

ISSUE 10 | BY CONCORD PROJECT TECHNOLOGIES INC.

VELOCITY

INNOVATION AND LEADERSHIP FOR CAPITAL PROJECTS

BUILDING VALUE

*TOOLS, STRATEGIES AND IDEAS THAT
SET YOUR TEAM UP FOR ADVANCED
WORK PACKAGING SUCCESS*

THE STRONG FOUNDATIONS EDITION

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In January 2022, Concord became the world's first and only ISO 9001 certified provider of AWP conformance certification, training, and consulting.

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EDITORIAL

Delivering Unparalleled Value to Capital Project Organizations

How Concord is becoming the most valuable consulting company in the capital project industry.

BY OLFA HAMDI

More than a decade ago, I was an analyst at a major benchmarking, research and consulting organization where I spent most of my time auditing capital projects. One day, as I wrapped up a particularly challenging engagement, I sat back, let out a deep sigh and thought: *there must be a better way.*

After just a few years in our industry, it was already very clear to me that organizations needed something more, something different than what we offered. Companies — their owners, their leaders, their people — needed an empowering, supportive partner with skin in the game, a consulting company driven by innovation and committed to helping them achieve

on-time, on-budget project delivery. While it took some time for Concord to become a reality, I realize looking back that this was the moment that our company was born.

Today, we have built a strong reputation as a leader in the field and are focused on building the most valuable consulting company in the industry. We've made steady progress in uncovering and documenting the formula for delivering capital projects on-time and on-budget, building on the early principles of Advanced Work Packaging to develop a robust suite of concepts, tools, services and training options that empower teams to deliver predictable, construction-driven projects.



We are on a mission to empower your people with the knowledge and skills they need to deliver on-time and on-budget.

— Olfa Hamdi

From thought leadership and training to practical services like executive coaching, readiness assessments and startup packages, we support companies as they build their own internal capacity to deliver on-time and on-budget. The Concord Academy has trained and certified thousands of professionals from some of the biggest capital project organizations in the world, and we aim to certify 25,000 professionals in the next three years. Our dedication to quality and customer service was recently recognized with an ISO9001 certification, and our goal now is to impact \$25 Billion in capital project spending by 2025.

Perhaps the greatest challenge we've encountered in our business journey is resistance to change — from owners, from leaders, and from the people who build capital projects. Delays and cost overruns are so common it seems we've come to accept them as a part of doing business — but they're not. We have put people on the moon, and we can deliver capital projects on-time and on-budget. *There is a better way.*

If you believe that too, we'd love to work with you.

Concord has invested more than any other company in developing practical,

implementable knowledge products that support real change in capital project organizations; we are on a mission to empower your people with the knowledge and skills they need to deliver on-time and on-budget.

In this edition of Velocity, we'll explore the key ways that Concord supports Owner companies and capital project leaders in executing predictable capital projects. I hope you find it enlightening and inspiring.

Olfa Hamdi
CEO, Concord Project Technologies



THE NEW AWP MATURITY CURVE

BY OLFA HAMDI

It's time to update our AWP maturity model to better reflect the messy reality of Advanced Work Packaging Implementation.

The original Advanced Work Packaging maturity curve was developed by CII about a decade ago, and has been an important part of AWP implementation at many capital project organizations ever since. This succinct, three-step chart shows expected outcomes across six core areas as an organization moves through the implementation continuum. It is straightforward, linear, and promises exceptional improvements over time.

In our experience, few companies follow this maturity curve. It's far more common for companies to initiate

AWP implementation and quickly realize that their systems and culture are completely unprepared. Then they embark on remedial work — training, assessments, planning — and try again. The first project is filled with challenges, and once they're up and running they need to slowly scale up from one project to two, then three, and so on, to make sure their people and systems work well and can withstand the pressures that come with company-wide implementation. For some large companies, complete Advanced Work Packaging implementation can take 10 years.

The original maturity curve doesn't capture any of these deviations, and so we thought it might be time for an update. The new Concord® Maturity Curve provides a more realistic overview of what companies can expect through the AWP implementation process. Take a look at the series of graphics on the following pages, and keep reading for a step-by-step guide to the new stages and what companies need to be working on in each one.

Side By Side: Compare Traditional vs. Concord Maturity Curves

Compare the two charts, then keep reading to learn more about our implementations suggestions.

1 | Pre-Implementation Stage

What it is: During the new Pre-Implementation Stage, leaders assess whether the people and systems in their organization have the capacity to implement Advanced Work Packaging. If they do not — and most don't — the company identifies and undertakes the work necessary to prepare the organization for AWP.

What to do: During the Pre-Implementation Stage you'll conduct an AWP Readiness Assessment™ and develop an AWP Blueprint™. The readiness assessment evaluates your

organization across seven dimensions and identifies strengths and weaknesses in terms of AWP preparedness; it will help you understand precisely what you need to do to get your organization ready for AWP. The blueprint will help

you understand how AWP will fit with your existing improvement initiatives, so your teams are not working at cross-purposes with one another. This is also an excellent time to initiate an AWP Startup Package™.

The new Concord® Maturity Curve provides a more realistic overview of what companies can expect through the AWP implementation process.

— Olfa Hamdi

TRADITIONAL AWP MATURITY CURVE

Performance Dimension	Maturity Stage		
	AWP Early Stages	AWP Effectiveness	AWP Business Transformation
Safety	0 lost-time incidents (or below company average)	0 lost-time incidents (or below company average)	0 lost-time incidents (or below company average)
Cost	Project on budget	Around 10% below TIC	Around 10% below TIC
Schedule	Project experiencing minor delays	Slightly ahead of schedule	Slightly ahead of scheduling during both planning and execution
Predictability	Changes to estimate are major due to inaccurate estimates	Minor changes to estimates	Full alignment to estimates
Quality	In-line with company average	Slightly below company average	Rework and RFIs are substantially below average
Productivity	Around 10% improvement	Around 25% improvement	Around 25% Improvement

2 | Early Stage A

What it is: The Early Stage A phase is your First Implementation, the organization's initial attempt at using a construction-driven, AWP methodology on a project at your organization. (We don't use the word "pilot" at Concord, because it suggests there's a possibility of failing and abandoning AWP — we don't want that. If you pilot AWP, do it to succeed!) Ideally, you'll execute the project on-budget and with only minor delays, and you'll reap some early benefits, including improved productivity.

