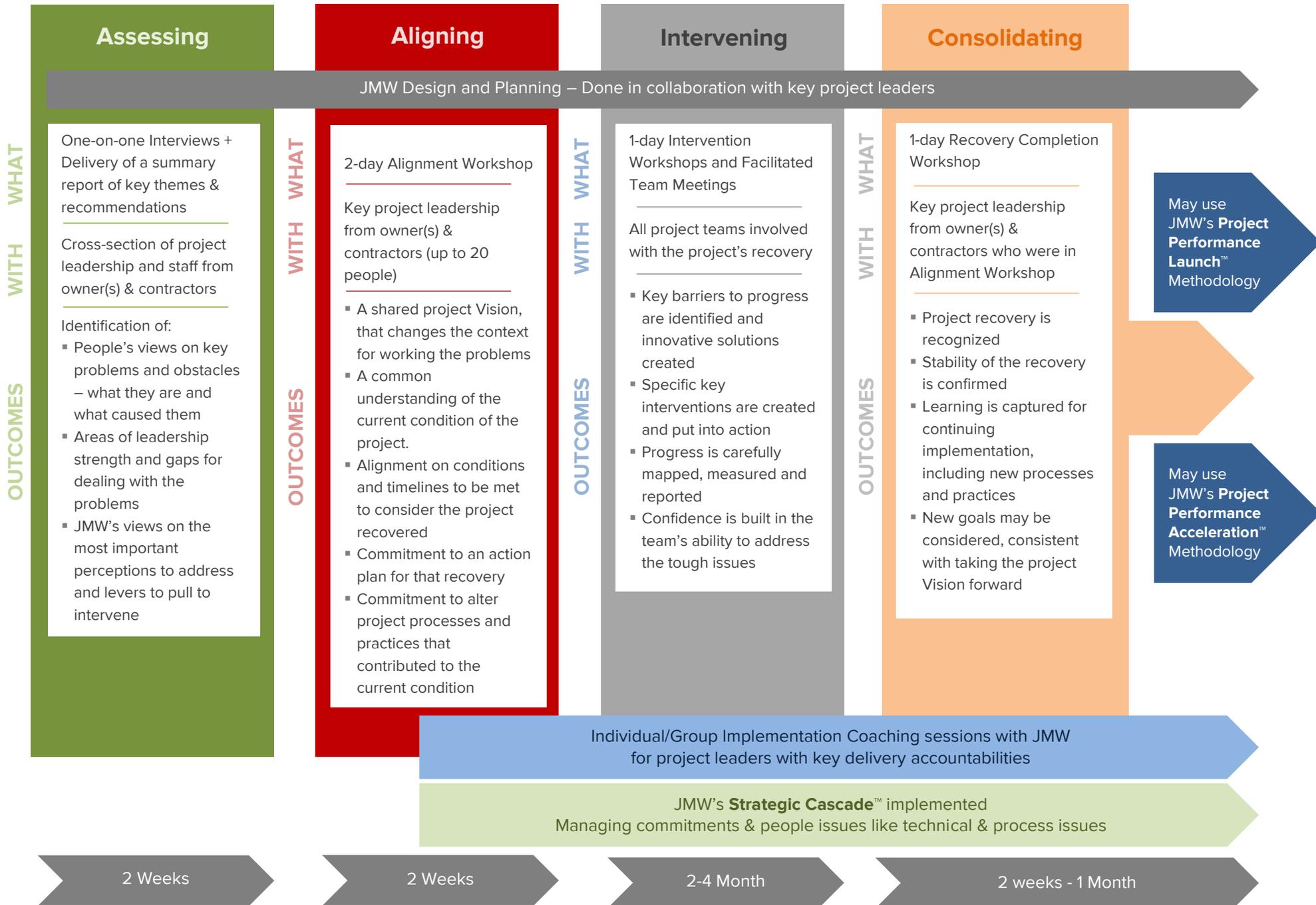


# JMW PROJECT PERFORMANCE TURNAROUND™ METHODOLOGY

**Objective:** To turn around the performance of a capital project in support of delivering extraordinary results.



## When is JMW's Project Performance Turnaround™ Methodology useful?

When a project is:

- Behind schedule and/or over budget and recovery seems difficult or impossible
- Not delivering to spec or health/safety/environmental standards
- Repeatedly failing to make the progress it needs towards key future milestones
- Facing relationship and communication problems that are threatening timely delivery

## What happens in JMW's Project Performance Turnaround™?

The Project Team:

- Focuses on the problems and obstacles most critical to project success
- Identifies the mindsets, opinions and prejudices which may be in the way of dealing with those problems quickly, creatively and effectively
- Constructively challenges those mindsets, opinions and prejudices
- Develops a common language for talking straight about what's happening, what needs to happen and how it's going to happen
- Stands for a shared Vision for the future of the project that changes how different groups are viewing each other and collaborating
- Creates a clear set of criteria for a successful recovery
- Builds and commits to a short-term action plan to deliver that recovery
- Identifies and changes any project processes or practices which are getting in the way of constructive progress
- Continually initiates interventions to address newly identified obstacles
- Engages all team members through a strategic cascade of commitments that draws a line of sight between actions of individual team members and the project's recovery
- Rigorously tracks progress towards recovery, with a granular focus on each team's and each individual's commitments to action
- Celebrates progress and recognizes when the project has recovered

## What does JMW do in Project Performance Turnaround™?

The JMW team working with a capital project:

- Provides leadership principles and communication tools for creating and managing a high performing project
- Designs and facilitates key workshops for the senior project team, as well as meetings of key teams and working groups intervening in the problems and obstacles
- Coaches individuals accountable for delivering on critical recovery milestones and implementing key actions or initiatives
- Supports the integration of cascaded commitments into the integrated project plan
- Ensures that the project's management structures are directly supporting the recovery plan

## What are the principles behind this methodology?

Transform how people view the project's problems and obstacles, and you will transform performance, because...

- **Perception and interpretation wins over reality every time.** We help organizations reveal and challenge the conclusions and views in the background that are often contributing to or even creating the shortfalls in project performance.
- **More inclusive is more effective.** The more stakeholders you can involve in these interventions; the greater impact those interventions are likely to have.
- **People's commitments matter.** Having people adopt a rigorous relationship to their word, so that commitments are clear and "honored", is key to turning around an underperforming project.
- **Clarity regarding what "stability" looks like is key.** Project recovery interventions must be driven from a clear agreement on the conditions to be met for the project to return to a "stable" state of being on track – often an extraordinary step from being behind.
- **Owning just your part isn't good enough.** Project recovery will depend on individuals and groups caring for and looking out for each other's success.

