

INDUSTRIAL COMMISSIONING ASSOCIATION MONTHLY NEWSLETTER

For commissioning professionals working on
industrial plant processes and energy system projects

INSIDE

IN THIS ISSUE

Beyond Technical Compliance: The Power of Commissioning-Led Models

**Introducing
Peter Foxley and Crawford Weir
Board of Directors**

**Outcome Assurance: The New Way
to Guarantee Project Success**

PRESIDENT MESSAGE

By Paul Turner, P.Eng., PMP

We've got some big announcements this month at the Industrial Commissioning Association!

I'm pleased to announce the addition of two new board members that are joining the association.

Crawford Weir is joining the ICxA board as the Global Commissioning Director. Crawford is a leader in the oil and gas industry with decades of experience leading the most tortuous projects. He's been in the trenches and understands the challenges of integrating complex systems, and is meticulous in front end planning to ensure precise project execution.

We're excited to have Crawford lead industry change and elevate the positive impact commissioning adds to projects.

Peter Foxley is joining the ICxA board as the Global Commissioning Governmental Policy Catalyst.

Peter has decades of experience in the transportation industry, having been part of some of the world's largest rail projects in Europe, Asia, and Australia.

He's seen the best and the worst of projects and understands what it takes to successfully deliver complex systems.

He has a passion for shaping policy and governance needed for successful completion of industrial projects.

We're excited to have Peter part of the team to shape the future of the commissioning industry.

Keep reading the newsletter to learn more about Crawford and Peter, and how you can contact them to get involved in these exciting initiatives.

My background is in the power industry. I've successfully led commissioning of one of the largest HVDC power projects in North America.

With my experience, Peter's experience, and Crawford's experience, we've combined a powerhouse leadership team to guide the ICxA, spanning the power industry, oil & gas industry, and transportation industry – three of the largest industrial project contributors to global infrastructure.

I'm excited for the future and the impact we can make.

If you'd like to contribute to this movement, please reach out: info@icxa.net

And there's more – we've established the first two sub-committees:

Policy Subcommittee

The Policy Subcommittee is responsible for shaping and advancing policies that promote the adoption of standardized commissioning practices at the institutional, corporate, and governmental levels.

Peter is leading this subcommittee and is working to embed commissioning-first principles into procurement frameworks, regulatory guidelines, funding programs, and global infrastructure policy.

Key Focus Areas:

- Develop policy guidance aligned with the ICA Global Commissioning Standard
- Support public and private sector adoption of ICxA Accreditation
- Influence industry codes, standards, and ESG-related disclosure frameworks

- Provide tools and language for embedding commissioning into contracts, RFPs, and policy documents
- Serve as a liaison between ICxA and regulatory or governmental bodies worldwide
- The subcommittee plays a critical role in positioning commissioning as a strategic lever for risk reduction, performance assurance, and capital project success.

Standards Sub-Committee

The Standards Subcommittee is responsible for the continuous development, refinement, and governance of the ICA Global Commissioning Standard.

This includes defining technical requirements, terminology, and structured workflows that enable consistent, reliable execution of commissioning across industries and project types.



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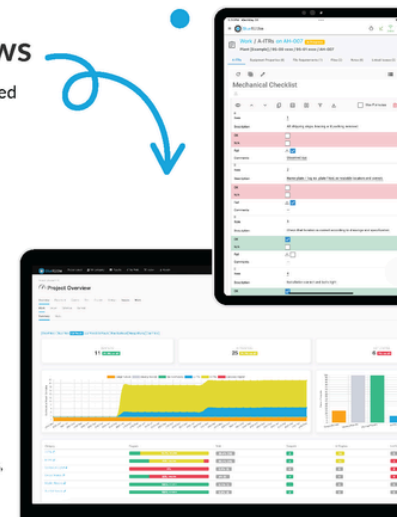
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Paul is leading this subcommittee, as the ICxA defines the standard for what commissioning excellence looks like.