What to do: The scope of work carried out by an organization in Early Stage A is far too broad to capture in a rundown like this one, but suffice it to say that the core work of Early Stage A can be boiled down to four points:

set goals, allocate adequate funds, identify key roles and perform intensive training. An AWP StartUp Package™ can be helpful here.

3 | Early Stage B

What it is: The second new addition to the maturity curve, Early Stage B is an expansion stage during which companies who have completed a successful first project begin to integrate AWP into additional projects.

What to do: After your first project is complete, renew your executive support for AWP, ramp up your change management efforts and leverage what you've learned on your first project as you implement AWP on one or two more projects. Like a snowball rolling down a hill, as more and more projects move to the construction-driven delivery

system, the more momentum you'll enjoy. A Project Predictability Package™ is a good fit for organizations who need support.

4 | AWP Effectiveness

What it is: At this stage your organization will be reaping substantial rewards from your investment in AWP — you'll have accurate estimates, limited rework, improved productivity and the project will be ahead of schedule and under-budget.

What to do: Set ambitious goals! Today, companies at this stage of the maturity curve still have a tremendous competitive advantage. Refine your practices and protocols and watch for complacency. An Enterprise Predictability Package™ can help.

CONCORD'S AWP MATURITY CURVE

Performance Dimension	Maturity Stage				
	Pre-implementation Stage	AWP Early Stage A	AWP Early Stage B	AWP Effectiveness	AWP Business Transformation
Safety	In the pre-implementation phase, the company must assess whether the organization is ready to implement Advanced Work Packaging (AWP). This stage may include maturity and cultural assessments, training, workflow mapping, and more.	0 lost-time incidents (or below company average)	In Early Stage B, companies should expand the number of projects that are using Advanced Work Packaging and Predictability Thinking™. This gradually-expanding scope requires active change management and renewed executive commitment at each project launch.	0 lost-time incidents (or below company average)	0 lost-time incidents (or below company average)
Cost		Project on-budget		Around 10% below TIC	Around 10% below TIC
Schedule		Project experiencing minor delays		Slightly ahead of schedule	Slightly ahead of scheduling during both planning and execution
Predictability		Changes to estimate are major due to inaccurate estimates		Minor changes to estimates	Full alignment to estimates
Quality		In-line with company average		Slightly below company average	Rework and RFIs are substantially below average
Productivity		Around 10% improvement		Around 25% improvement	Around 25% Improvement

5 | AWP Business Transformation

What it is: At this stage, AWP is simply “how you do business.” Your teams are fully aligned around construction-driven practices and protocols, and you’re reaping all the benefits of the practice including on-time, on-budget delivery, every time.

What to do: You’re in a league of your own, delivering world-class results and competing at the international level. Keep investing and refining your AWP processes. For most companies, this takes at least five years. Consider Predictability Thinking™ training to leverage cutting-edge strategies for improved project efficiency and effectiveness.

WHAT DOES IT REALLY TAKE TO SUCCEED WITH AWP?

First, and most important, you need formal executive support — I have *never* seen an AWP implementation succeed without it. You need to identify a leader to walk the organization through each stage of the maturity curve, and you need quantifiable results. Too many AWP implementation efforts wither due to lack of funding, so you’ll need an adequate budget. Finally, you need a communication plan for the next stage 🌐

CONCORD SOLUTIONS

Performance Dimension	Maturity Stage				
	Pre-implementation Stage	AWP Early Stage A	AWP Early Stage B	AWP Effectiveness	AWP Business Transformation
Concord Solutions	Training and Certification				
	AWP Readiness Assessment™				
	AWP Blueprint™	Project Predictability Package™			
	AWP Startup Package™				
Safety	In the pre-implementation phase, the company must assess whether the organization is ready to implement Advanced Work Packaging (AWP). This stage may include maturity and cultural assessments, training, workflow mapping, and more.	0 lost-time incidents (or below company average)	In Early Stage B, companies should expand the number of projects that are using Advanced Work Packaging and Predictability Thinking™. This gradually-expanding scope requires active change management and renewed executive commitment at each project launch.	0 lost-time incidents (or below company average)	0 lost-time incidents (or below company average)
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WHAT'S NEXT?

A GUIDE TO EVERY STAGE OF YOUR AWP IMPLEMENTATION JOURNEY



BY OLFA HAMDI

*Your next best step depends on where you've been,
and where you're headed. Here are some
guideposts along the way.*

The road to Advanced Work Packaging (AWP) implementation can be a bumpy one. Many organizations struggle to get started, and the first attempt is often plagued by confusion, conflict and delay. Companies that persevere and get a few construction-driven projects under their belts enter a new and equally challenging territory — the messy middle. According to Kanter's Law, after all, change is often hardest in the middle. And let's be honest: most of us are still in the messy middle.

What is *your* next step? What can you do today to lay the foundation for a more successful construction-driven project next time around? In this article, I'll give you some practical, concrete action steps you can take based on your current level of maturity — steps that have worked for our clients and hundreds of capital project professionals, all over the world.

If it's your first time trying Advanced Work Packaging

This is the most important advice I give all our clients: get trained. No matter how long you've been in the capital projects industry, no matter how many successful projects your company has delivered, no matter how many countries you're working in or how many billions your organization made last year — get trained. *No matter how much you think you know about AWP — get trained.* Training is the foundation of Advanced Work Packaging success, full stop.

When I say this, critics often point to the fact that I have a vested interest in offering this advice: Concord established the world's first self-directed, self-paced online

education portal for capital project professionals, and the first certification program, too. While that's true, it's also backward. Concord started life as a technology and consulting business, and in that work we routinely witnessed the devastating impact of insufficient AWP training: staggering delays, millions wasted, depleted teams, angry Owners, and even failed projects. I founded the Concord Academy to address those issues for our clients, and now that we've trained more than 1,500 people worldwide, we know that training makes a big difference.

