

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

AMIE Turnaround [TARs] and shutdowns strategic framework standardization

Introduction

Air Liquide AMEI [Africa Middle East India] is one of the largest hubs in the international company worldwide, this Hub includes 9 countries and more than 57 production units across the region, each entity has its own standards to implement the TARs and shutdowns, which varies according to the level of the experience and the maturity level for each entity, the idea of the project is to create standard procedure to implement the TAR methodology in all entities with specific goals and certain KPIs.

The research objective:

- To develop and validate a framework ⁶ for the successful implementation of TAM projects
- To identify and establish success measurement criteria of TARs projects.
- To identify and establish critical success factors of the implementation of TARs projects.
- To evaluate and establish how these critical success factors can be efficiently managed using TAR management specific methodology.
- To investigate and establish the management skills/knowledge and personal attributes of the TAM project manager required for a successful TAR project.

Literature Review

- The research has been developed to create A Framework for the Successful Implementation of Turnaround Maintenance Projects ⁵ , that was describing the success factors towards TAR strategy implementation and the key milestones to achieve the goal on the entity level, the research shows that best practice framework which is a major contribution to knowledge in this area is recommended for all operators of engineering facilities to ensure the successful implementation of their TAR projects. The findings from the study are also of significant importance to contract organizations, TAR managers and aspiring TAR professionals, government bodies, training organizations and tertiary institutions who are involved in maintenance management in engineering facilities

Methodology

In this project, the methodology ⁷ used is the Identification and describing the purpose, scope, and objectives of the project. While display this information using an appropriate tool, fist an environmental scan to be done for all entities to stand on the current level of maturity and level of skills, the environmental scan result will represent the strength points to need to be maintained and the weakness points need to ne improved, the next step is to create and establish the standard strategy frame work and communicate it with the different entities, then the implementation follow up and goal achievement, the last step is the final evaluation and continuous improvement

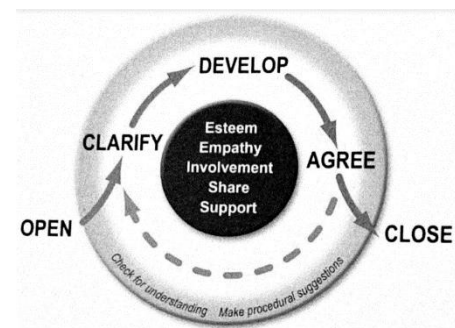
In the project the ADKAR change management methodology methodology has been used, ADKAR represent the following A: Awareness of change, D: Desire of change, K: Knowledge, A: Ability to change, R: Reinforcement to change



Communication in project

Internal environmental scan and SWOT analysis shows decent percentage of the entities like the change and they want to be part in, SWOT analysis shows the weakness in the communication will be the biggest threat of the project, as the most of the communication will be remotely and virtually which makes the communication more complicated, the communication model used for this research is the communication with feedback

Researches shows the essential communication model can be reducing the impact negatively on the project, through implementing the model of involving and empathy principles, it is important to address people's personal needs to feel they are heard and involved when they are communicating and going through the conflict management, Esteem, Empathy, Involvement, Share and support, while doing in the same time the interaction guidelines that helped to meet the practical providing step by step frame work for communication and conflict management Open, Clarify, Develop, Agree, and close, Asking powerful question will encourage the ownership for the stakeholders.



Result Analyses and Discussion

Result show that some of the entities are ready to in terms of Maturity, Knowledge and Ability to implement the new strategy frame work, the gap shows they need minor support to guide the entities and the references and procedure that they can put in use, other entities, they need more work to on more than level to get them first mature then rise up the knowledge level and hence they towards the strategy implementation

References

1. (5) A Framework for the Successful Implementation of Turnaround Maintenance Projects, Christopher Chinedu Obiajunwa, May, 2010
2. (6) PMI BOK, 6th Edition, Project management frame work
3. (7) AIR LIQUIDE'S Turnaround and shutdown best practice procedure TAR-BP-001