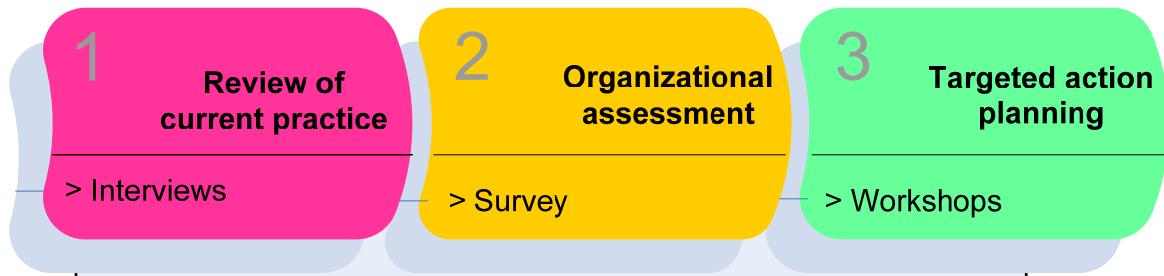


### *Design-Build Readiness Assessment: continuous improvement starts here*

All competitive businesses have a desire to improve their organizational performance at a project and business level as, without this desire they will not compete effectively as other companies strive to do things better. However, it is often difficult, if not impossible, for these organizations to drive continuous and consistent improvement into their operational teams as the levels of maturity that exist vary greatly between departments, levels of seniority and geographical regions. It is not unusual to find that, although the upper management of an organization has painstakingly identified best practices for their firm, those practices are not always implemented or even acknowledged at the project level. Inconsistent performance at the project level can often be attributed to this lack of awareness and implementation - i.e., to an inconsistent level of maturity within the organisation as a whole. If an organisation cannot understand where it is currently in terms of its maturity (readiness), how can it possibly generate a robust plan of action to enhance performance over the many operational layers and centres? Adept Management's 'DB Readiness Assessment' provides the answer.

The Organisational Maturity Assessment comprises three key stages as shown below:



**Stage 1:** Organizations comprise many component parts - functions, disciplines, offices, people - but rarely, if ever, do all of these parts have a single, consistent knowledge of the business as a whole. In order to understand the differing perspectives on current practice, it is essential to gain a first-hand insight into current day-to-day business and project practices and approaches. Stage 1 of the DB Readiness Assessment takes this first step in trying to determine what practices are currently being utilized to propose, manage, and deliver projects and thus, the business as a whole. One-on-one interviews are undertaken with questions being designed to glean insights on current industry best practices. The company and consultant work together to identify the most appropriate people to be involved to ensure that a rich mix of experiences, departments, and project phases are covered.

It is not unusual to find that there are gaps between industry-wide best practices and those employed within any given company. The purpose of this stage is to identify those gaps. Upon

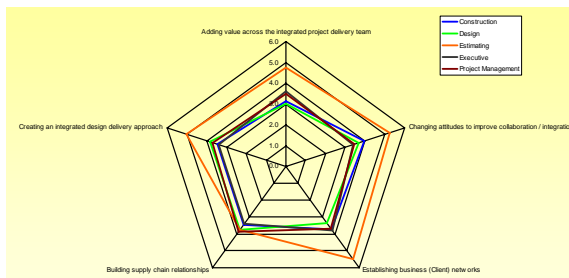
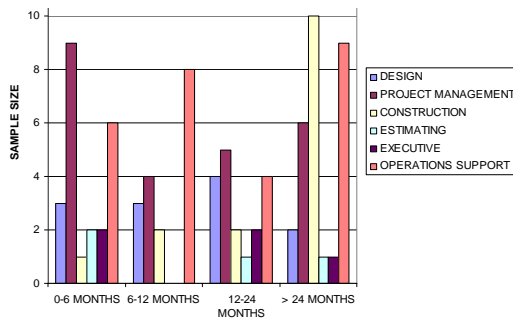
completion of the interview stage a written report will be prepared summarizing the results. This report may also be presented as an informational and/or educational Workshop.