In addition to paid training and certification, Concord also offers plenty of free learning options for those just getting started. The Concord website hosts an archive of over 150 articles about AWP, including a comprehensive series on Advanced Work Packaging Fundamentals. We also offer regular, free webinars, many of which are posted on our website for on-demand viewing. Subscribe to Velocity to hear about new webinars and articles, and visit tcglobal.com and use the search function to find what you're looking for.

Once you and your team are trained, we recommend an AWP Readiness Assessment™. This one-day, collaborative, self-ranking tool helps you evaluate the current work environment to see if your organization is ready to implement AWP.

No matter how much you think you know about Advanced Work Packaging, get trained.

— Olfa Hamdi

When you're in the messy middle, you need to recommit to construction-driven planning and double-down on your investment.

— Olfa Hamdi

You'll leave with a set of recommendations to lay the groundwork for a successful AWP implementation, kind of like preparing the soil in a garden before planting. When you're ready to plant, we are standing by to help with our AWP Start Up™ Package, designed to get your company up and running with AWP in just three months.

If you're plowing through the messy middle

What is the messy middle? You've officially applied Advanced Work Packaging on a project — or maybe a few — and you're seeing some quick wins, but you're also experiencing challenges. Many of our clients engage us while they're in the messy middle, because they can see the power of AWP but the company systems are straining under the pressure of change. Success feels fragile.

When you're in the messy middle, keep your eye on the prize: transformation. I often say that a successful pilot project — or two, or even three — does not equal a company-wide transformation. When you're in the messy middle, you need to recommit to construction-driven planning and double-down on your investment. This will help you keep what you've built, and begin the hard work of total transformation.

First, do a SWOT analysis of your AWP implementation: look at the strengths, weaknesses, opportunities and threats. If you identify change

management as a key weakness (many of our clients do) consider change management coaching (we can help). If you're still missing deadlines, which is common, consider getting your leaders trained in Predictability Thinking™. If you're seeing poor results from your AWP implementations, consider a Project Predictability Package™, which gives you step-by-step support through an entire AWP project. Regardless of what you find in your SWOT analysis, the key is to identify a solution and implement, again and again. Just keep getting better, until you've got AWP mastered.

If you're nearing maturity and it's smooth sailing

If you've mastered AWP, call me — I have some things to learn from you! The truth is, I don't know of any capital project organizations that have reached the "smooth sailing" level of implementation. Remember, the seeds for Advanced Work Packaging were only sowed in the early 2000s, and the construction-driven projects movement is still in its infancy. Still, what

would this phase look like? How will we know when we've achieved it? Fundamentally, full transformation is about a core paradigm shift from engineering-driven capital projects to construction-driven capital projects. When the transformation is complete, your organization, your systems and your people will approach every project from a construction-driven perspective, and all work will be aligned around the needs of construction.

Once you've reached this phase, you'll need to focus on refining your systems to yield even better results over time. Predictability Thinking™ training is a natural fit here, and we can help you better understand your operation with our new AWP Blueprint, which connects all the pieces of your project delivery system in one place. Ongoing coaching may be beneficial as well.

Like TPS at Toyota or Six Sigma at General Electric, the companies that get AWP right will benefit from a blockbuster competitive advantage until everyone else catches up. If you're one of them, my hat goes off to you. 🇺🇸

Like TPS at Toyota or Six Sigma at General Electric, the companies that get AWP right will benefit from a blockbuster competitive advantage until everyone else catches up.

— Olfa Hamdi



HOW YOU CAN WORK WITH CONCORD



BY THE AWP IMPLEMENTATION TEAM

The decision to implement Advanced Work Packaging will bring transformational change to your organization. We can help.

The decision to adopt Advanced Work Packaging (AWP) is a big one. Over time, the move to construction-driven capital project execution will influence every system, department and person in your organization. Change management is complex. You'll encounter many challenges along

the way, and it can take time to see results. An experienced guide can help.

We've designed multiple service packages that will accelerate your success, the Concord way. When it comes to AWP implementation, you need a plan tailored to your unique

organization and an execution strategy designed to deliver sustainable results. Our comprehensive, purpose-fit packages will help get your AWP implementation project on a solid path.

There are three ways you can work with us. Start today!

1

Leverage our free online training materials

At its heart, Concord is an education company. Our primary goal is to teach forward-thinking capital project professionals how to work smarter to deliver their projects on-time and on-budget. To this end, we've worked diligently for more than four years to develop an extensive library of free online educational materials for capital project professionals.

Start with Concord Fundamentals, a comprehensive 12-part series that will introduce you to the basics of construction-driven project execution using the Advanced Work Packaging methodology. Then move on to AWP Implementation Layers, a high-level overview of Concord's proprietary approach to bringing AWP into organizations of all sizes. We've got an entire page dedicated to Predictability Thinking™, and our Velocity blog contains over 130 actionable, information-packed articles that will help your organization understand, adopt and succeed with AWP. Want more? Subscribe to Velocity and get a free weekly email with our most recent articles!

2

Get Trained, Get Certified

The first step toward AWP implementation is training. You and your team need to understand how construction-driven projects work and how AWP will impact your people, departments and day-to-day operations. Concord Academy is the world's first self-directed, online training program for capital project professionals. It provides a path to certification for ambitious professionals who want to understand and lead in AWP implementation.

Our introductory Advanced Work Packaging 101 course is a foundational two-hour course for anyone who needs to understand Advanced Work Packaging — take this if you're beginning your AWP journey. When you're ready to learn more, the Advanced Work Packaging track begins with Advanced Work Packaging Fundamentals Certification and continues with the AWP Champion Certification. Our stand-alone Workface Planning Certification is for those who are or wish to become Workface Planners on a construction-driven capital project.

We recommend that leaders select five to 10 people inside their organizations who will most benefit from completing the AWP Fundamentals and Champion Certification programs. Once these courses are complete, Concord will organize a Configuration Workshop to discuss how AWP will apply in your organization.

