

1 OUTCOMES

Delivery is your business development.
"We delivered... but it took longer and cost more."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Deliver incomplete, incorrect work that is late and over budget. 	<ul style="list-style-type: none"> Deliver complete, correct work that is on time and on budget.

Read: [How to Avoid Gambling with Project Success](#)

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2 FIREFIGHTING

Urgency is not progress.
"Every day is urgent, and nothing is under control."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Use guesswork and workarounds to win it for faster results. 	<ul style="list-style-type: none"> Use coordination, expertise, and teamwork to reduce rework.

Read: [The Key to Project Success](#)

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3 TOOLS AND INFORMATION

Scavenger hunts are not productivity.
"The documents exist, but nobody can find the latest version."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Use dated tools and patchwork systems that force people to hunt for information. 	<ul style="list-style-type: none"> Use integrated tools that support coordination, decision-making, and quality planning.

Read: [SQS and Technology: Adapt or Perish!](#)

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4 TBDs

Ambiguity becomes scope.
"TBDs go out. Change orders come back."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Issue procurement documents with missing technical details. 	<ul style="list-style-type: none"> Define requirements up front so suppliers can deliver the correct scope.

Read: [A Supplier QS Plan That Got Punched in the Mouth](#)

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5 TRIBAL KNOWLEDGE

Not written down? It walks out the door.
"Key knowledge leaves when people leave."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Rely on informal know-how and verbal instructions. 	<ul style="list-style-type: none"> Capture critical knowledge in current procedures and project specific instructions so it can be transferred and repeated.

Read: [How Smart Projects Review WPs](#)

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INTRODUCTION

PROJECT FAILURE or SUCCESS?

12 insights where SQS makes a huge, positive impact.

- Projects fail in predictable ways.
- Success is also predictable.

Read: [KT Project resources](#)

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6 ASSUMPTIONS

Undefined terms create expensive assumptions.
"Everyone agrees at the meeting, then everyone delivers something different."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Assume shared understanding because everyone speaks English. 	<ul style="list-style-type: none"> Use a glossary to define company, industry, and project-specific terms.

Read: [Are We Speaking the Same Language?](#)

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7 DAMAGE CONTROL

Late SQS is damage control.
"SQS is asked to fix the PO after it is signed."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Engage SQS after the PO is awarded. 	<ul style="list-style-type: none"> Engage SQS early with engineering and supply chain to plan cost-effective risk mitigation.

Read: [A Project's Missteps and Recovery](#)

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8 IMPROVISED PLANS

No plan becomes panic.
"The plan is updated after the first surprise."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Treat SQS planning as paperwork. Improvise later when problems surface. 	<ul style="list-style-type: none"> Establish an SQS plan built on lessons learned with clearly defined deliverables, roles, and responsibilities.

Read: [Cracking the Code of Supplier Quality Surveillance](#)

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9 QUALITY RETROFIT

Quality cannot be added after the PO is issued.
"Quality shows up in comments, not in the PO."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Omit QS levels and QVPs from procurement documents, then try to apply them later. 	<ul style="list-style-type: none"> Include QS levels and QVPs in procurement documents, then verify them during supplier document review.

Read: [Understanding QSAs](#)

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10 REVISION LOOP

Resubmittals are symptom, not a process.
"Revise. Resubmit. Revise again. Each time, hope it will be OK."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Use review comments to inform suppliers of the requirements. 	<ul style="list-style-type: none"> Define clear, value-added SDR requirements, especially for MRBs and TPKs.

Read: [Effective Final Review Strategies for MRBs & TPKs](#)

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11 CAPABILITY

SQS is not QA/QC.
SQS is treated as a checklist instead of a capability.

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Use SQS as a go/no-go box checking exercise at delivery. 	<ul style="list-style-type: none"> Leverage SQS from project kick-off as hands-on SMEs (e.g., coating, electrical, materials, mechanical, NDE, rotating equipment, welding).

Read: [Effective SQS \(Implementing programs on complex capital projects\)](#)

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12 SCHEDULE DEBT

Open NCRs and RFIs become schedule debt.
"NCRs and RFIs sit open until the schedule pays."

✗ DON'T DO THIS	✓ DO THIS
<ul style="list-style-type: none"> Assume NCRs and RFIs will be few, and someone will sort them out. 	<ul style="list-style-type: none"> Resolve NCRs and RFIs quickly with a process to acquire agreeable or suitable resolutions.

Read: [Processing NCRs - Are You Leaving Money on the Table?](#)

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ABBREVIATIONS

<ul style="list-style-type: none"> KT - Knowledge Transfer MRB - Manufacturing Record Book NCR - Non-conformance Report NDE - Non-destructive Examination OK - All Correct QA/QC - Quality Assurance/Quality Control QS - Quality Surveillance 	<ul style="list-style-type: none"> QVP - Quality Verification Point RFI - Request for Information SME - Subject Matter Expert SQS - Supplier Quality Surveillance TBD - To Be Determined TPK - Turnover Package WPS - Welding Procedure Specification
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Read: [KT Project resources](#)

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FINAL THOUGHTS

Plan quality early, or pay for it later.
 Use these 12 insights at project kick-off, and again before procurement.

Read: [KT Project resources](#)

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