Key Focus Areas:

- Maintain and update the ICA Global Commissioning Standard
- Ensure alignment with best practices, international standards, and evolving technologies
- Develop annexes and guidance documents for specific industries and system types
- Evaluate member feedback, lessons learned, and field input for future revisions
- Collaborate with digital integration and training teams to ensure practical implementation
- This subcommittee ensures that ICxA remains the global authority on commissioning excellence by providing a clear, adaptable, and technically sound foundation for all accreditation and training efforts.

These are exciting times at the Industrial Commissioning Association as we grow and shape the industry. Our goal is to do what LEED did for sustainable and efficient buildings – to address the silent killer of industrial projects – due to immature commissioning planning. This is a real and costly problem, and getting worse as systems grow more complex. LEED was started to change building codes. ICxA will change project delivery.

LEED saved energy, ICxA saves projects.

The ICA Global Commissioning Standard is the lowest-risk path to successful project outcomes. Contact us at info@icxa.net if you would like to be part of this transformational movement.

Paul Turner, P.Eng, PMP

“..we’ve combined a powerhouse leadership team to guide the ICxA, spanning the power industry, oil & gas industry, and transportation industry – three of the largest industrial project contributors to global infrastructure.”

ICxA Industrial Commissioning Association

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THE ANALOGY CORNER

Distilling key ICxA themes into clear, concise, and engaging perspectives

by Peter Foxley

*ICxA Commissioning Government
Policy Director*



BEYOND TECHNICAL COMPLIANCE: THE POWER OF COMMISSIONING-LED MODELS

Traditionally, the **Construction Industry** has operated within a **rules-based governance model**, where compliance, regulatory frameworks, and contractual obligations dictate execution. While this ensures projects meet **predefined technical specifications**, it often lacks strategic alignment with stakeholder expectations, asset lifecycle priorities and long-term performance assurance. The result? Infrastructure that technically complies but **fails to optimise success, resilience, and scalability**.

Transforming Governance from Compliance to Outcomes

The **Commissioning Industry** is driving a paradigm shift in **infrastructure governance**, moving beyond traditional compliance-driven models toward **outcomes-based assurance**. In this new framework, **measurable success**

is the defining benchmark—embedding **structured methodologies, accreditation-backed performance standards, and investment-led governance** across the entire infrastructure lifecycle.

The result is a **high-performance, scalable ecosystem** designed for continuous optimization and sustainable value creation. Rather than simply meeting **predefined regulatory conditions**, commissioning-led methodologies align projects with **public and private investment models, adaptive assurance protocols, and governance-led accountability**.

This transformation necessitates a **hybrid approach**, integrating:

- ✓ **Construction (Rules-Based Governance)** - A foundation built on compliance-driven execution, rigid approval mechanisms, and evaluation rooted in technical conformity.
- ✓ **Commissioning (Outcomes-Based Governance)** - A dynamic model centred on investment-aligned assurance, stakeholder-driven frameworks that deliver measurable infrastructure performance and institutional resilience.

Commissioning-First Execution

ICxA standards and methodologies serve as the



THE ANALOGY CORNER CONT'D...

critical bridge between **traditional construction's compliance-driven** and **commissioning-outcome focused models**, marking a **profound industry shift**:

- **From Compliance to Assurance** – Traditional construction follows prescriptive regulatory frameworks, ensuring projects meet fixed standards but often failing to embed strategic success metrics. **ICxA redefines** this by transitioning toward structured assurance, where verification, validation, and measurable outcomes drive execution.
- **From Static Execution to Adaptive Governance** – Construction methodologies rely on checklist-driven, rigid processes that fail to adapt to evolving stakeholder priorities, investment demands, or policy shifts. **ICxA accreditation** embeds adaptive governance, allowing projects to dynamically align with investment security and regulatory assurance.
- **From Process-Led Delivery to Integrated Lifecycle Success** – Traditional models focus on milestone compliance, often neglecting long-term resilience and operational efficiency. **ICxA assurance protocols** integrate continuous validation methodologies, ensuring sustainability, efficiency, and accountability beyond initial completion.

Through this approach, commissioning becomes the strategic engine of long-term infrastructure success, ensuring projects are not just approved - but actively optimised, future-proofed, and investment-ready.

