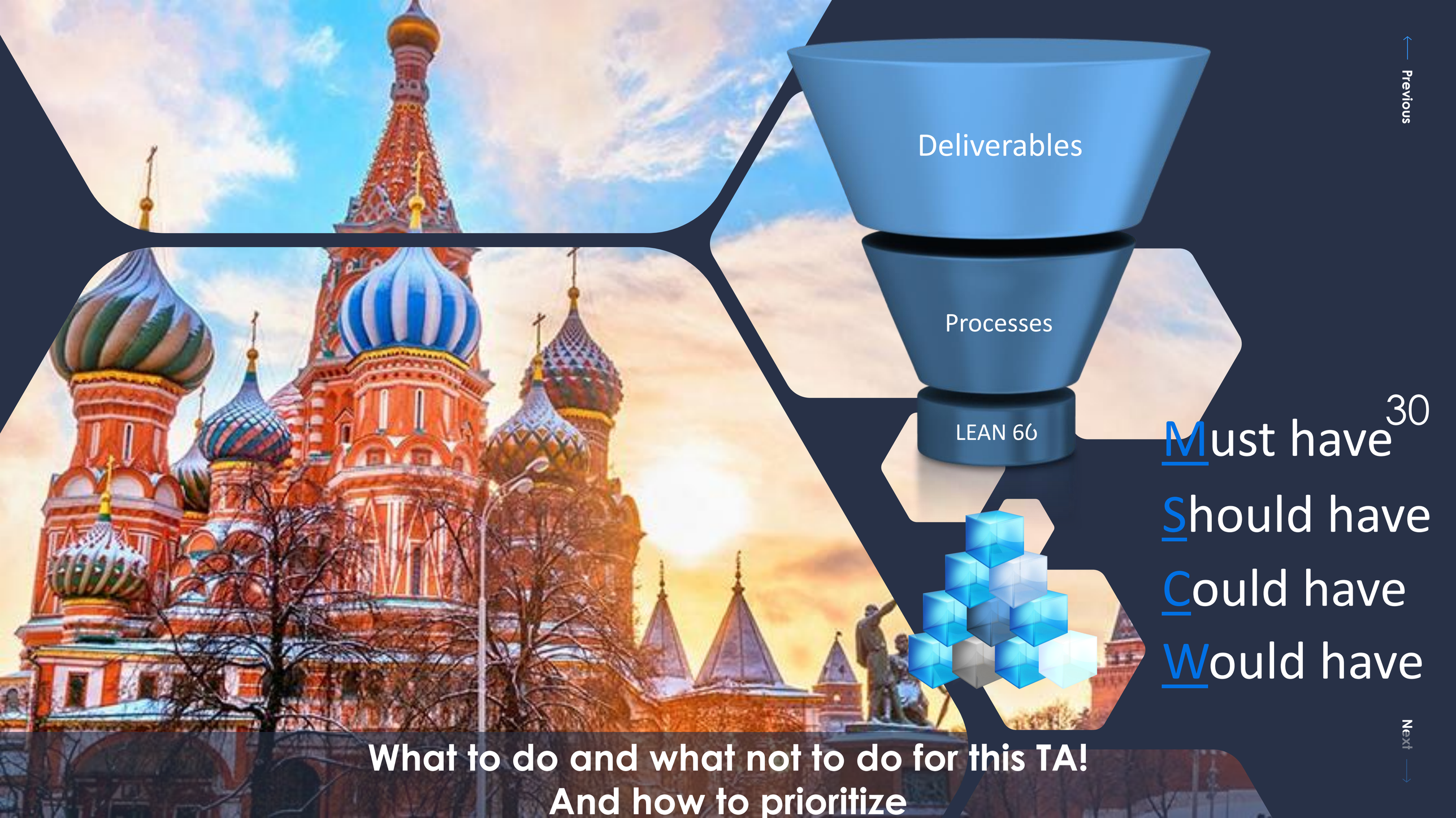
What is the status:
Measure



What can we use:
Analyse

What can we develop
Improve

Is it working
Monitor

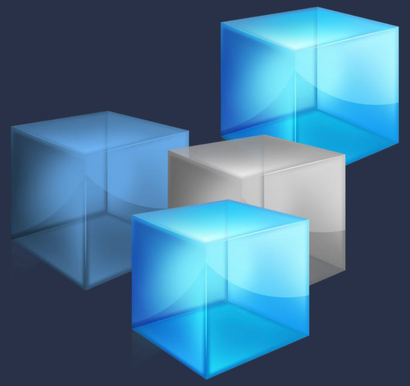


Must have
Should have
Could have
Would have

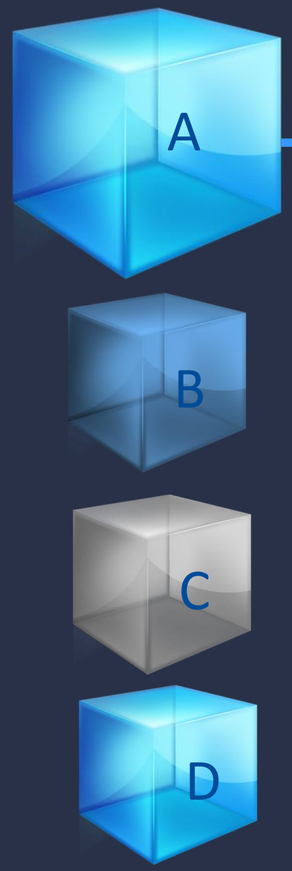
What to do and what not to do for this TA!
And how to prioritize

Previous
Next

All Deliverables we selected to do



Prioritize



Divide
Smaller partitions

If you think you MIGHT have an idea, but you aren't really sure, then this is your chance to really dive into the subject and see what you can find.

Giving a public talk is your chance to research a topic.

