TANGO

SAY GOODBYE TO PROJECT FATIGUE

HOW TO KEEP CONSTRUCTION PROJECTS MOVING AND MANAGERS MOTIVATED

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Introduction

Imagine if every month, you had to physically check your water, gas, and electricity meters, look up your provider's rate per unit for each utility and manually calculate what you owed. Then you had to get someone's approval to pay the amount you owed, go to the bank and make a withdrawal, and hand deliver cash to pay each bill.

It would be excruciating. Every month, you'd dread it. Not because you couldn't afford the payments or didn't know what you needed to do, but because you'd know that there had to be a faster, simpler way to handle the process.

It sounds absurd, but if you're a large organization with hundreds or thousands of locations, odds are your capital program managers and construction managers can relate to that absurdity. They deal with similar frustrations daily, stuck wading through manual processes they shouldn't have to do and red tape that shouldn't exist. All the while, they know there has to be a better way to collect and organize the information they need, get change orders and budget adjustments approved, coordinate with stakeholders, and get projects done.

These daily frustrations build into a much bigger problem: **project fatigue**. Maybe you've experienced it before. You get so fed up with tedious tasks, delays, and layers of bureaucracy that you'll look for the easy way out with every project, doing the minimum instead of investing the time and energy to find the best solutions and produce the best outcomes. Or, alternatively, it may grow into a sense of dread about the *next* project, which restarts the tedium, restores the red tape, and adds to the fatigue.

But it doesn't have to be this way. Capital programs don't need to feel like a downward spiral. Project fatigue doesn't have to drive your decisions or rob you of your passion, interest, and ambition. It's a problem you can solve.

In this resource, we'll dig into the specific aspects of capital program management that typically lead to project fatigue, as well as the solutions you can use to eliminate it for good.

Let's start with one of the biggest culprits: the information scavenger hunt that begins (and continues throughout) every construction project.

End the project scavenger hunt

Capital programs and their individual construction projects are massive investments that require numerous documents, a wide range of data, and analysis from multiple business areas—for each project and overarching "parent project" or program. The information your project managers need could live in email threads, spreadsheets, PDFs, and other applications your departments and stakeholders use. The problem isn't that there's too much information to work with—the problem is that it's often decentralized and difficult to track down. It all lives in different places.

The documents and data you need to analyze locations and opportunities, estimate costs, and get projects underway *should* all be organized by project, location, and program *in the same place* you actually plan, oversee, and execute your projects. But instead, most enterprises leave construction project managers and program leads to conduct a scavenger hunt, jumping in and out of various tools, applications, and channels to track down all the individual pieces.

This lack of centralization can inhibit every phase of every project, creating constant friction and killing momentum around good ideas and worthwhile programs.

And it's one of the key reasons enterprises turn to capital program management software (CPMS) like Tango Projects. CPMS is purpose-built for large-scale operations, like remodels you need to roll out across dozens of locations or new construction you're beginning on multiple sites. It provides a one-stop shop for everything related to individual projects and entire programs, putting all the requisite information, data, and documentation at your fingertips.

