

منتدى دبي العالمي
لإدارة المشاريع

DUBAI INTERNATIONAL
PROJECT MANAGEMENT FORUM

5th EDITION

الدورة الخامسة

8 - 11 ديسمبر 2018 • مدينة جميرا • دبي

8 - 11 December 2018 • MADINAT JUMEIRAH • DUBAI



Change Management Techniques

Amjad Alshabatat

Projects Director

ARCADIS

www.dipmf.ae

Change Management Techniques

“ A Case Study On Construction Of Strategic Steel Tanks Project ”



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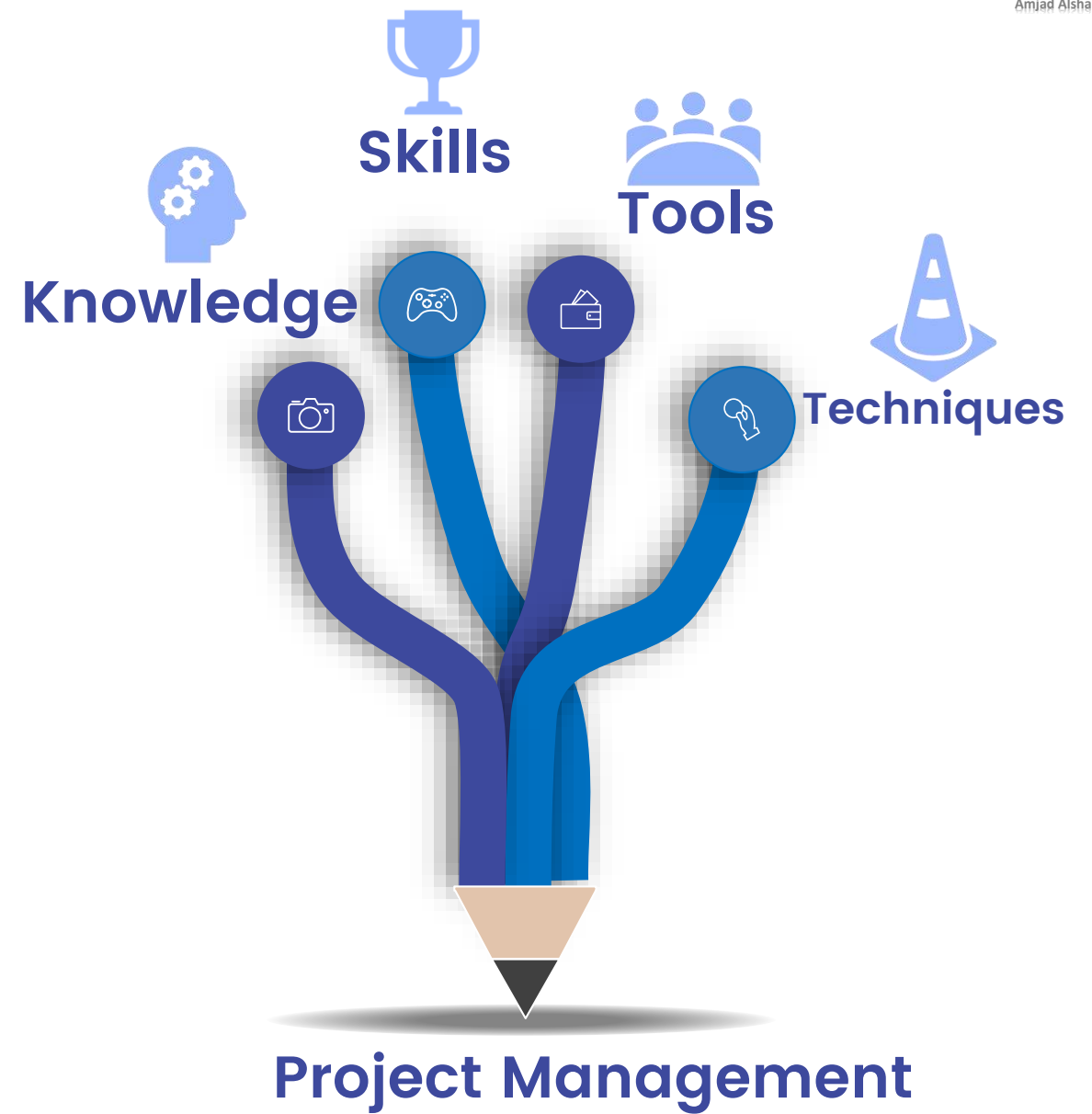
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Introduction

Project Management Is The Application Of Knowledge, Skills, Tools, And Techniques To Project Activities To Meet The Project Requirements. (PMI).