3 Hire Us

Concord's consulting services are for companies embarking on an AWP implementation project. Our lump-sum packages bring you from the earliest phases — thinking, understanding, preparing — all the way to successful implementation and real-world execution. From maturity assessments and road maps to training, change management and stakeholder integration, we're here for you.

Our exclusive Enterprise Predictability Package™ (EPP) is a proprietary selection of purpose-built tools and services designed to help large capital project organizations deliver multiple projects on time and on budget. The Project Predictability Package™ (PPP) is a premiere suite of services and tools designed to help leaders deliver a single capital project predictably, on time and on budget. We can also create a custom consulting package, and we even provide confidential executive coaching to leaders who want to make an impact. 🌐



INTRODUCING

THE CONCORD

AWP BLUEPRINT™

BY OLFA HAMDI

A powerful tool to help capital project organizations eliminate improvement initiative overwhelm once and for all.

If you're a capital project executive, I'm willing to bet that you're intimately familiar with improvement initiative overwhelm. Employees, consultants and experts come to you day in and day out with surefire solutions to your capital project delivery challenges. Most of these are presented as straightforward, failsafe, have-to-dos.

As a leader, how do you decide which improvement initiatives to adopt, and which ones to pass on? Which one of your improvement programs is most important? How do you prioritize? Looking back, which improvement initiatives have had the

most impact on your organization? Looking forward, which one do you anticipate will drive the most measurable improvement? If you don't have the answers to these questions, you need the Concord AWP Blueprint.™

What is the Concord AWP Blueprint™?

The Concord AWP Blueprint™ is a powerful, practical business tool that integrates all of your project improvement initiatives with your Advanced Work Packaging implementation. The result

is a clear, actionable roadmap that supports efficient use of resources while delivering measurable progress toward your core business objectives.

We created the AWP Blueprint to address improvement initiative overwhelm. We know that Advanced Work Packaging is the most effective way to improve capital project efficiency, but we also know that AWP implementation does not happen in vacuum, and that the success of your AWP implementation will be directly impacted by the other projects and programs underway in your organization.

We believe the roadmap to improving project performance is unique to every single organization. The blueprint organizes all of your improvement initiatives, aligns them with your AWP implementation, and connects it with the business objectives of the organization. It is the world's first and only tool that has been purpose-built to connect capital project best practices in a way that drives capital project performance.

with your key executives to get the lay of the land in your organization.

Next, we conduct collaborative, iterative workshops with your executive, operational and subject matter experts. Together, we'll walk through our proprietary mapping process, distilling the best practices and improvement initiatives that are underway in your organization, aligning them with AWP, and building out your blueprint.

Blueprint in hand, we then work with your team to identify the key components and establish objectives for each of the items on the map (i.e. budget and goals). We consolidate all of this work in a single AWP Blueprint™ and deliver that to you as a playbook that can guide your next steps. Once you have the play book, as an executive, you simply monitor the road to improved project delivery. 🇺🇸

How We Build Your Concord AWP Blueprint™

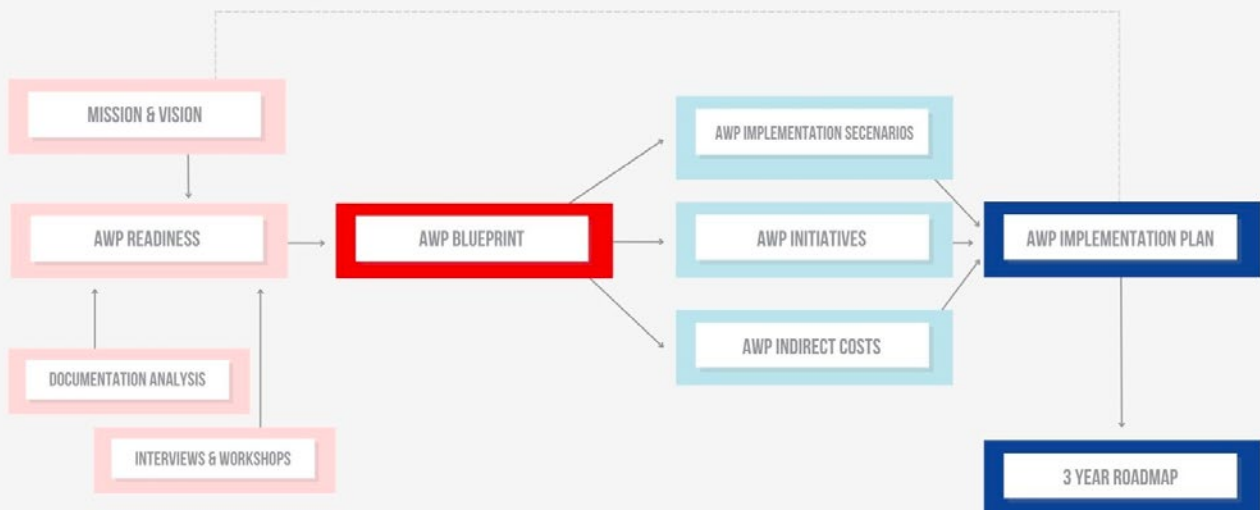
The tool is powerful, but the process of applying it is straightforward. We'll send you a list of documentation we need to review, and a list of people we would like to interview — typically members of the executive and project delivery teams. We then review the records and conduct one-on-one interviews

The Concord AWP Blueprint™ is a powerful, practical business tool that integrates all of your project improvement initiatives with your AWP implementation.

— Olfa Hamdi



AWP BLUEPRINT™ METHODOLOGY



IS YOUR COMPANY READY FOR

ADVANCED WORK PACKAGING?



BY OLFA HAMDI

The only way to know for certain is to conduct an AWP Readiness Assessment.

When you decide to implement Advanced Work Packaging in your capital project organization, the first step is to conduct a readiness assessment. The goal of this assessment is to survey your existing organization to see whether you have the people and systems in place

to support a successful first project. I'll be blunt: Most companies don't.

We created the AWP Readiness Assessment because we saw the same series of events play out again and again with our clients, from small

regional capital project organizations to multinational industry leaders. The story goes like this: Leaders learn about the benefits of AWP and launch a pilot project. The project team runs into major organizational barriers and fails. AWP is rejected.