When you and your team need to perform site analysis, forecast budgets, justify changes, and get approval, it's no longer a scavenger hunt—you just do the work.
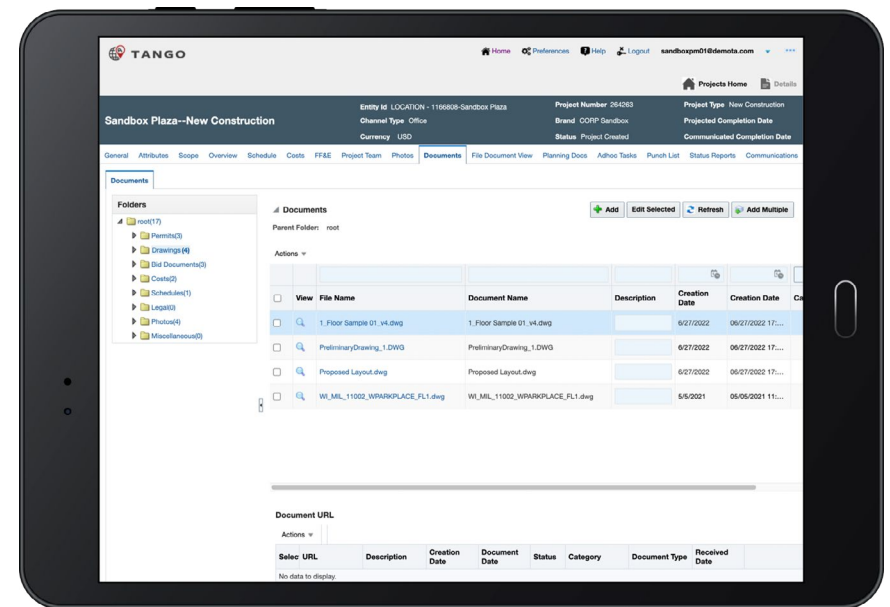
Improve visibility of the big picture

When you use traditional project management solutions, it's easy to miss the forest for the trees. Your projects are part of a larger program, but if the solution you're using wasn't built to handle these relationships, it's difficult to analyze projects in the context of the program. You may have to perform program-level analysis in a separate, manually-managed spreadsheet, tracking down status updates and changes to individual projects to keep the program documents current.

This siloed treatment of individual construction projects makes it easy to miss anomalies and potential issues that could affect the program. Since you have to assemble the pieces yourself, it's simply harder to perform quality analysis. This is part of the reason why even large enterprises wind up with just one person who can do the necessary analysis, creating a single point of failure for a major component of the entire business *and* increasing the burden on that individual.

Tango Projects empowers your team to see the big picture in a variety of ways, reducing project fatigue by simplifying program-level analysis.

Keeping projects nested under their associated program enables you to see information from all of your related projects at once, and Tango Projects provides convenient ways to examine projects together, including templated Gantt charts with your timelines in a cascading view.

In a capital program, every project is connected. But when examining those connections takes more time and energy than it should, you might miss valuable opportunities to avoid headaches down the road, free up finances for new projects, and make nearby projects more efficient.
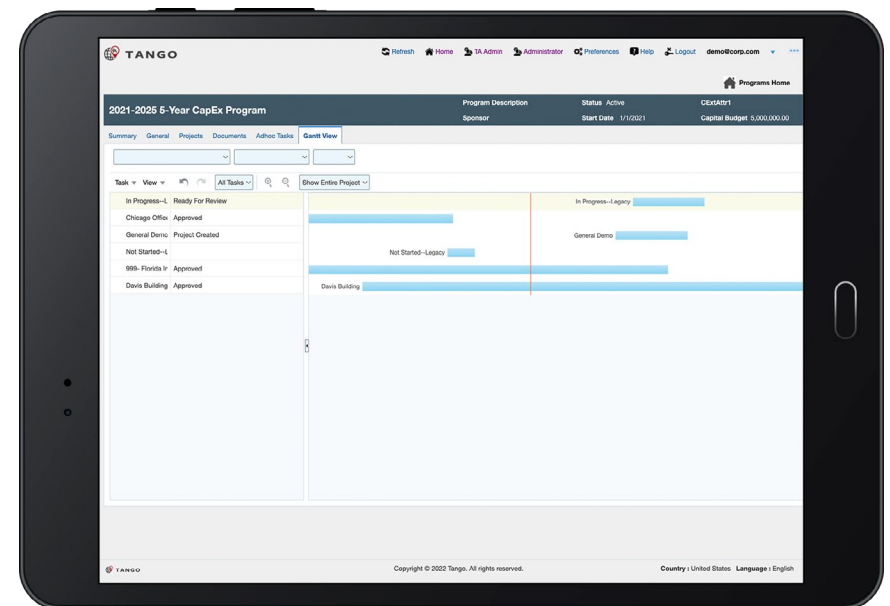
Keep the processes you need— cut the ones you don't