Implications for Policy, Investment, and Accreditation

This industry step-change is more than an operational upgrade—it redefines global infrastructure standards, through ICxA accreditation frameworks, evidence-driven decision-making governance models, it delivers greater transparency, strengthens investment security, and establishes validated success metrics that drive accountability beyond compliance.

Strategic Impact of ICxA Standards and Accreditation

Commissioning-Led Accreditation (CLA) transforms infrastructure projects from compliance-driven assets into investment-ready opportunities - elevating commissioning-led models as a **catalyst for industry-wide evolution**. As the **Commissioning Industry** continues to evolve, its role in policy influence, sovereign governance assurance, and structured investment alignment will become **central to global infrastructure resilience**.

INTRODUCING PETER FOXLEY, BOARD OF DIRECTORS

by Paul Turner, P.Eng., PMP

We're excited to have Peter Foxley join the ICxA Board of Directors.

In his role, Peter is leading global commissioning and government policy development as the Industrial Commissioning Association shapes the future of the industry. We recently sat down with Peter to discuss his new role and learn more about the goals and ambitions he has with ICxA.

PT - What first drew you to the world of industrial commissioning, and how has your journey evolved since then?

PF - Back in 1980, I stepped into the railway industry—without realising I was entering the world of commissioning-driven planning, development, and operations for safety-critical, asset-intensive infrastructure. I do now!

PT - In your view, what is the most misunderstood aspect of commissioning on capital projects?

PF - We are in an era where data overload fuels bad data and broken decisions. To counter today's project complexity, we must harness information and knowledge to drive evidence-based decision-making—because intellectual capital is the new oil.

PT - What's one commissioning project or moment in your career that you're especially proud of—and why?

PF - In 2016, I led a multidisciplinary team in designing and deploying a digital Requirements Management System for a premier EPC contractor, delivering a major project for Vietnam's Management Authority for Urban Railways. I now recognise it as our first governance-led assurance delivery model—an experience that fundamentally reshaped how I approach the planning, development, and sourcing of complex electro-mechanical and automated systems. Today, that mission fuels my unwavering commitment to the ICxA movement.

PT - Why did you decide to join the board of the Industrial Commissioning Association, and what impact do you hope to make?

PF - I joined ICxA because its vision, mission, and values align with my commitment to governance-led assurance—safeguarding



major projects from the cost of failure. Today, commissioning remains an undervalued industry, but that is changing. Soon, it will be recognized as the sector that embeds structured assurance frameworks within construction and commissioning, driving a global transformation in infrastructure productivity.

PT - What advice would you give to the next generation of commissioning professionals?

PF - Before the 1980s, infrastructure architects were the engineers, shaping the foundations of our built environment. Then came the era of Project Management and Construction methodologies, refining execution but still rooted in rules-based models. Now, we stand at the brink of a new paradigm—

commissioning-led assurance, where governance drives social, economic, and climate outcomes. For the next generation of project commissioners and strategic integrators, there is simply no more vital or transformative professional path.

At the Industrial Commissioning Association, we're determined to reshape the industry for improved project performance. We know that commissioning is the key to success for project integration and asset delivery to achieve project outcomes. Peter plays a pivotal role in this transformation as he works with government organizations and policy makers to position the construction and commissioning industry for success. Feel free to reach out to Peter and see how you can support these initiatives, you can contact Peter by email: peter@icxa.net



CONTRIBUTE YOUR COMMISSIONING KNOWLEDGE



Do you have a project update, valuable lessons learned, or insights on new technologies in commissioning? We're looking for articles to feature in our upcoming newsletter. It's a great way to showcase your work, share your expertise, and connect with our community! Our readers love hearing about real-world experiences and fresh perspective. Ready to contribute your knowledge? Send us your idea for an article at info@icxa.net and let's inspire and inform together!

CONTACT US!

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INTRODUCING CRAWFORD WEIR, BOARD OF DIRECTORS

by Paul Turner, P.Eng., PMP

We're happy to announce that Crawford Weir has joined the ICxA board as our Global Commissioning Director.