Just as you would prepare the soil before planting a seed, you must prepare your capital project organization before initiating Advanced Work Packaging.

— Olfa Hamdi

The barriers encountered by the project team range from a lack of training and understanding about Advanced Work Packaging to a hostile organizational culture that is resistant to change; sometimes they run up against entrenched systems and procedures that undermine AWP implementation and effectiveness,

or unsupportive leadership. In many cases, leaders simply do not give pilot project leaders the training, resources and support they need to implement AWP effectively.

What do all of these barriers have in common? Every one of them can be identified and addressed proactively, before the first AWP pilot project begins. Just as you would prepare the soil before planting a seed, you must prepare your capital project organization before initiating Advanced Work Packaging.

What is the Concord AWP Readiness Assessment?

The AWP Readiness Assessment is a tool we use to assess the organizational environment to see if the company is ready for AWP. The process is simple, and relatively quick.

First, you define a team that is representative of key delivery departments, including construction, engineering, procurement, project management, project controls, business and technology (if possible). We bring this team together for a one-day workshop and work together to rate your organization using nearly 300 questions using Concord's proprietary AWP readiness tool. This engaging, collaborative process results in a comprehensive assessment of the seven dimensions of your business that will most directly impact the success of your AWP implementation.

If you score well in all seven dimensions, you're ready to start. If you're not ready, Concord will provide you with an actionable Roadmap to Readiness.™ It's a simple, cost-effective way to see where you stand and make informed decisions about where to invest your resources as you grow.

The 7 Dimensions of AWP Readiness

The complete AWP Readiness Rating Index is based on nearly 300 metrics and so it's too complex for a short article like this. However, it can be helpful to consider the seven dimensions of readiness as you think about preparing your business for a successful AWP implementation. These dimensions include:

Project Performance Status

In this dimension we ask: What are your project outcomes and organizational/business performance in relation to AWP?

Owner & Contractor Organization

Here we evaluate the structure of your project management organization, the composition of your project teams, and the leadership component as they pertain to your future AWP implementation.

Construction-Driven Planning and Predictable Execution

Does your organization currently apply a construction-driven approach to planning? Is there alignment between engineering, procurement, and field installation?

Knowledge

What is your organizational knowledge around capital project delivery, and how is that knowledge disseminated within the organization?

Staffing and Collaboration

In this dimension we measure staff capabilities and expertise as it pertains to competencies required for successful future AWP implementation.

Processes and Tools/Technology

Here we assess whether your digital and information infrastructures are capable of supporting construction-driven project delivery/AWP implementation.

Assurance and Performance Measurement

Finally, we measure the organization's readiness to monitor the effective implementation of Advanced Work Packaging.

Taken together, these seven dimensions allow capital project leaders to gain complete clarity around strengths and weaknesses as they make critical decisions about where to invest resources leading up to AWP implementation. 🚀

MASTER ADVANCED WORK PACKAGING

BECOME A CERTIFIED AWP PROFESSIONAL™

Concord Academy students master Advanced Work Packaging fundamentals and understand the skills, method and tools required to make AWP work in any organization. From system design to stakeholder engagement, Concord Certified AWP Professionals have what it takes to thrive in a rapidly changing world.



VISIT [TCONGLOBAL.COM/LEARN](https://tconglobal.com/learn) TODAY TO LEARN MORE

74 MODULES | SELF-PACED | ONLINE | ENGAGING | EXPERT-LED

DESIGNED TO EMPOWER

HOW TO

Speed Up your AWP Implementation Process

BY OLFA HAMDI

Concord's AWP Start Up Package™ can get your organization up and running with AWP in less than three months.



Advanced Work Packaging has been in use at forward-thinking capital project organizations for more than a decade now. Collectively, the industry has plenty of first-hand experience executing construction-driven projects, lots of anecdotal findings and lessons learned, and a handful of solid academic studies that support and

provide insight into this approach. We've identified best practices, standardized systems, and established effective protocols. Advanced Work Packaging (AWP) has matured.

Despite this, many companies embarking on their first AWP implementation start from scratch. They hire consultants

for multi-year engagements and painstakingly construct custom AWP implementation guides and training manuals, line by line and page by page. They spend years developing and delivering in-house training, and build oversight and assurance processes from the ground up. All of this costs millions, and takes years. Why?

Stop Reinventing the Wheel

If your company is getting ready to adopt Advanced Work Packaging, there is no need to reinvent the wheel. You can get a fully customized, purpose-fit AWP project delivery system in place in as little as three months, and for a fraction of the cost of a from-scratch approach. Concord's AWP Acceleration Package™ provides everything you need to get started in four easy steps.

1 | Ready-to-Configure Library

Concord is the only company that comes to the table with a comprehensive library of project delivery procedures and protocols that you can configure and customize to fit your unique needs. Our Turnkey AWP Procedures Manual is based on more than a decade working with the world's largest capital project organizations, and provides a step-by-step guide from early definition through detailed engineering, construction, procurement, information management and more. It contains over 100 documentation pieces and we work side-by-side with you to align the manual with your stage-gate system, work breakdown structure and with your project management and contracting expectations.

2 | Training

Concord Academy has developed an extensive library of self-directed, on-demand training options designed to bring capital project professionals up to speed on the principles and applications of Advanced Work Packaging.

The modules are delivered ready-to-go with exams and tests, so you can use them as-is or present them to your employees as a co-branded training that is integrated into your own platform. Your key team members can achieve the Concord Academy Certified AWP Professional® designation, the industry's leading certification program for capital project professionals.