At enterprises with locations sprawled across multiple states, countries, or continents, processes are vital to ensuring work is performed in standardized ways according to your strategy, objectives, and desired outcomes. But unfortunately, many of your processes likely interfere with large-scale operations like capital programs. And when no one knows where a process comes from or why it exists, that's incredibly frustrating. It's surprisingly common for processes to outlast the people whose personal preferences created them.
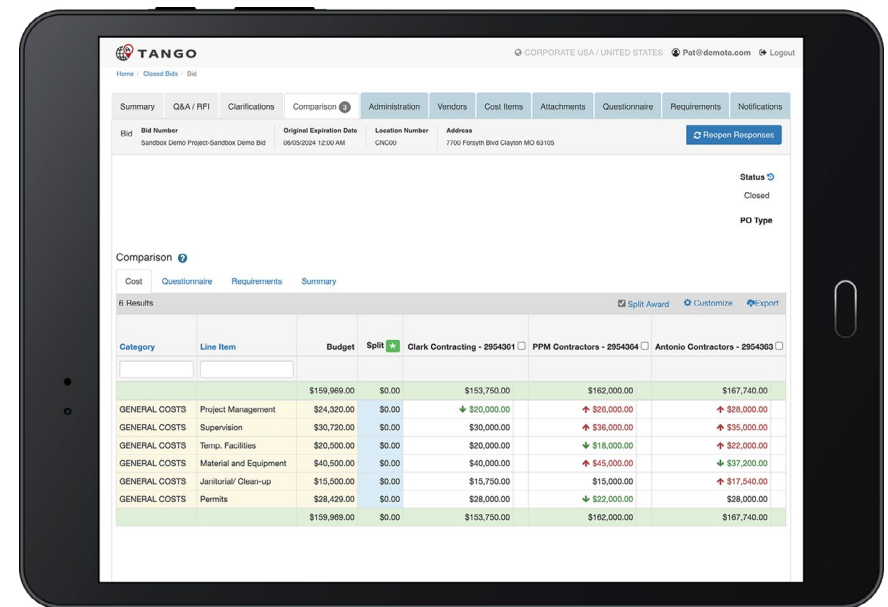
Right now, your construction project managers and capital program directors may be shackled by red tape that doesn't need to be there. Simple requests could be delayed by days or weeks due to layers of approval or justification requirements that aren't helpful. Maybe you require teams to produce accounting-level explanations for particular changes to a project, when a simple note with the raw information would suffice.

If there's a specific process that regularly creates delays on construction projects, and the only justification for it is "this is the way we do things," it's probably time to cut that red tape. That process contributes to project fatigue and likely doesn't bring enough value to your organization to justify the friction and delays it creates.

At Tango, we find that enterprises often come to the table with numerous processes that slow down programs, create project fatigue, and add little value. They're often rooted in a desire for transparency. But with a centralized system like Tango Projects, you can facilitate and even automate much of that transparency without stalling your projects.

Give your construction managers more financial autonomy

Remodeling projects—particularly with older buildings—rarely go exactly as planned. Every structure, electrical system, and plumbing fixture could be hiding hazards and unexpected costs. Termites. Leaks. Rot. Dangerous or incompatible infrastructure. Some of these discoveries need to be addressed before contractors can proceed with the original project, but you can't know about them until someone is actually on site doing demolition or prepping other work.

The discoveries themselves don't contribute to project fatigue, but the typical process for approving change orders does. You have workers on site ready to take care of the problem and keep the project moving, but they can't start the new work until the change order is approved, and that often requires sign off from senior management, who may want detailed explanations of the unexpected costs and justification for the new work. The back and forth can add days to a change that should've only taken hours.