We have to Speed up deliverance

An example

01

Scope definition

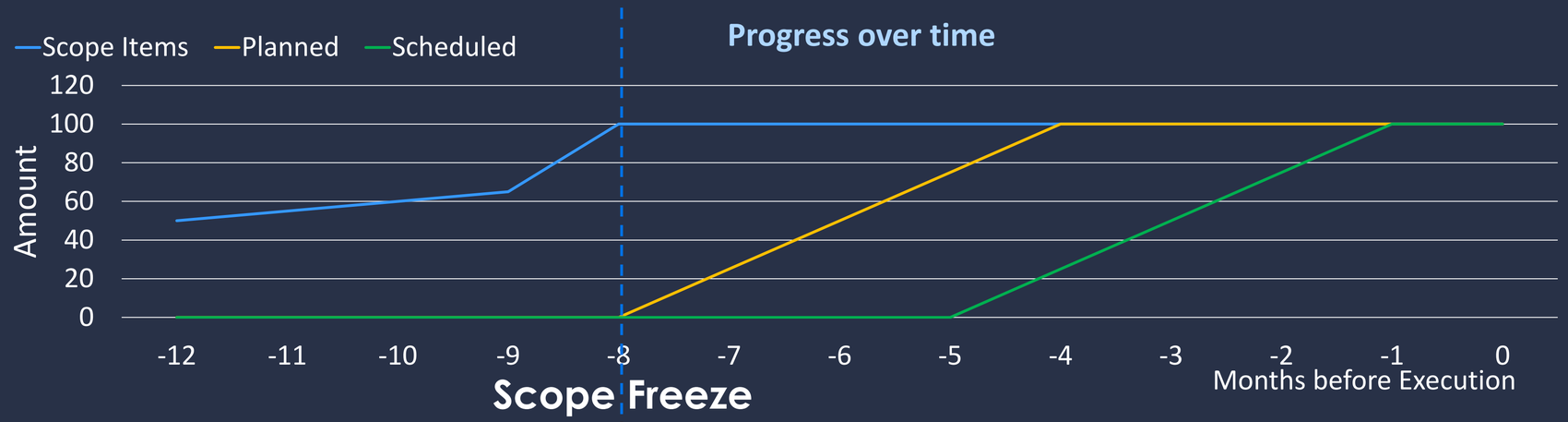
02

Planning

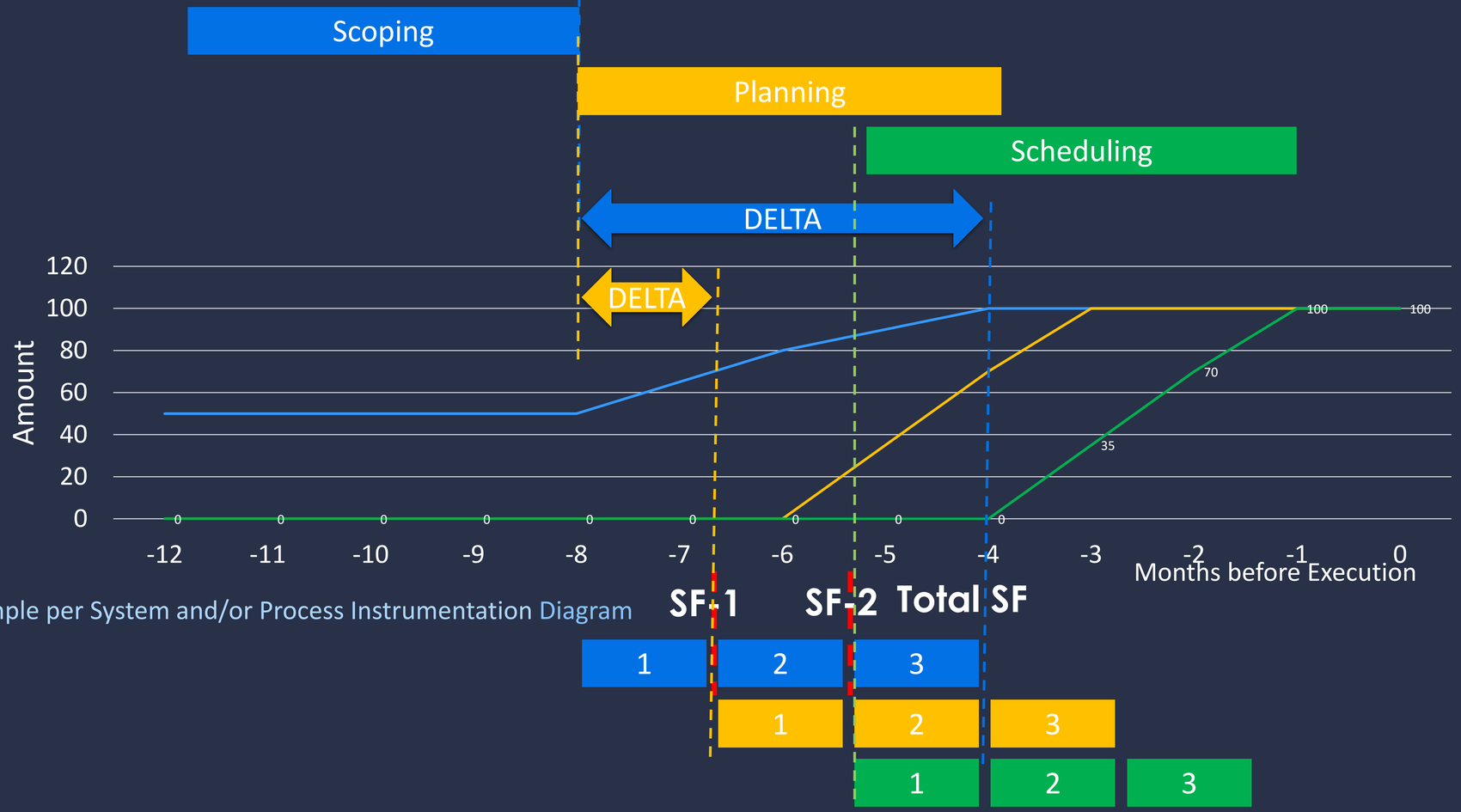
03

Schedule

Normal Waterfall