3 | People

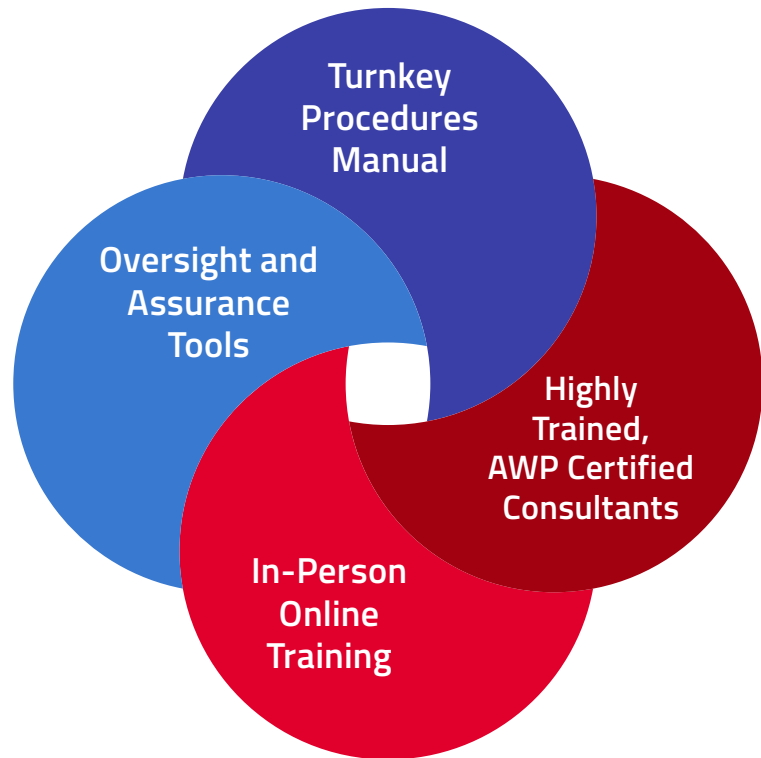
One or more Concord consultants will be there to assist you every step of the way. Our consultants are veteran capital project professionals who are fully trained and certified in Advanced Work Packaging and have first-hand experience implementing pilot projects. All of our consultants have achieved the Concord Academy Certified AWP Professional® and AWP Champion designations,

signifying a deep understanding of both the theory and application of Advanced Work Packaging in modern capital construction projects. Our team is your team.

4 | Assurance Tools

Concord provides a robust suite of assurance tools so your teams can monitor performance, compliance and contractor performance. You'll need checklists, questions and more, plus systems and processes to implement them. Concord provides them all.

Change is inherently challenging, but there is no need for organizations to start from scratch. Take advantage of Concord's deep expertise and experience in designing and executing AWP implementation strategies. 🇺🇸



WHAT TO EXPECT FROM A PROJECT PREDICTABILITY PACKAGE™

*How capital project organizations can leverage
Concord's Project Predictability Package™ (PPP)
to foster on-time, on-budget delivery.*

BY OLFA HAMDI

First things first: What is a Project Predictability Package (PPP)?

A Project Predictability Package (PPP) is a suite of services and tools that help you implement Advanced Work Packaging to deliver projects on-time and on-budget. Concord® works with you to identify your needs, and then delivers custom supports tailored to the unique requirements of your capital project organization. These supports range from project leadership coaching, interactive planning facilitation, business cases and contracting to risk mitigation strategies, FEL reviews, contractors onboarding, work package reviews, assurance support and comprehensive change management training. It is a one-stop shop for capital project predictability.

Empower Your Team and Build Capacity

We are a knowledge company first and foremost. We are educators, and we work exclusively with capital project leaders who want to empower their people and build their organizational capacity. If you want to partner with a company that will educate and empower your team to deliver on-time and on-budget, Concord is the market leader and your best choice. If you are looking for a subcontractor to execute work on your behalf, we're not your people.

Why do we focus on education and empowerment? Because we know that a superficial approach to AWP implementation will not work. It's not enough to adopt a new workflow; companies that succeed with AWP must fundamentally change the way they think about project execution.

The organization as a whole must shift from an engineering-driven paradigm to a construction-driven approach to project delivery. Teams need to understand not only how AWP is done, but also *why* it is done. They need to buy in. This requires training, change management, and a host of other tools to do well.

If it sounds complex, that's because it is. That's why you need educators and experts with the implementation know-how on your team.

Core Components of a Project Predictability Package

The Project Predictability Package is anchored in Predictability Thinking™ and leverages the proven principles of Advanced Work Packaging and change management theory. We also incorporate lean management thinking, with data-driven benchmarking and analysis and evaluation of the project environment to study areas of waste. In short, the PPP applies a unique, comprehensive and proven methodology for ensuring unrivalled project predictability.

AWP Support Package Categories

Business Case

Performance target setting, analyzing benchmarks, documenting implementation journey.

Organization

Transferring AWP knowledge to project team members, coaching, onboarding.

Contracting

Coaching vis à vis contractual implications, reviewing proposals, facilitating alignment of contractual requirements.

Execution

Training and implementation support in AWP work processes, reviewing impact of AWP on existing work processes, auditing work processes to overcome process bottlenecks, supporting information management aspects of AWP.

Quality

Reviewing all of the AWP related deliverables, from the Path of Construction, release plans and project definition and execution documentation.

What To Expect from a Concord PPP

Your Concord consultant will help you and your employees learn how to apply a construction-driven approach to capital project development, which is the best way we know to execute on-time and on-budget. We'll train your team in the mechanics of Advanced Work Packaging, and buttress that understanding with solid project execution theory so each person on your team can apply informed, flexible thinking when new challenges arise.

On a practical level, we will help you build and document a construction-driven workflow using the principles of Advanced Work Packaging, and we'll help you avoid the pitfalls through your first implementation. We can provide change management and facilitation services where necessary, gauge productivity, and address emergent issues as they arise. Your Concord consultant is like an AWP and predictability coach, bringing extensive experience and expertise to your company and supporting your team in their efforts to execute on-time and on-budget.

We're Predictable, Too

It's also important to note that the Project Predictability Package is, itself, entirely predictable. We look at your project, conduct an assessment, and we tell you what it's going to take to come in on-time and on budget. We provide a predictable, lump-sum estimate for training, coaching, assurance, and reviews. You will know the complete cost of your Project Predictability Package up-front, no surprises. We don't just teach predictability, we practice it ourselves. 🇺🇸





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EMPOWER YOUR TEAM

with Advanced Work Packaging Training

BY AARON BARREIRO

How to leverage a Concord Academy subscription to invest in your people, build capacity, and lay the groundwork for business transformation.