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Project Management & Innovation

The Traditional Project Management Practice Might Be Considered As A General Guidance For Project Managers, But I Believe That Each Project Has Its Unique Situation, And Here From The Word 'Situation' I Can Say That Based On The Project Manager's Actions And Reactions, An Innovative Solution(s) May Arise, So We Might Say: Innovation Is A 'Situational' Response Which Might Be Generalized.



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The Three Constraints In A Project: Scope, Cost, And Time



The Traditional Project Management Methodology/Philosophy May Not Be Able To Tackle Some Issues And Risks In Construction Projects, Innovative Ideas Will Be Needed.

Supervising Consultant' Pm Shall Have A Proactive Role Not A Reactive Especially When The Project Is At Risk.



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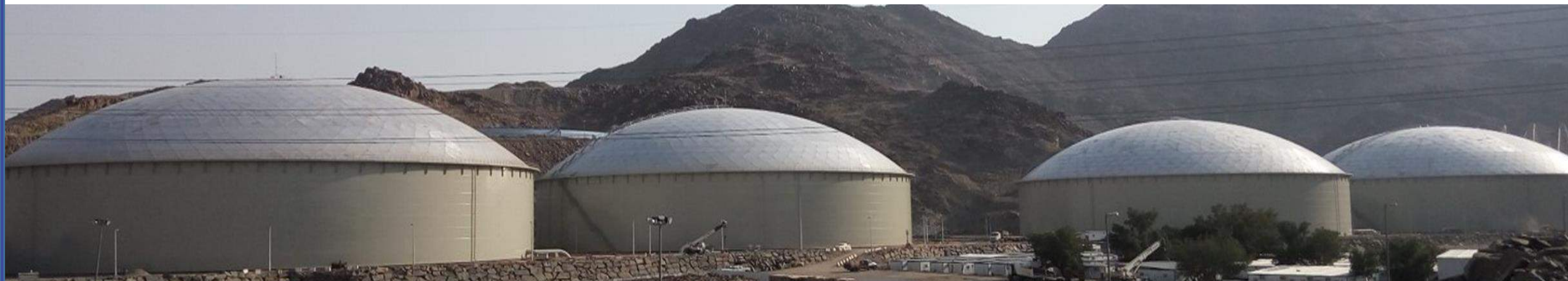


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Project's Description

The Project Consists Of Four Steel Cylindrical Tanks; Each Tank Has A Height Of 21 M And 110 M Diameter With Capacity Of 190,000 M3 , Service Buildings, Roads, And That Is Including Supply Of All Materials, Equipment's And Services Required For The Project. The Project Supplies Up To 760,000 M3 Of Drinkable Fresh Water For Mashaer Area In Makkah (Arafat, Muzdalefa And Mena) And Resident Population As Well. Timely Completion Of The Project Was Crucial Element, Since These Reservoirs Should Meet Water Demand For Pilgrimage Season (2016 G)



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Identifying Challenges , Issues , And Risks Related To The Project

1- Existence Of Nearby Concrete Reservoir Of One Million M³ Capacity Which Was The Main Supply Of The City & 90,000m³ Steel Reservoir, Approximately At 200m From Project Borders. Heavy Blasting To Demolish The Rocky Mountain Was A Major Activity In The Project.

90,000m³
Steel Reservoir

Concrete Reservoir Of
One Million M³ Capacity



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Identifying Challenges , Issues , And Risks Related To The Project

2- Low project management / EHS awareness.



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Identifying Challenges , Issues , And Risks Related To The Project

3- Diverse Cultures



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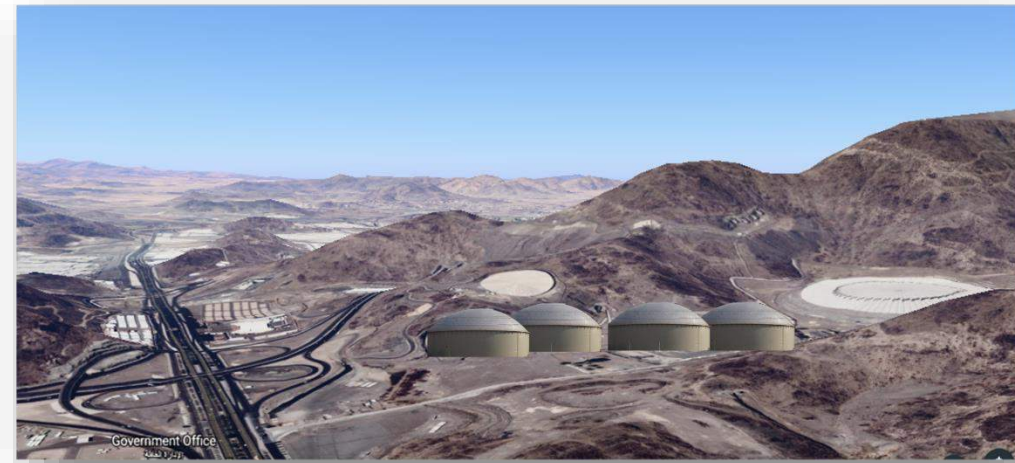


