

VIEWPOINT BASIC COLLABORATION CASE STUDY

Focus on ViewPoint™ Basic Collaboration Boosts Project Velocity by 360%, On-Time Delivery by 20%

CHALLENGE

Late Deliveries Hamper Market Growth – Customers Are Unhappy

ION Geophysical, a leading provider of data processing solutions to the oil and gas industry, had two of the key ingredients for success: top-quality technology and increasing customer demand.

However, as they grew to meet demand, increasing complexity exposed weaknesses in their ability to deliver projects on time. Processes lacked uniformity, making it difficult to forecast requirements for resource capacity. Poor communication between departments left managers with insufficient knowledge of project status, timelines, and needs, resulting in late action on problems. Ultimately, projects were falling behind and failing to meet deadlines.

SOLUTION

Improve Execution Practices to the Basic Collaboration Level

To address these challenges, four of the company's teams collaborated to create a visual portfolio board and simplify the delivery processes, implementing policies for setting priorities and managing work. As a result, silos were broken down and productivity improved.

COLLABORATIVE EXECUTION: INCREASING PRODUCTIVITY WITH INFORMED TEAMS.

Each team first articulated and mapped the delivery process, then redesigned it to remedy weaknesses and break process bottlenecks.

Once complete, each team worked to improve collaboration using Visual Portfolio Boards, which allowed stakeholders to see beyond the limits of their tasks to the overall project workflow. This effort simplified project plans and management meetings, replacing each team's weekly hour-and-a-half meeting with shorter, more productive collaborative meetings, shifting emphasis from task completions to accelerating project velocity.

FUNCTIONAL GOALS ALIGNMENT: UNITING TEAMS WITH COMMON GOALS.

They then eliminated the silo effect by creating new, behavior-driven measurements integrating multiple organizational levels and departments: project, portfolio, and region. These measurements were communicated widely, providing process health

"When we went live with the Visual Project Board and the stand up meetings, it was like flipping a switch from chaos to order."

—Project Delivery Lead

CLIENT OVERVIEW

REGION

United States

INDUSTRY

Information Technology - Seismic Data Libraries

CUSTOMER PROFILE

ION GEOPHYSICAL provides aquisition of equipment, software, planning and processes of seismic data libraries for the oil and gas industry.

BUSINESS SITUATION

On-time service delivery was falling short due to rapid growth, increasing customer requirements, and growing project complexity.

SOLUTION

ViewPoint Visual Project Management processes - advanced execution techniques to drive collaboration, align functional goals, establish priority control processes, and control work in progress.

RESULTS AND BENEFITS

PRODUCTIVITY INCREASED **125%**

20% IMPROVEMENT
ON-TIME DELIVERY

360% INCREASE COMPLETION
VELOCITY

information and high-level views of progress and delays for each project team. This effort reduced organizational friction, thereby increasing productivity, reducing the time needed to allocate resources, and improving leaders' ability to identify and act early on at-risk projects.

PRIORITY CONTROL: SYNCHRONIZING TEAMS WITH CLEAR DIRECTION.

To reduce confusion and multitasking, each team developed a priority control process to combine with their Visual Portfolio Board and collaboration practices. This enabled portfolio managers and executives to see the workload of each project manager, allowing them to identify, prevent, escalate, and resolve issues more effectively. It also united the efforts of each project team, ensuring that everyone understood what the most important task was at any given moment. And by incorporating support resources into the collaboration, managers further reduced delays and increased communication across groups.

CONTROL WORK IN PROCESS: SIMPLIFYING THE WORK OF THE TEAMS.

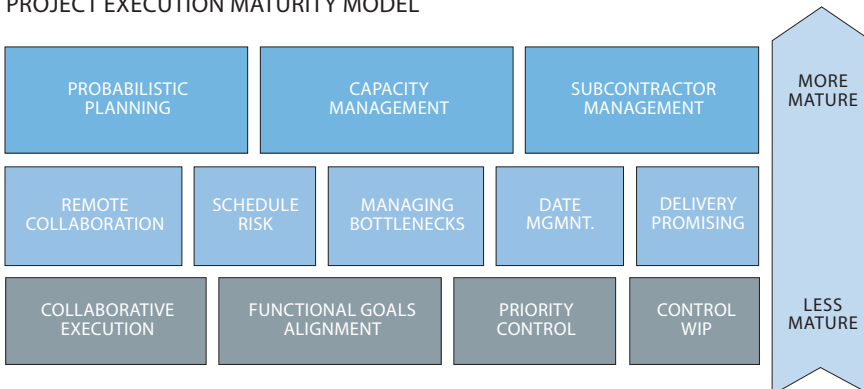
Since resource requirements were difficult to forecast—often resulting in delivery delays—The team ensured that team managers oversaw the full project lifecycle—not merely functional silos. This change improved the anticipation of delays, simplified work priorities, and improved visibility of existing and future work, allowing them to establish accurate pre-release criteria for new orders. In addition, it allowed managers to freeze projects that were lowest priority, thus eliminating the team's work overhead, reducing multitasking, and increasing project velocity.

RESULTS

In just five months, the region's teams increased rate of task completion by 360 percent, while project output and productivity rose by 125%

These increases rapidly accelerated work package completions and reduced the past-due work backlog to zero. Further, by improving collaboration and breaking down functional silos, team communication and efficiency dramatically increased. The reduction of work-in-progress also led to simplified priorities for teams, as managers reduced time spent in status meetings by at least four hours per month. Overall, the resulting process improvements and systemic coordination led to dramatic increases in project velocity and the first on-time delivery of a project for one of the teams.

PROJECT EXECUTION MATURITY MODEL



ABOUT VIEWPOINT BASIC COLLABORATION

The implementation at ION reflects one level of the Project Execution Maturity Model, Basic Collaboration. Each level of maturity is a reflection of an organization's capability to manage activity and time.

BASIC COLLABORATION applies to a local work group and completion of its tasks currently in progress. The main emphasis of Basic Collaboration is on task velocity and synchronizing the team.

IMPROVED COORDINATION extends capabilities to remote work groups and extends beyond current tasks to those in the near future. The main emphasis of Improved Coordination is on delivery date performance and if necessary, integrates remote teams into the collaborative execution process.

INTEGRATED PLANNING AND EXECUTION creates a closed-loop process between planning and execution that drives ongoing project performance improvement. The main emphasis is on managing the future—planning for and managing risks and resources, and developing process capability for ongoing improvements.

The Project Execution Maturity Model gives managers confidence in the change process, by:

- Matching project execution behaviors and processes against best practice
- Testing behaviors and processes for consistency across functions
- Checking for organizational alignment

It guides the organization as it progresses from local, ad hoc execution methods to integrated, repeatable practices that systematically deliver projects on time, at lower costs.

ELEGANT SOLUTIONS TO COMPLEX PROBLEMS

Book a best practices briefing for your management team. Contact Pinnacle Americas at:

info@projectsinlesstime.com
or +1 (918) 948-7211



Projects In Less Time
Taming project complexity