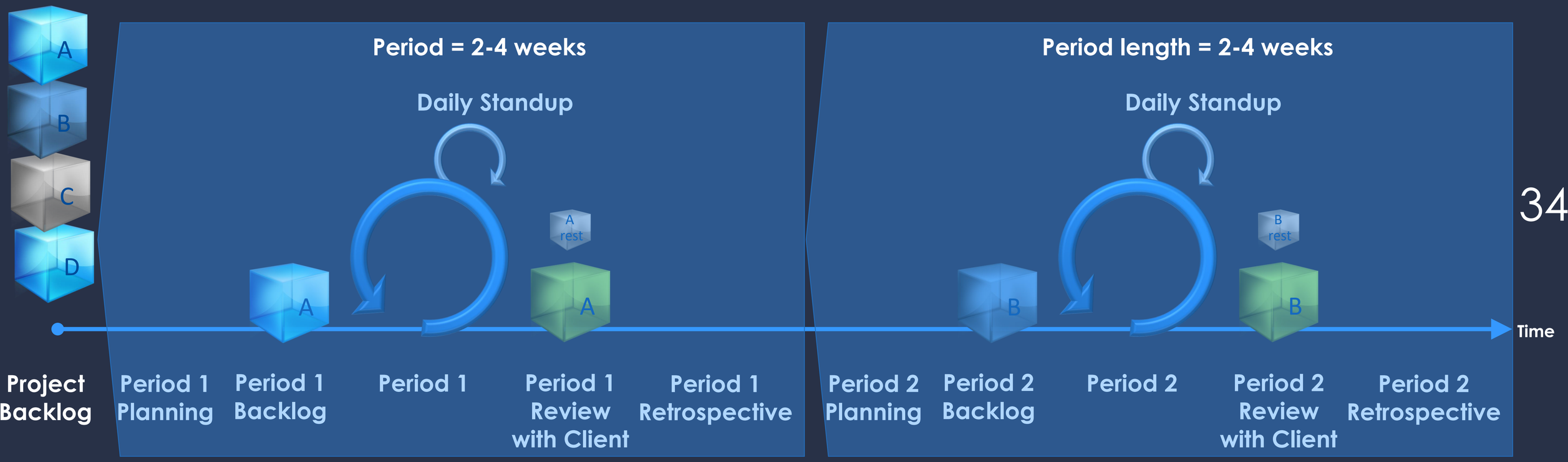
Agile Waterfall



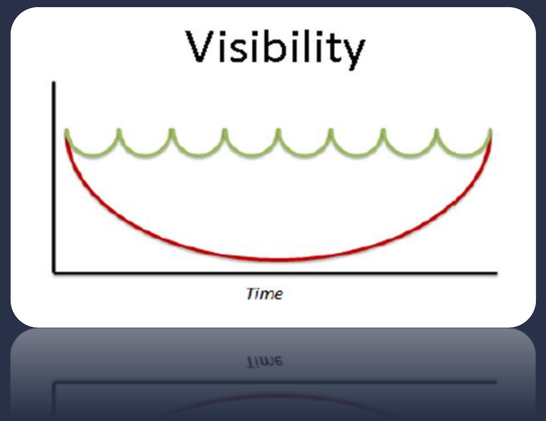
Continuously prioritize for example per System and/or Process Instrumentation Diagram