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Identifying Challenges , Issues , And Risks Related To The Project

4- Heavy Population In The City Of Makkah Approximately 2 Million Which Increases To Around 4 Million During Pilgrimage Season, And Access' Constraints, Created Logistics Complexity & Reduced Work Timing.



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Communication Management

One Of The Important Aspects To Achieve The Projects' Targets Is To Have An Ultimate Understanding And A Healthy Communication Between The Parties Involved With The Project.



It Is Known That The Readiness To Accept Communication Is More Important Than The Mode Of Communication

Sometimes It Is Not Misunderstanding, Or Any Type Of Barriers Which Affect Communication, It Is The Wrong Strategy Of How To Communicate



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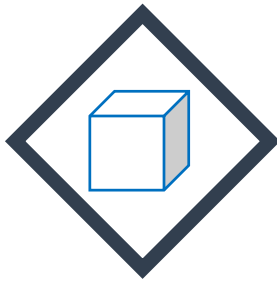


Change Management

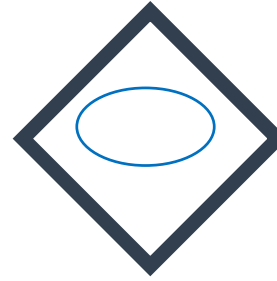
LEWIN's Three Steps Change Plan With Modification

Lewin Change Theory Model Is Based Around A 3-step Process (Unfreeze-change-freeze) That Provides A High-level Approach To Change. This Theory Was Chosen, Since This Gives A Framework To Implement A Change Effort, Which Is Always Very Sensitive And Must Be Made As Seamless As Possible.

Unfreeze



Change



Freeze



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Course of Actions, as per Lewin's Change Process :

Unfreeze

- Explaining The Current Situation To All Stakeholders And Its Impact.
- Being Transparent With Them And Explaining The Change Process.
- Discussing And Recording Feedbacks And Objections.
- Reaching An Agreement Formula For Each Change That Gets All Parties Satisfaction

Change

- Conducted Several Training Sessions To Client.
- Conducted Several Meeting Sessions With Contractor.
- Timely Measuring Of Response To The Changes.
- Permanently Being In Contact With All Concerned For The Success Of The Project For Encouraging Them, Getting Their Feedbacks And Managing Their Difficulties.

Freeze

- Explaining The Change Process Feedbacks.
- Prepare A Project Management Plan.
- Prepare A Risk Register.
- Preparing Stakeholders For Applying The New Changes On The Project Processes.



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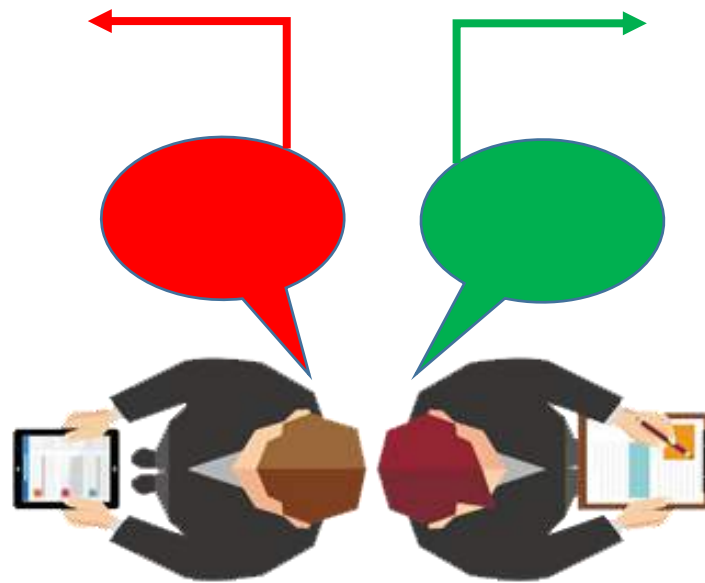
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I have added and imbedded in this theory what I called (Shock-Negative and Shock-Positive)

Shock-Negative

Before and during the unfreeze stage, there should be an explanation about the current status and its negative impacts, this shall come as a shock to prepare them (client and contractor) for the unfreeze stage, without this shock the change will not start. The shock will come with clear evidences that the current approach will lead to a disaster which will be one of its impacts not achieving the project's target.