Crawford is exactly the kind of leader our industry needs—experienced, practical, and committed to making projects perform better.

Crawford's career started more than 35 years ago as an apprentice electrician on offshore platforms in the North Sea. Back then, he learned firsthand the importance of good planning, clear communication, and why small details matter.

Over the decades since, he has carried these lessons around the world, leading commissioning teams across Africa, Asia, Europe, and the Americas.

He's overseen commissioning efforts on some of the largest projects in the world.

But if you ask Crawford about his success, he'll humbly tell you it's about people, not just process.

He's passionate about mentoring younger engineers, and anyone who's worked alongside him knows he genuinely enjoys helping teams grow and succeed.

Crawford believes that commissioning is fundamentally about leadership—clearly defining the outcome, then guiding teams step-by-step to get there. His approachable style, combined with his practical approach to

problem-solving, has consistently helped projects finish safely, on schedule, and within budget.

At ICxA, Crawford will apply his experience and leadership to shape how commissioning and operational readiness are practiced across our industry.

He'll expand upon the ICA Global Commissioning Standard, to help all projects succeed with meeting outcome objectives with a standardized approach to project completion. He'll also help shape the industry so that all project stakeholders understand the value that a proactive commissioning process provides to projects.

Safety is particularly important to Crawford. Having been recognized twice as a Safety Champion, he treats safety as more than a checklist—it's deeply personal to him. He believes that taking care of people on the job site is the ultimate measure of good leadership.



Crawford's natural ability to connect across different cultures and backgrounds comes from years spent working internationally. He's comfortable anywhere from a busy construction site to a boardroom, and he's especially skilled at simplifying complex ideas into practical steps, to guide project decision makers to set their projects up for a successful finish.

In the coming months, Crawford will share his experiences and insights through ICxA newsletters, live briefings, and industry events. You'll find his advice straightforward, practical, and refreshingly insightful.

We're fortunate to have Crawford Weir on the ICxA board.

His leadership and genuine care for better project performance will help us build stronger, safer, and more reliable projects worldwide.

Welcome to the team, Crawford—we're looking forward to what comes next.

"He'll help shape the industry so that all project stakeholders understand the value that a proactive commissioning process provides to projects."

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OUTCOME ASSURANCE: THE NEW WAY TO GUARANTEE PROJECT SUCCESS

by Paul Turner, P.Eng., PMP

Projects fail because nobody owns the finish – the last 5% to deliver the intended project outcome. Despite thorough planning for design and construction, projects fall short when there are last minute plans to transition into operation. What's missing is Outcome Assurance – the proactive approach to guarantee project success before starting.

The reality is, there are many groups working on projects and all doing great work – but nobody owns the outcome. Your consultant doesn't own the outcome, your EPC contractor doesn't own the outcome – a proactive approach is required to secure the intended project outcome from conception to completion, to ensure all project groups are contributing their part for a successful project finish. There's no point to start a project if there is no plan in advance to finish the project and meet objectives. Outcome Assurance ensures there is a strong plan to finish, before making any financial commitments to the project.

What Exactly is Outcome Assurance?

Outcome Assurance is the leadership discipline that keeps a project's promised value non-negotiable—from the first sketch on the whiteboard to the first profitable day in

service. Instead of adding another layer of oversight, it places an Outcome Authority at the centre of decision-making through all phases of projects. The Outcome Authority's mandate is to protect the project business case when budgets tighten, schedules slip, or priorities clash. Think of Outcome Assurance as insurance for the return-on-investment that you promised to your board.

The Four Pillars That Make Outcome Assurance Work

Vision & Strategy

Every high-performing successful project starts with “why” and defining “done.” An Outcome Charter—one page, signed by every project decision-maker—locks in the goal, success metrics, and guiding principles before a single contract is awarded. This is the project vision – the reason the project is being undertaken - and becomes the north star that steers every decision on the project.

