

Multi-services Project Management Engagement

A small but growing electrical services company secured several public service contracts with the departments of health and education. The ensuing projects were complex and at the leading edge of hospital and education technology. For example, one of the projects was to fit out a new operating theatre in a hospital and another was to upgrade lecture theatre facilities in a third level institution.

The public bodies concerned had reasonably mature project management processes and expected the electrical services company to interface with their project management processes in a professional and seamless way. This was a concern for the electrical services company who had immature project management processes with no formal process for managing projects.

They had managed in the past because they were a small well run company with very experienced and dedicated employees. However, they were growing fast and the new realities dictated that they undertake a project management improvement initiative.

PM Edge was engaged to help ensure that the company could take advantage of the opportunities available. There was a lot at stake as there was potential for many more similar contracts in the future. A multi-services approach was agreed consisting of a combination of consultancy, training and project coaching.

The initial step was to set up a simple and lightweight project management process based on the PM Edge's ProjectLite methodology. Key steps were defined and documented and a set of project management templates were developed to support the management of projects and to facilitate interfacing with clients in the public service bodies.

In parallel and following a detailed training needs analysis, 8 staff members attended the PM Edge 'Project Management Essentials' course which is designed to explain the theoretical and practical aspects of the delivering projects using the ProjectLite methodology. The course was tailored specifically to the needs of the company.

Attendees included those filling many project management roles including project managers, senior management, technical staff and back-office administrators. Almost everyone in the organisation would be impacted by the changes and needed to be familiar with how ProjectLite worked.

Finally, the company decided that they needed to develop a career track for project managers as in the future; project manager would be a key role. Two of the most experienced and motivated technical staff expressed an interest and a project coaching programme was implemented to help and support them on their way.

Coaching programmes were customised to meet the needs of the both the company and the individuals concerned. The focus was on developing project management skills and knowledge and identifying and developing behaviours that are critical for effective performance.

Coaching was chosen because traditional class room training on its own is not an effective way to develop knowledge and skills and change behaviour - generic classroom theories are hard to apply within the realities of most organisations and are quickly forgotten.

One-to-one regular coaching is a highly effective management development approach for learning new project management skills and for embedding long term positive behavioural changes. In this case, training combined with follow up coaching, delivered real benefits through projects working better resulting in a significant return on the investment made.

PM Edge would be delighted to discuss ways we can work together to make your projects work. Please feel free to contact us at any time at info@pmedge.ie or by visiting <http://www.pmedge.ie>.