Once again, a lot of the frustration and fatigue is rooted in the knowledge that there has to be a better way. The overwhelming majority of change orders get approved because the work simply has to be done, so is all that process really necessary?
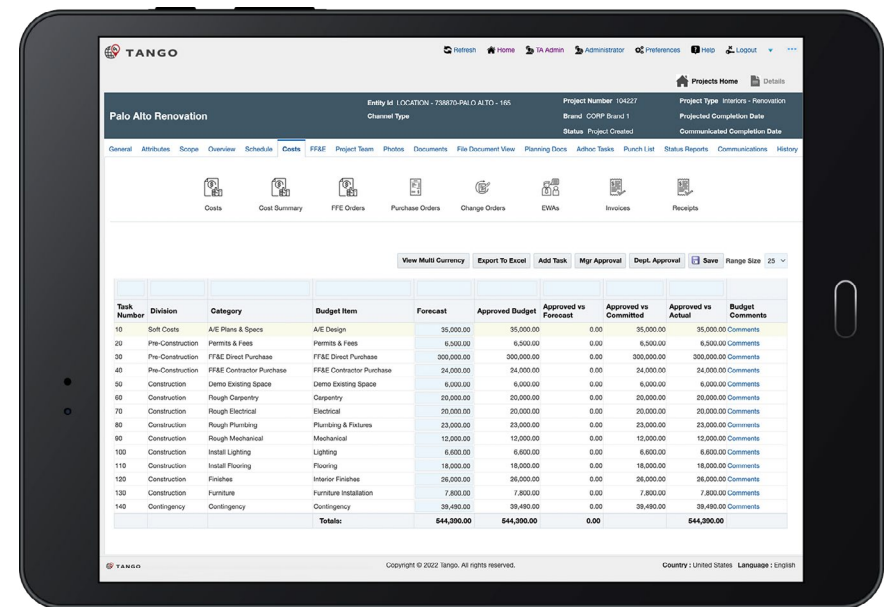
If you want to say goodbye to project fatigue, give every project a contingency fund in addition to the direct estimated costs. The contingency fund can account for unexpected expenses like increased material costs or change orders, so a project won't require additional funding to cover necessary costs. Give your construction managers stewardship of this fund, and the process creates far fewer headaches.

Tango Projects makes it easy for construction managers to include notes and documentation to justify additional costs, so you'll always know how a contingency fund has been used and why.

At the end of each project, whatever is left from the contingency fund can easily feed into the fund for the next project. Construction managers are motivated to use this resource wisely so that they can complete more work with the same budget.

This autonomy and trust still gives you transparency into project expenses, but it doesn't slow down the work or create friction for construction managers. And that helps them continue to provide their best work.

Connect internal and external stakeholders

As you coordinate multiple projects, you wind up spending a lot of time corresponding with vendors, contractors, and consultants. You may need to share documents with them, or take documents from them (like change orders and invoices) and route them to the right people. But if everyone can work in the same system, you don't have to play intermediary. A contractor can send you an invoice right in your CPMS, your construction manager can approve it using their contingency fund, and your external partners get paid.

