

## Quality of Organizational Leadership:

### Project Management Training, Mentoring and Defining an SDLC using Encore's PMTech and ESTech as guided to project management and estimating techniques

#### Case Study

**Is the IT team trained in leadership competencies?**

See the webinar video at

<http://www.encore-c.com/6-8-Webinars&Seminars.html>

#### Approach

Experts in leadership competencies will apply industry 'best practices' when recommending how to bring Quality to Organizational Leadership

Encore can recommend several approaches:

- Conducting Cultural Assessments
- Developing and implementing a Competency Model
- Delivering CoreMetric evaluations
- Applying Leadership Training

This service offering is headed by Dayle Beyer.

#### Assessment

A typical Assessment is 80 to 120 hours over 3 to 4 weeks. A retainer could be setup for periodic visits to re-enforce the new techniques.

#### Discovery

Encore offers a 1-2 day Discovery Session to scope and propose an Assessment. Contact Encore at [info@encore-c.com](mailto:info@encore-c.com) or call Pete Mauro at 312 304 0566 to request a Discovery

[www.encoreconsulting.com](http://www.encoreconsulting.com).

The client is a privately held service provide of collection services and asset liquidation services.

Even though the company has been successful competing for new and renewal contracts, its leadership felt the need to improve its demonstrated performance level on managing projects and estimating projects. The projects that its staff is called upon to deliver are usually contracted quickly and require immediate attention to scope the effort, estimate the work effort, staff the project and define the acceptance criteria. The scope of these projects ranges from IT development to process improvement. Usually, the staff at the client have to handle the delivery of multiple and diverse projects under fixed-price terms.

#### The Challenge

Successful implementation of a quality and standardized project management (PM) program and SDLC with enterprise-level balance scorecards to scope, estimate, staff, and manage a diversity of projects. This approach requires a standardized way to define, estimate, and manage a project. Also, the challenge encompassed a need to train new personnel in the Project Management Approach. The client required employees to follow a disciplined approach to quality management and project management over an extended period of time.

Some of the challenges were:

- Creating a PM program that would be sustainable for continuous improvement for the life of the organization
- Developing enterprise-level KPIs.
- Transforming the process to increase awareness of PM techniques and the use of project management and estimating techniques
- Leveraging current PM efforts and expertise
- Accomplishing quality goals within the existing PM structure with some staff support
- Guiding leadership to make decisions on information received by the PM techniques

#### The Solution

The client asked Encore to deliver 'Cultural Assessment' and a seminar in its PMTech and ESTech project management and estimating techniques to 20 of its project managers and business users. Then, follow up this seminar with hands-on mentoring and re-enforcement techniques using live projects. The approach called for senior management to focus on the implementation of these new project management and estimating techniques and to provide internal staff support to the effort. Senior management sought the help of Encore to provide proactive leadership to this effort and to bring experience with:

- Project management using PMTech
- Competency modeling using CoreMetrics and a Cultural Assessment
- Estimating techniques using ESTech
- Executive coaching in culture building and quality management system operation

Encore consultants worked with the executives to customize a project management and estimating seminar that would work within their parameters to maximize the overall project management delivery and training objectives. The approach:

- Identify the high-level business processes and use these projects as live examples to teach the new project management and estimating techniques.
- Determine, create and execute a project-management transformation approach
- Create metrics of performance to evaluate how well the new processes were being accepted.
- Define and document project management progress in conjunction with process owners
- Gather and analyze performance metrics of each process to determine compliance to goals
- Operate an effective Management Review (quality) process

#### The Benefit

The client now has the foundation on which to build good project management and estimating processes. These new processes have been introduced to the project management team at the client. Using the seminar material that Encore introduced, the team can now introduce a train-the-trainer program to institutionalize the new processes without further Encore support.