Shock-Positive

During and after the Freeze stage, with evidences that this new approach has very positive impacts on the project and on other projects if applied. These two shocks have been explained and presented during meetings, presentations and lectures I presented.



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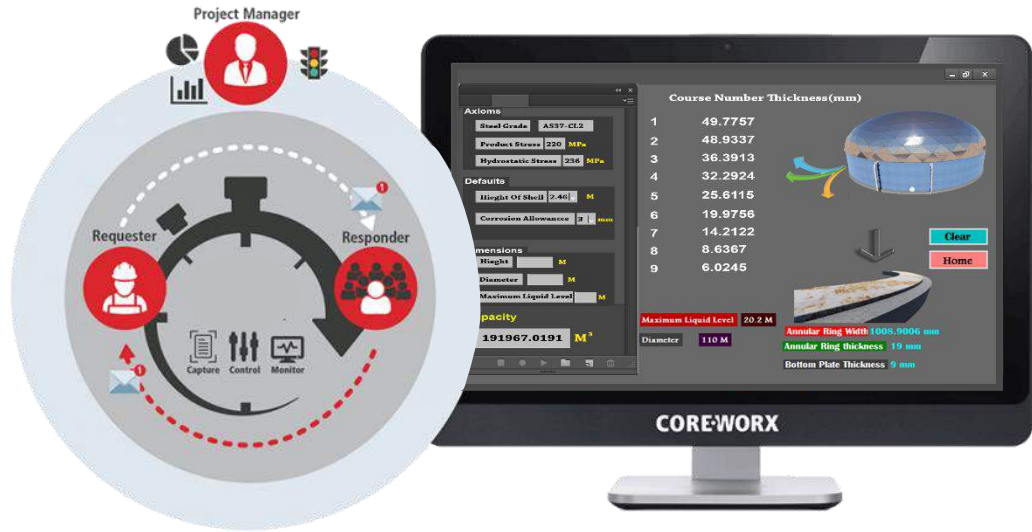
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The Software Program



The challenges such as the need to have exact information, how to recover the completion plan, and the difficulties to use the available software in the market motivated me to create an easy software program to steer, monitor and control most of the project's activities.



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Main Screen

1

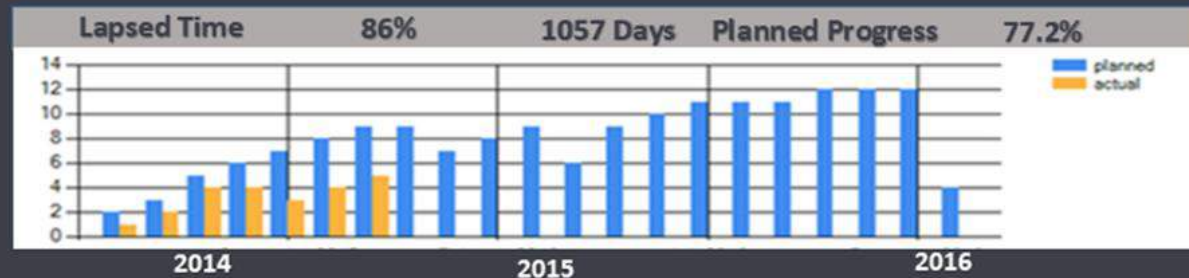
Shows Monitoring And Controlling The Project In Terms Of Planned Progress And Actual Progress As Well As The Elapsed Time Of The Project

Project Information

Project Name **Construction Four Strategic Reservoir In Makkah Al Mukarramah Capacity (760,000³)**

Project Start Date **01-08-2013**

Project Finish Date **01-03-2016**



Name	Status	Update
Site Acquisition	Yes	
Handover Between pm and Design Divisions	No	
Signed Contract	No	

Name	Status	Date	Update
Letter of Award	No	01-08-2013	
Site Handing Over	Yes	08-08-2013	

Add Daily Progress

Add Planned Progress

E.O.T

Show

Project Status

Next



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Time-Recovery

2

Shows The Recovery Process Of The Project Based On The Available Resources As Well As Their Production Rate

