Introduction to Capture Planning

Gap Finding Questions
Gap Defining Questions

How and to what extent are your needs being met today? Where are the shortfalls? What differences would you like to see on the next project? Why?

Where are the tough spots? What is not going well? Why? What have you done to fix the problems? Is it working? Based on this experience, what would you like to have done differently next time?

What is going well? To what do you attribute that success? How have you institutionalized these success factors? How would you improve the approach next time?

What have you been able to do to get your contractor community to spend your money as if it were their own? What do you believe are the keys to achieving this attitude on a project?

Some owners are struggling with what to do when “it just gets so cheap” – what do they do next? Has your team addressed this issue? Any thoughts?

Are you losing knowledge from your organization that’s been difficult to replace? Are you seeing enough young people come into the business to replace those that are going out and are they being successful at absorbing critical technical and business information? Do you have a formalized knowledge management system in place? What do you think is the best approach to this issue going forward?

Historically, what has been your performance in meeting cost/schedule goals? Majority under runs/overruns? Why are you getting these results? What are you doing to fix or reinforce? What else do you think could or should be done to improve performance?

Have project outcomes met expectations? Why? Why not? What do you think could have been done to improve the outcomes?

What is the most common problem you face? If there were three things you’d like to see the contractor community fix, what are they? What do you believe the community should be doing better to help your business?

What is your company’s philosophy of project execution?

What is your company’s view of formal alliances? Do you now have formal or informal alliances with any contractors or vendors? Are they working? How do you measure improvement? What would make a formal alliance more appealing to you?

What are the steps a project goes through to get funded within your organization, from conceptual estimate to final funding to contractual / execution strategy? Once a project is funded, how much “tolerance” do you give your project team on cost or schedule overruns before they have to come back for formal refunding? Do you believe your project teams understand your priorities and are working efficiently to maximize your outcomes? What would you like to see done differently?

Do you apply a formal work process to your projects that defines who does what and when they do it? Does the work process have formal “gates” at the end of each phase to invoke a discipline that the team can’t readily go “back” and redo things late in the life of the job? If so, how well is it working and how could it be improved? If not, what would you like to see done differently?

Are you struggling with a high level of change in your projects? Are you using front-end loading? What’s the team doing to manage change? Are they successful? Why? Why not? What would you like to see improved?
INTRODUCTION TO CAPTURE PLANNING / GAP FINDING QUESTIONS

How do you get early team buy-in to scope and schedule? Do you feel your current team has appropriate level of buy-in?

Is construction involved during the engineering process? Have you seen any results? How early do they join the team? Do you encourage a start-up representative to participate during constructability? What do you think is the best possible level of involvement to maximize project success? Why?

What types of long-term project records do you keep? How do you normally integrate project records into your system? What would you like to see improved?

To what extent do you have a formalized process for ensuring that industry best practices and value enhancing practices get done at the right time on your projects? How well is it working? How would you improve it?

What are the real driving forces for “this” project? What is the market that this product serves? How do you evaluate the trade-offs between cost and schedule? Knowing that, what do you think are the key strengths the project team needs to bring to help you achieve success?

What is the basis for this project? How did it get started? What are the overall objectives? Who’s really pushing for this project to happen? What could slow or kill the project?

Who are the decision makers? What is the relationship between the decision makers? Who will have the biggest vote? Are any of them opposed to the project?

What do you think is most important to each of the decision makers? Why? If we were to talk to the other decision makers, what should we be prepared to address?

When projects go bad, why does that happen? Is there anything in common with the last several projects that had problems? What advice can you offer to a project team to help avoid those kinds of problems?

When you do a front-end effort, have you been able to update forecasted plant cost based dynamically on the then-known information? If so, how valuable has this been for you? If not, would having this capability be of value to you?

Have you tried major off-site construction on any of your projects? Why? Why not? Results? Do you think this is an area of opportunity for you in the future?

Do you have a formal work process that's mapped out? Is it graphical? What was it like before the work process was formalized? How do you think it could be improved?

Have you tried in the past to get Contractor and Owner teams to share objectives and expectations? Has it been effective? Besides team building what works for you? What factors do you think should be in place to encourage Contractor and Owner teams to work together?

What are your general expectations of a Contractor? Specific expectations on this project? What would you like to see your Contractor do to really satisfy you? In other words, if a Contractor really wanted to impress you by going above and beyond, what would you like to see them do for you?

What are your normal financial criteria for authorizing projects? Is your biggest sensitivity cycle time or cost or performance?

In evaluating contractors, do you consider whether the contractor’s business model and management behavior are compatible with your expectations for contractor behavior? What management behaviors do you look for? Why?