



How Quest helped a client improve the effectiveness of a complex \$2bn+ capital project by engaging their leaders and equipping 1,500 of their front-line workers to achieve exceptional results

Quest's client has a rich heritage in energy exploration, production, power generation and retailing. In pursuit of growth and diversification, our client committed to one of Australia's largest portfolio of capital projects. For the project, the client and its principal contractor needed to work together to discharge their responsibility for the safe and effective management of all aspects of the project.

The Opportunity

During early construction, the principal contractor's safety performance and an increasingly adversarial relationship indicated a need for change. A range of difficulties led to a review of the contracting model. It was crucial the parties were committed to making necessary changes to ensure project success.

The Project Leadership Team (supported by senior executives from both the client and contractor) adapted the contracting strategy and defined ten project outcomes spanning Safety, Environment, Quality, Progress (Schedule and Cost) and People.

The team realised that to achieve these objectives a new approach to work was required. Transparent, collaborative and open conversations were needed, focusing on:

- Developing relationships;
- Building a positive project community;
- Engaging everyone involved by learning and sharing; and
- Working in a more integrated and united environment.

Several other initiatives designed to improve the way work was done and transform the outcomes had been trialled. However, none met all the objectives of the Project Leadership Team and did not provide enough:

- Line of sight between the contribution of the successive layers of project organisation to the overall project objectives; and
- Guidance on leaders' role in building an achievement culture.

The Solution

Quest was engaged to work with the Project's extended leadership team (35 leaders from the client and principal contractor) to develop a compelling and challenging improvement strategy with strong buy-in from stakeholders. Quest worked with leaders to ensure the strategy was monitored and refined to ensure it reflected the project, the opportunities and challenges as they evolved. Quest worked with each of the site and functional Leadership Teams, as well as individual leaders. The aim was to improve the quality of conversations about performance and to focus on what can be done to improve the team's performance in pursuit of its objectives.

Quest helped develop a project engagement and communication strategy to ensure that successive layers of leadership supported the improvement strategy and played their part in its achievement.

Teams adopted short interval control practices to stimulate more honest, regular and fact-based conversations. This led to celebration of success and quicker rectification where improvements could be made.

The Results

Quest's approach ensured overall objectives were reflective of what constitutes 'success' across successive layers of the organisation, and that these objectives were clear, communicated and understood. This ensured that exceptional project delivery occurred.

The transparent collaboration and disciplined integration of the project delivered results in multiple key areas, including:

- Creating a clear line of sight throughout the organisation and that everyone knew how their role supported others as well as the results;
- Building stronger relationships through consistent communication, co-locating and integrating the client / contractor team, resulting in high performance;
- Creation of a culture of continuous improvement by setting targets which were owned by everyone, with a strong sense of accountability which helped raise the bar every time.

The enhanced approach to project effectiveness led to a project that was delivered ahead of time, on budget and with industry leading safety and quality outcomes.

Testimonials

"Quest displayed flexibility in their approach and brought fresh ideas and innovative and engaging methodologies... Quest's style is unique and somewhat refreshing in that they roll up their sleeves and get involved in delivering tangible results, rather than talk about what their client needs to do to improve. Their consultants are well experienced, rather than MBA graduates, which helps with credibility resulting in a working relationship that is both challenging and supportive."

Project Manager

"In an environment where most large capital projects fail to meet stakeholder expectations, this project did something extremely rare in the Oil and Gas sector. It bettered each and every expectation."

Business Division CEO