Resources

Number Of Cranes
SAW Machines
EGW Machines
Coating Machines
SAW Welders
Shifts

Estimated time to complete the activities (Days)

Course Number	Installation	H-Welding	V-Welding	Total For Each Course
1	1	9	9	14
2	1	9	9	14
3	1	7	9	13
4	1	7	9	13
5	1	6	4	8
6	1	5	4	8
7	1	4	4	7
8	1	4	4	7
9	1	4	4	7

Estimated Time To erect .weld and test annular ring **7 Days**

Estimated Time To erect .weld and test Shells **91 Days**

Estimated Time To paint the tank(internal and external) **86 Days**

Estimated Time To fix the roof dome **3 Days**

Estimated Time for testing and commissioning **15 Days**

Estimated Time To complete the tank **202 Days**



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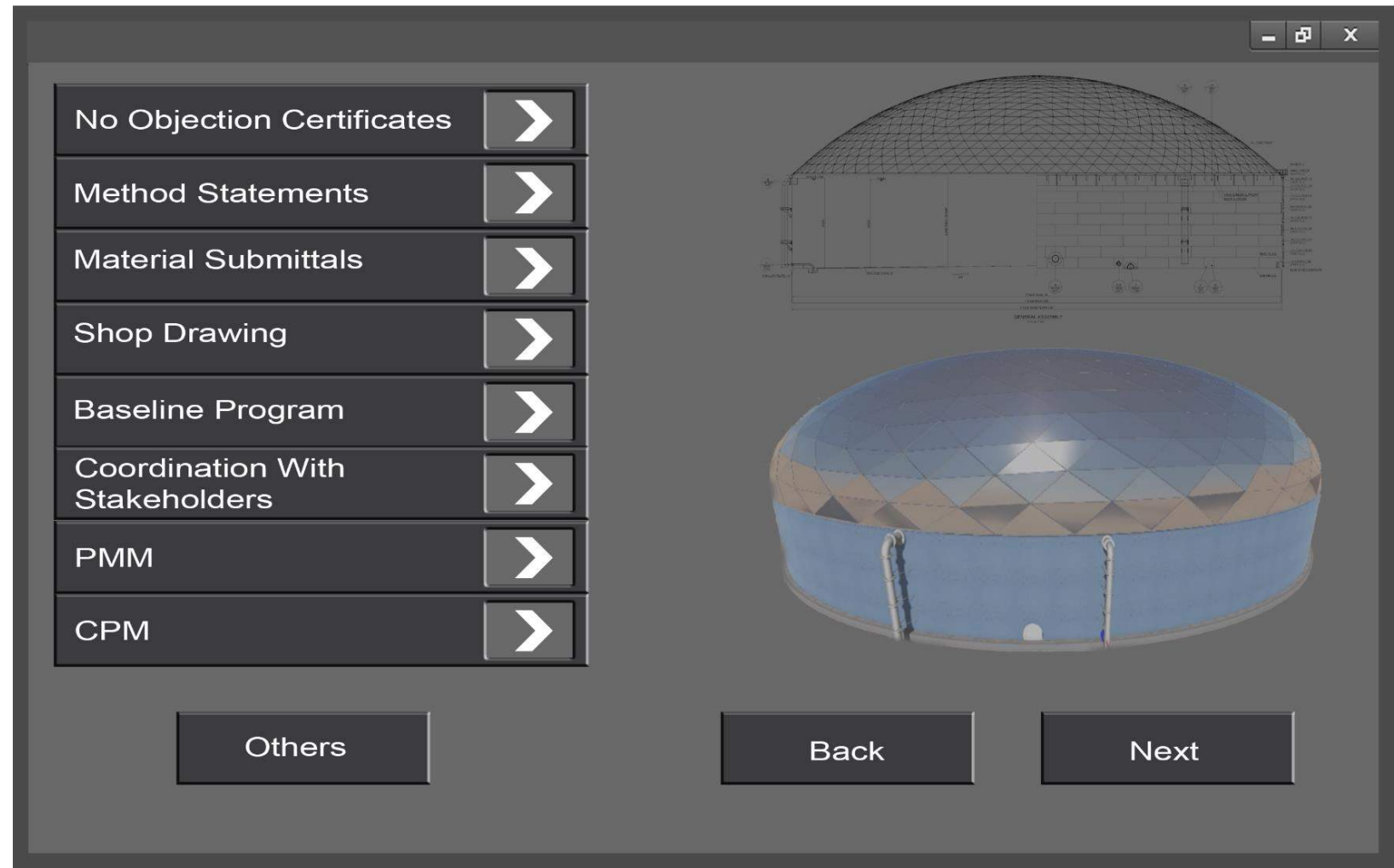
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Quality Control