With Tango Projects, your internal and external stakeholders can effortlessly share documents and keep correspondence connected to the project, without giving anyone access to information they shouldn't have. You have complete control over each user's privileges and level of access. And no one has to dig through emails to find documents or track down text messages to get the information they need.
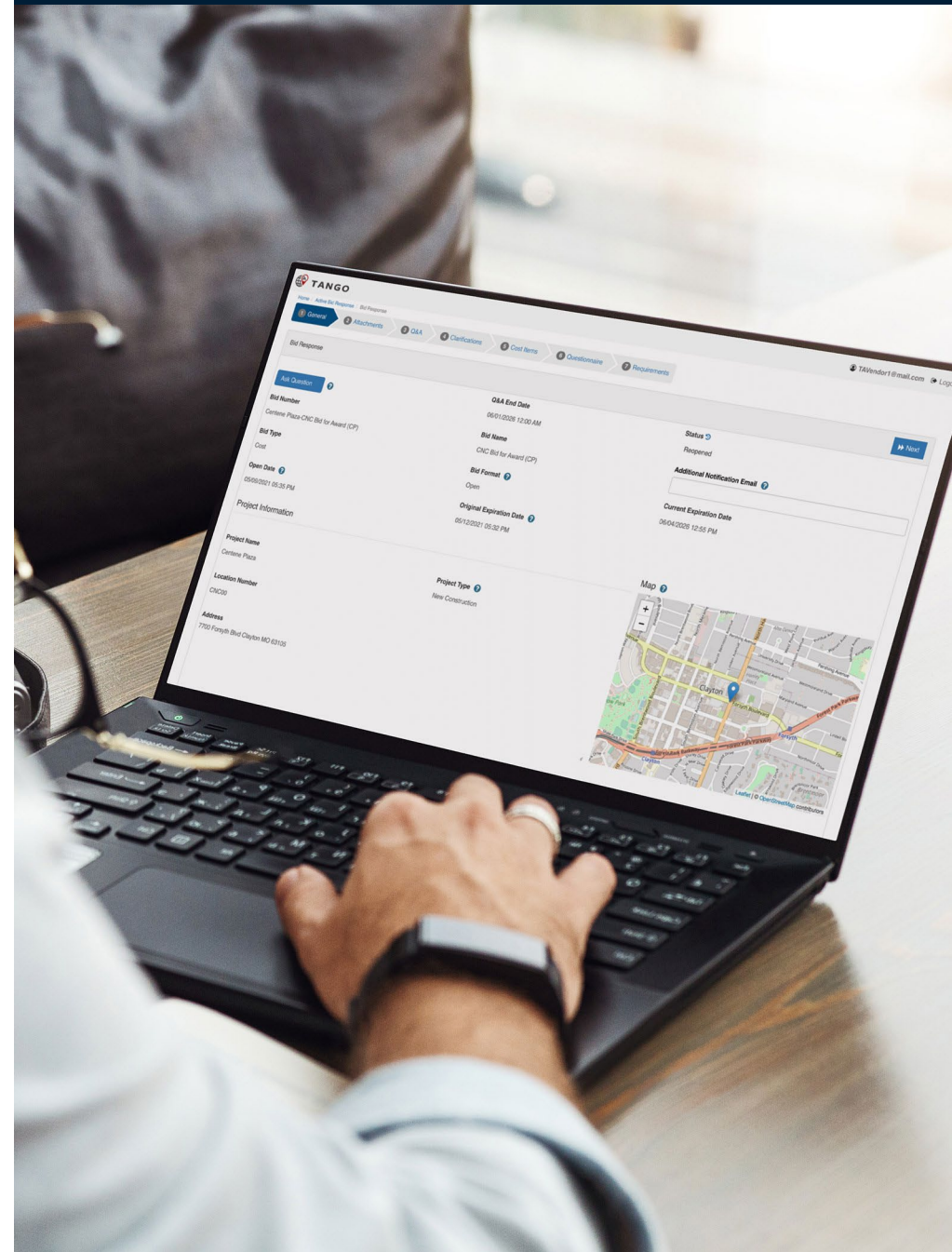
Streamline capital program management

Capital program management will always be complex. But many enterprises make it far more difficult than it needs to be. That's why project fatigue is such a pervasive problem. With the right changes, though, it doesn't have to be a problem for your organization any longer. You can say goodbye to project fatigue.

Tango Projects enables your business to analyze, plan, and execute capital programs more effectively, reducing project fatigue at every step of the program. It's built around your locations and programs, not individual construction projects. With Tango, you'll have a single system for overseeing your projects and help every decision maker see the big picture—so they can easily do their part.

Want to see what Tango Projects can do for you?

Schedule a demo of Tango Projects.

About Tango

We're a software company that helps businesses like yours manage and optimize their locations. With our Store Lifecycle Management and Integrated Workplace Management Software, corporations all around the world are optimizing resource utilization, streamlining processes, and gathering better insights about their operations.

Tango Projects—our capital program management software—helps you plan, oversee, and execute large-scale construction projects more efficiently. Centralize your project-related data and documents, map every project with GIS, coordinate internal and external partners, simplify approvals and bidding, and more.

Whether you have dozens of locations or tens of thousands, we help you standardize program management and keep projects on time and within budget.