- Critical Systems
- Critical Path
- Long Lead Materials needed
- Projects

How does everything now comes together and works



Agile versus waterfall

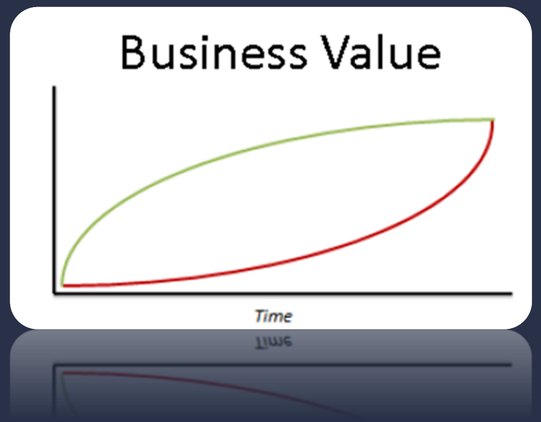


Visibility

Providing transparency

Ability to Change

Easy to adapt when requirements change



Business Value

Deliver early from the start

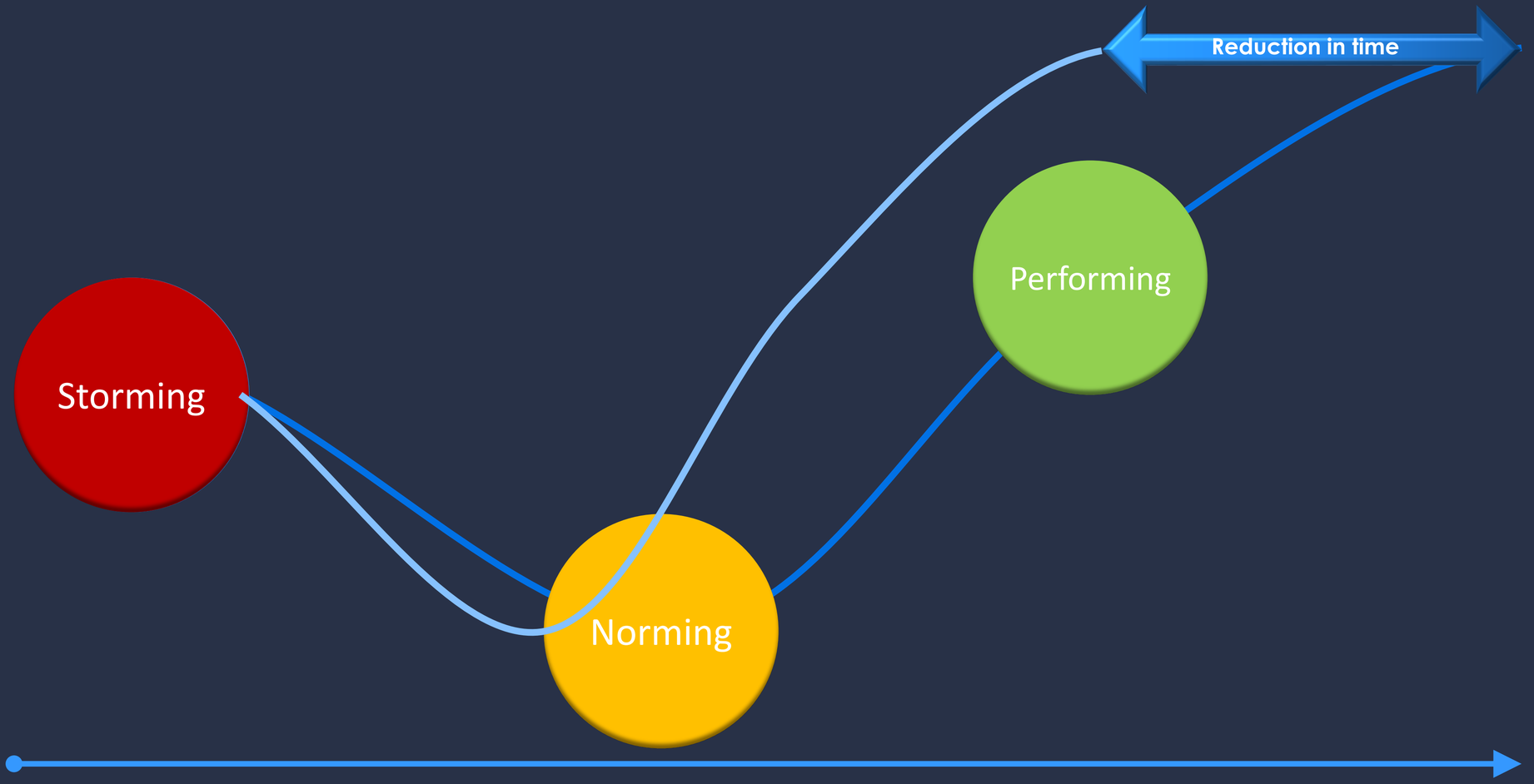
Risk

Lower risks by getting earlier insight on critical scope, schedule, materials, costs and quality