Stage 2: Whilst interviewing a limited number key individuals from across a variety of roles, departments, and regions provides some rich insights into how the organisation functions, the sample is so small that it is unrealistic to see this 'picture' as being truly representative of the entire business. The only means of gaining a 'real' understanding of how the business actually operates day to day is to gather the perspectives of its key asset - its people.

### Case Study: Integrated Construction Company Assessment

One to one interviews with individuals from multiple-levels of the business enable a rich understanding of current practice to be developed. A subsequent survey, derived from a generic set of criteria on best-practice in the industry and honed based on the interview responses, is used to gather perspectives from deep within the business and from every quarter of the organisation. This data can be aggregated and analysed to provide insights into how different dimensions of the business perceive its operation and capability to deliver. Tailoring an action plan then ensures that the business can focus its efforts and measure & control improvement initiatives

Aggregated and average perspectives from each of the functional groups within the business provide an understanding how the different parts of the organisation perceive the different practices and approaches that currently exist.



Group workshops are used to identify action plans to ensure that the right groups are exposed to, and made aware of, each of the practices, approaches and/or tools to enable adoption without overload.

It is essential the rate of adoption of new practices is tailored to meet the current level of maturity of each of the sub-groups within the business. In controlling the rate at which the organisational teams mature, it is possible to bring the business up to a consistent level of understanding and subsequently, enable project and business performance to be enhanced with consistency and certainty.



Action-planning workshop

Stage 2 of the DB Readiness Assessment has been developed to enable just that - to provide a mechanism with which to measure the depth to which the industry best practices, along with any unique company practices discovered in Stage -1, are understood, recognized, utilized and implemented *consistently* within the business.

In this respect, Stage 2 involves the collection of responses from deep within the organization to identify how well these practices are known and implemented on the 'frontlines' of your projects. The ultimate aim is to identify and quantify the extent of this disconnect between intended practice and actual practice. Not until any potential disconnect is understood is it possible to reduce risks for the organization and work toward achieving consistency in project results.

**Stage 3:** To deliver consistently positive project results, the enabler of improved business success, requires consistent performance and implementation of the organization's agreed best practices.

This final stage of the DB Readiness Assessment utilises the information gathered from both Stage-1 and Stage-2 to generate a company-specific set of recommendations, strategies and tactics for implementation that becomes the basis for a collaborative workshop at which representatives from across the business can develop and agree a tailored *Action Plan* for organizational improvement. The primary aim of this workshop is to fill the identified 'practice gaps' across the organization. The associated objectives involves people at all levels of the business committing to taking the required steps to ensuring that these practices consistently carry down to the project level to produce satisfactory results on every project.

### *Benefits*

The three-stage 'DB Readiness Assessment' enables the true maturity of your business to be understood at multiple-levels - from the project engineers operating on site to the Executive team setting the strategy by which the company will flourish & prosper in the future. This invaluable insight and understanding enables action plans to be designed that will truly enhance the business performance.

Whilst the results of the survey represent only a snap shot of perceptions at a moment in time, the overall approach has been designed to be dynamic and reusable. As such, it can be utilized periodically (quarterly ideally) to continually monitor the progress being made in driving perceptions to the highest level. Whilst these are of course only perceptions, the reality is that if the people operating within the business can see, feel, and implement improvement, the business will have, by default, improved. In undertaking actions your organization will steadily grow its maturity by focusing on those areas that require immediate attention and subsequently, developing and enhancing its maturity at a controlled and steady rate. This will drive consistency into the business and ensure continued success into the future.

*In Combination with ADePT™ Adept Management Limited can now support you in managing your organisation and your projects to ensure effectiveness (of day to day delivery) and efficiency (of the process by which it is delivered); in combination these enable the delivery of true productivity to your projects and thus, business.*

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For further details or to find out how you can implement the 'DB Readiness' Assessment' contact:

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