A well-trained team with the right mindset is key to the success of Advanced Work Packaging implementation in a modern capital project environment. Concord is in the business of empowering teams through training, coaching, and support, and our goal is to ensure that each person in your organization has the knowledge, skills, and tools they need to deliver results.

To this end, the Concord Academy offers robust annual subscriptions that provide unlimited, company-wide access to Concord Academy's resources. This includes self-paced online training programs, certification options, and a growing library of resources to support AWP implementation in your organization — everything you need to succeed.

Why Choose a Training Subscription?

While common in other industries, subscription-based training is new to the capital projects sector. There are many reasons why a subscription model makes good sense for internal training, here are just a few.

1 | Reduced administration and related expenses

Researching, selecting and purchasing unique training options for every individual and team can place a significant administrative burden on your human resources and executive teams. A Concord Academy subscription eliminates much of this work, providing flexible, targeted training opportunities for your entire team, all in one place.





2 | Structure and Consistency

Our online training programs are designed by experienced capital project experts and educators to deliver consistent, reliable training results. Each program is carefully structured, laying a solid foundation for understanding and building on it, step by step. Whether you're interested in getting your whole team up-to-speed with AWP Fundamentals or have identified a select group to train as AWP Champions, every person receives the same training, delivered the same way. This results in the development of a consistent body of knowledge across your organization.

3 | Full-Service Training and Oversight

The Concord Academy team oversees everything from enrollment and prerequisites to quarterly reports and certification. Our dashboard provides real-time, on-demand insights into your team's progress, so your executive and human resources teams can make informed decisions about next steps.

4 | Flexible, Self-Paced, Online Training from Anywhere

Companies appreciate Concord Academy for all the reasons listed above, and employees love it because it is flexible, self-paced and online. Your team members can fit training modules into their work day when it is most convenient — no more full days lost to in-person training. The self-paced nature of the program allows employees to work at their own speed and to review challenging sections as needed, yielding better training outcomes across the board. Finally, the Concord library offers access to an unrivaled collection of learning resources, accessible to your team at anytime.

5 | Proven, ISO 9001:2015 Certified Training

Concord is the world's first and only ISO 9001 certified provider of Advanced Work Packaging conformance certification and consulting programs. This means that our quality management processes have been audited and verified by a third-party organization, and you can rest assured that your team is getting high-quality, proven training in construction-driven capital project execution. 🇺🇸

A well-trained team with the right mindset is key to the success of Advanced Work Packaging implementation in a modern capital project environment.

— Aaron Barrerio

CAPITAL PROJECT TRANSFORMATION

is a Human Resources Problem, Too

BY OLFA HAMDI



Discover how established construction career paths are undermining your efforts to adopt Advanced Work Packaging and Predictability Thinking.™

Every October we celebrate Careers in Construction Month (CICM), a nationwide awareness-raising campaign designed to engage and inspire the next generation of construction professionals. This is an important initiative, as capital construction companies across North America continue to struggle to attract and retain labor. Last year, in honor of Careers in Construction Month, I took the opportunity to explore how established construction career paths could undermine our best efforts to initiate critically important business transformations, including the transition to Advanced Work Packaging (AWP) and Predictability Thinking.™

Capital Projects is a People Business

You need a high-caliber team to deliver a capital project on-time and on-budget. This has always been true, but it is more essential now than ever before. Our industry is in a state of near-constant change, and some organizations have hundreds of new initiatives underway at any given time. From integration and diversification to digital transformation and AWP, all of these changes introduce complexity and risk.

We have written a lot about change management in recent years, with a particular focus on how to overcome resistance to change. In the years since we published our first article on this important topic, experience has taught me that there is another enormous impediment to transformational change in capital projects: rigid, outdated career paths that act as a powerful disincentive to change.

How Rigid, Outdated Career Paths Undermine Change

Consider the following scenario. An ambitious, medium-sized capital project organization decides to take the leap and transition to a construction-driven approach by adopting Advanced Work Packaging. The leadership begins the hunt for an AWP Champion: a new leader who will dedicate time and skill to supporting the transition to AWP. This is an absolutely essential role, because the AWP Champion not only helps team members adapt to new roles and new requirements, they function as a resource for information, practical assistance, and motivation. Essentially, the AWP Champion is responsible for fostering a spirit of collaboration and getting the entire team on board with AWP.

On the face of it, the AWP Champion role is a plum job that should attract the best and brightest in your organization. It is challenging, multifaceted work that puts the champion in a position to drive tangible results for the

company, immediately and well into the future. The champion builds relationships from management and even the C-suite to the field, and develops a powerful understanding of company operations. It's a natural stepping stone to leadership.

Why Your Best People Won't Step Up to the Challenge

The trouble is that in most organizations, it's a lateral move — or even a step backwards — and a very risky one at that. For example, consider an engineer who takes on the AWP Champion role. The decision takes the engineer off of an established career path for two, three or even four years — long enough to change the trajectory of their entire career.

While their engineering colleagues continue to rack up career accomplishments along a predictable path, the new Champion invests time and energy in mastering a vast array of

new skills and knowledge yet receives no career incentives and loses clarity on their career path considering that role. Plus, they take on the enormous challenge of transitioning an organization to AWP — no small feat! From the perspective of the employee, this is a lot of work, a huge amount of responsibility and a tremendous career risk, all for a temporary role that does not come with any assurance of a position in leadership — or even a path to leadership — once complete.

Is it any wonder we don't get volunteers? This is a reflection of a much larger issue: the gap between project delivery roles and standard career categories.

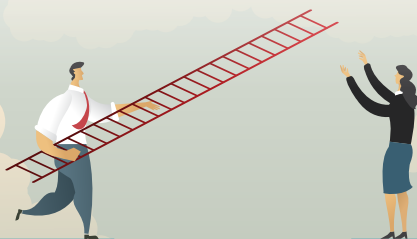
It's Time to Redefine Capital Construction Career Paths

It seems to me that the solution to this problem is really straightforward: rethink the rigid, outdated career roles and paths in your human resources strategy and establish new ones that better reflect how capital project organizations need to operate today. Then, communicate those changes to your employees.