Previous
Next

Team development

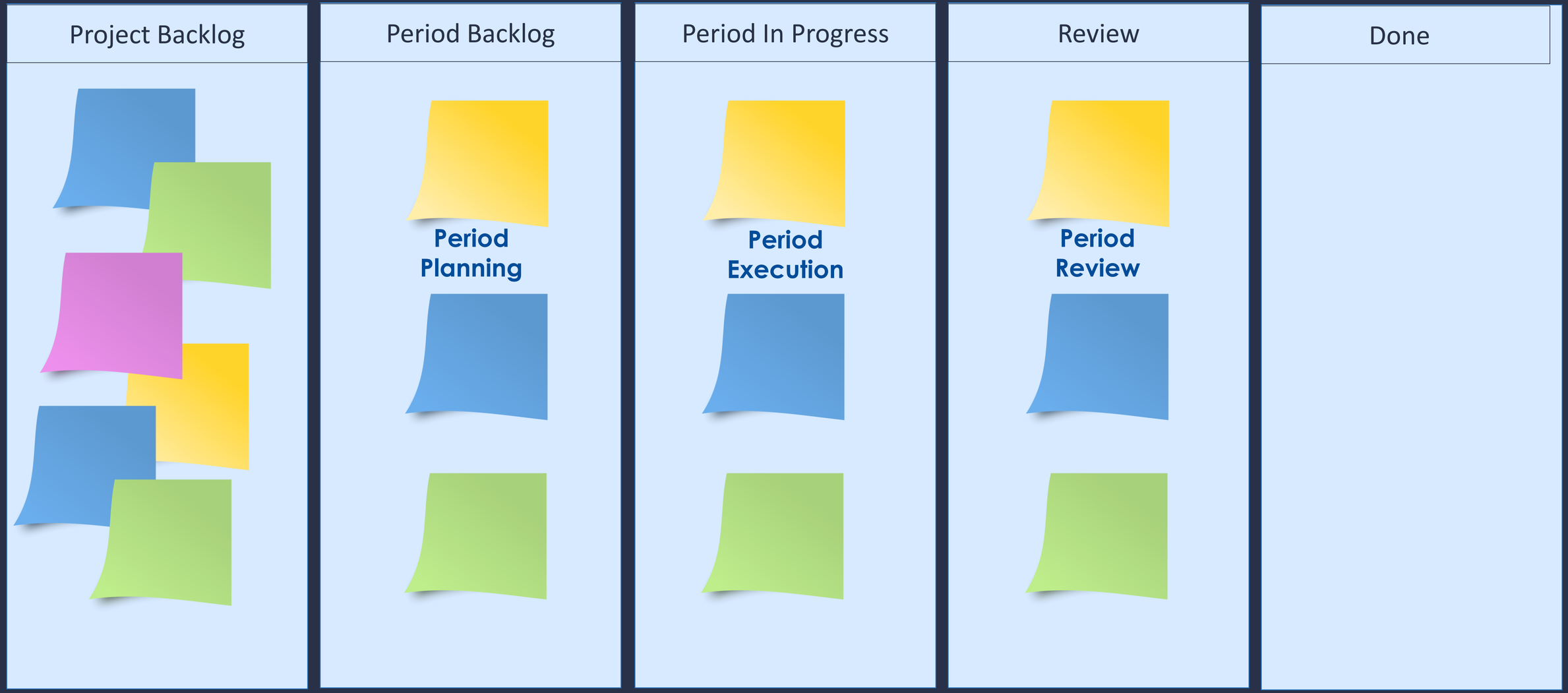
Tuckman’s Model



Team development

Previous
Next

Tool for Communication: To Do, Doing and Done

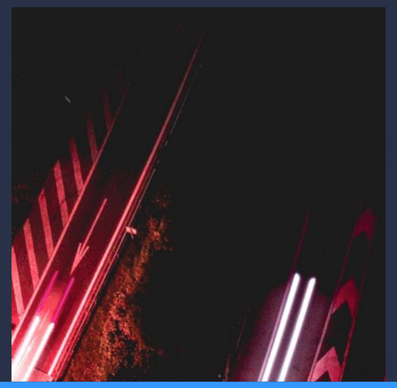


KANBAN Board (example look at Trello.com)

Our 12 Principles of TA-Agile

Satisfy the Client

Collaborate daily



Measure of progress through ready deliverables

Simplicity is essential

Regularly Reprioritize deliverables

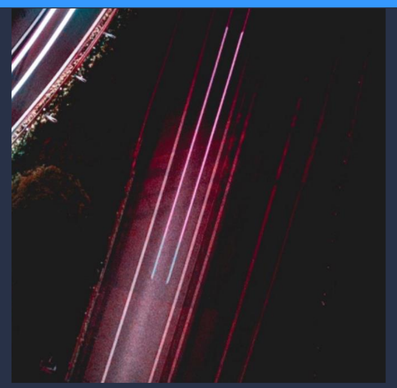
Motivated individuals

Promote sustainable work methods

Self-organizing teams

Deliver deliverables frequently

Face-to-face conversation



Continuous attention to technical excellence

Regularly reflect on continuous improvements

Conclusion from this Story

Does it make sense to you?

Can your understand the points told?

Do the points connect?

Do they flow together?

Are there any gaps?

Are there places where you got lost?

Agile together with Waterfall as a Hybrid can work,

especially if it is not clear what must and can be done in a given time period

Using Lean Six Sigma helps

to choose, prioritize, develop, improve and speed up work processes and deliverances

Previous
Next

The Best Stories
ARE TRUE

Ì hope you liked it and learned something from this story

For more information

You can contact me

Lars Bessems

+31-(0)6-26 88 11 37

larsbessems@perfact-group.com

Or you can find me at LinkedIn or XING