3

Shows Storing And Retrieving Processes For Main Documents Of The Project



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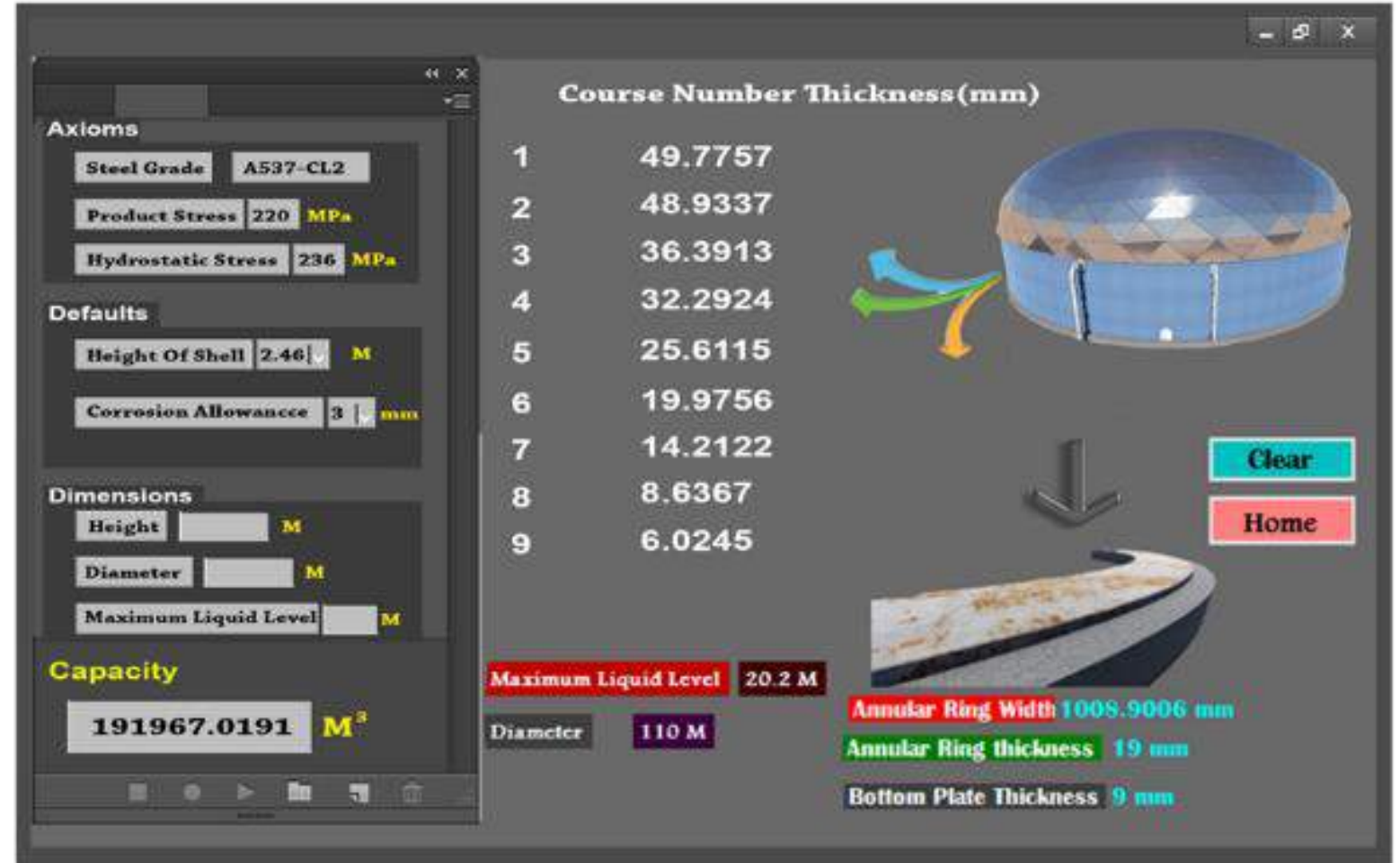
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Tanks' Design

4

The Design's Calculations Of Tank In Terms Of Number Of Shells, The Thickness Of Shells, And Annular Ring Based On API 650 Standard.



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Success



Knowledge-Skills-Tools-Techniques

Thank You



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