With some incentive and assurance, your most ambitious and agile people will step up to the challenge and work with you to transform your organization into a highly competitive, construction-driven organization using cutting-edge strategies like AWP and Predictability Thinking™ to deliver on-time and on-budget. 🇺🇸

Rigid, outdated career paths act as a powerful disincentive to change.

— Olfa Hamdi



Concord is ISO 9001

CERTIFIED

BY OLFA HAMDI



In January 2022, Concord became the world's first and only ISO 9001 certified provider of AWP conformance certification, training, and consulting.

This year marks a significant turning point in the evolution of Concord®: I am proud to share that we are now ISO 9001 certified in Advanced Work Packaging training, consulting and certification. When I co-founded this company just five short years ago, I wanted Concord to become synonymous with on-time, on-budget capital project delivery. The ISO 9001 certification gets us one step closer to that goal — it is a recognition of who we are as a company.

Over the past five years, my team and I have successfully challenged long-standing assumptions about how to most effectively deliver capital projects. We have published more than 150 articles, I have delivered dozens of speeches and webinars all over the world, and we have brought to market a host of powerful, practical tools to help companies succeed. These

include a suite of industry-leading consulting packages, the world's first self-paced, online training program for capital project professionals, and an AWP conformance certification program trusted by some of the world's largest capital project organizations.

As the company has grown, I have worked very hard to instill in our teams a deep and abiding commitment to quality and customer service. As an organization, we are devoted to educating and empowering

capital project professionals, sharing knowledge, and refining best practices.

Today we announce that Concord is ISO 9001 certified, which means we have received an independent, international certification that affirms our commitment to quality and customer service. This is thrilling, of course, but it is only outward proof of our long-standing internal commitment to quality and excellence in Advanced Work Packaging consulting, training and certification.

Our ISO 9001 Certification is outward proof of our long-standing internal commitment to quality and excellence.

— Olfa Hamdi

What Does Concord's ISO 9001 Certification Cover?

I'm proud to say that the ISO 9001 certification applies to our Advanced Work Packaging conformance certification, consulting programs, and to our professional development training for those working in the engineering, procurement and construction industries. In the sections that follow, I'll walk through each of these offerings in more detail.

AWP Conformance Certification

Today's announcement means that Concord's Advanced Work Packaging Certification Program is the world's first and only ISO 9001 certified program of its kind, giving our program a global quality guarantee.

Through this program, capital project professionals can earn the Certified Advanced Work Packaging Professional® designation, as well as the Certified Workface Planner™ and Certified AWP Champion™ designations. We believe that capital project professionals do unique, skilled, valuable work, and our certification program acknowledges existing skills, standardizes training, and lays the groundwork for continued evolution in this critically important field.

We launched our pioneering online certification program in August 2020, and today we are pleased to announce that it is ISO 9001 certified. Empower your people by giving them access to a trusted certification program delivered by the unrivaled leaders in the field.

Professional Development Training

Our ISO 9001 certification extends to our professional development training courses for people who work in the engineering, procurement and construction industries. Concord Academy offers self-paced, on-demand access to world-class training in Advanced Work Packaging basics, including AWP fundamentals, workface planning and the AWP champion role. The Academy is open to both individuals looking to improve their skill set and to companies looking for a turnkey solution to Advanced Work Packaging training for their organizations.

Training is essential to AWP implementation success, and these programs often serve as a foundational component of our work with clients, regardless of whether they plan to seek certification. Get trusted, world-class training from industry leaders, at your fingertips.


Management of Programs Providing Consulting

The decision to implement Advanced Work Packaging can bring transformational change to your organization, and Concord consulting programs are designed

to support your organization every step of the way. From our pre-implementation AWP Readiness Assessment and AWP Blueprint to our Project Predictability Package and Enterprise Predictability Package, we have trusted solutions to the challenges that capital project organizations encounter at each stage of the AWP implementation journey. We also offer confidential executive coaching for forward-thinking leaders who want to make better decisions and take on new challenges with complete confidence.

The ISO 9001 certification places Concord consulting in a league of its own. Unlike major consulting firms, Concord does not treat capital project efficiency as a side hustle. Unlike many of our competitors, we own the intellectual property rights to our products and we share them with you, guaranteeing a risk-free AWP implementation. In short, we have the strongest offer in the market. Choose the best.

In the end, quality is a choice. In an industry bridled by outdated ideas and plagued by copy-paste presentations, Concord offers innovative, bold and cohesive strategies for improved capital project efficiency and predictability. Every day, we make a conscious choice to deliver the very highest quality programs to our clients, whether through training, consulting or certification.

When you choose Concord, you choose quality. Our ISO 9001 certification proves it. 



Concord's Advanced Work Packaging Certification Program is the world's first and only ISO 9001 certified program of its kind.



PERRY JOHNSON REGISTRARS, INC.

Certificate of Registration

Perry Johnson Registrars, Inc., has audited the Quality Management System of:

Concord Project Technologies Inc.

1900 South Norfolk Street, Suite 350, San Mateo, CA 94303 United States

*(Hereinafter called the Organization) and hereby declares that
Organization is in conformance with:*

ISO 9001:2015

This Registration is in respect to the following scope:

**Management of Programs Providing Consulting, AWP Conformance Certification, and
Professional Development Training to Professionals in the Engineering, Procurement, and
Construction Industries**

(Only oversight activities happening at the above-mentioned address are included in the scope of certification. Activities happening at client locations are excluded.)

*This Registration is granted subject to the system rules governing the Registration referred to above, and the
Organization hereby covenants with the Assessment body duty to observe and comply with the said rules.*



Terry Boboige

Terry Boboige, President

Perry Johnson Registrars, Inc. (PJR)
755 West Big Beaver Road, Suite 1340
Troy, Michigan 48084
(248) 358-3388

The use of the UKAS accreditation symbol is in respect to the activities covered by the Accreditation Certificate Number 0105.

The validity of this certificate is dependent upon ongoing surveillance.

Effective Date:

January 26, 2022

Expiration Date:

January 25, 2025

Certificate No.:

C2022-00449

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