Construction Completions

Here, we flip the usual task-based mindset of construction-led projects and instead focus on the project outcome. Instead of completing installation activities, work is sequenced in contracts so the last construction step feeds directly into asset start-up. System readiness is visible and aligned right from the start, eliminating the end-of-project scramble, ensuring outcomes are aligned before the work begins, and ensuring the physical plant mirrors the project strategic goal.

Commissioning & Startup

Integration is where parts become a performing whole. Systems, data, and people are synchronized so the facility operates as intended on Day 1. Success is measured based on outcomes, not installed equipment—to

prove that design intent survived the journey from drawing board to control room.

Operational Readiness

A project only creates value when operation groups can operate, maintain, and optimize each day of in-service functionality. That means trained crews, efficient asset-management systems, stocked spares, and clear standard-operating procedures, are all in place before hand-over, for a smooth transition into routine operations. When the new project assets are placed into commercial operation, the business can harvest maximum value immediately instead of struggling with the learning curve, unplanned outages, and missed business-case objectives.

Together, these four pillars form a closed loop of accountability. They ensure the project outcome envisioned at kickoff is the outcome realised in the field—on schedule, on budget, and at full value.

This is Outcome Assurance in action.

Why Outcome Assurance Matters

Some project teams set out in the beginning with Outcome Assurance in mind. Others stumble into it by accident, or may call it something different. These are the projects that succeed – the ones that stay focused on the original intended outcome and the reason the project was initiated.

The projects that struggle are the projects that make each individual activity the primary objective rather than align on the outcome. When installing equipment is the main objective, this rarely results in a smooth startup of the new facilities, since the focus was on the pieces, rather than the whole.

Delays, budget overruns, and unfulfilled project goals are the results for projects without Outcome Assurance.

Shifting the focus from task execution to outcome alignment reduces project risks.

Implementing Outcome Assurance

Outcome Assurance is the missing role on a lot of projects. It's not anyone's fault, everyone is doing great work on their piece of the project. But without a dedicated Outcome Authority to own the finish, project teams rarely get to the end smoothly.

Establishing your Outcome Authority at the beginning of projects is essential to project success. Your Outcome Authority must be

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assigned to the project at the same time, and often before, the Project Manager is assigned. Your Outcome Authority is the umbrella role overseeing all project participants' activities to keep things aligned on the outcome. And when this role is assigned too late, it can be difficult (or impossible) to bring things back into alignment.

Once your Outcome Authority is assigned, it's important to establish outcome checkpoints into the project lifecycle. These milestones (or gates) check on the current state of project activities to ensure things are still aligned and that that project is still on track to achieve its objectives. These milestone gates are the Outcome Authority's opportunity to re-align any groups that are straying away from the outcome, and to ensure that the project objective can still be achieved. Outcome-focused metrics are monitored to gather feedback and re-align anything or anyone that is deviating away from the project objective.

Benefits of Adopting Outcome Assurance

For project owners, the number one objective is to achieve maximum value from the new plant facilities. When projects are justified and funded, they are approved based on a certain set of expectations that the project can achieve. Making sure that outcomes align with the original expectations is therefore the principal mission of the Outcome Authority. And without this, projects often fail to deliver on initial expectations.

With this in mind, Outcome Assurance is essential to project success. Outcome Assurance makes project outcomes predictable and keeps project teams in control of the outcome, rather than finishing projects

with fingers crossed. Completing projects doesn't need to be a hope and a prayer when Outcome Assurance is established from the start.

With improved predictability, stakeholder satisfaction and confidence are much higher, making it much easier to initiate projects knowing that the outcome can be achieved. Outcome Assurance increases the likelihood of achieving planned ROI and strategic corporate objectives.

With Outcome Assurance from the outset, project decision-makers gain much more confidence in their project outcome and are able to protect their project investment.

Conclusion:

Outcome Assurance represents a significant evolution in project execution. Start with the end in mind – focus on outcomes rather than activities, and success is inevitable. Project decision-makers must establish their Outcome Authority at the start with an outcome-first mindset to ensure project success. Learn more though ICxA's resources at www.icxa.net

“Outcome Assurance is the leadership discipline that keeps a project's promised value non-negotiable—from the first sketch on the whiteboard to the first profitable day in service.”