

Case Study

A Successful Learning Pilot Program Becomes A Standard Component in International Staff Training

Participants Say

“Overall TidalShift received a success rating of 94% from all participants and stakeholders across the organization. These courses are now Standard Employee Training Programs and have significantly increased the culture of PM that we wanted to develop.” - VP Canada, Training & Development

The Situation: At TidalShift we have created a standard curriculum in Project Management that is delivered to corporations around the world. In 2000 one of North America's largest outsourcers of financial services processing began implementing a project management culture change across the organization and the standard TidalShift program to their staff across Canada. As the market changed and their internal initiatives became larger and more diverse the company recognized the need to deliver a more customized and corporate culture specific model of PM. Not only did they need training for those who were managing projects but also for team members and managers across the organization.

The Challenge: With a unique and diverse corporate environment the company needed a varied level of training for a wide group of employees that met with the approval of both internal and external stakeholders. TidalShift identified the key issue and core deliverable of needing to develop a learning program that met the unique needs of the corporation while maintaining compliance with the industry standards from the Project Management Institute™. A successful learning program needed to

incorporate the company's specific terminology and existing standard practices. Understanding 'how things were done' and how impactful a PM culture was for the entire company was critical.

The Approach: Starting with the TidalShift's standardized PM curriculum a detailed needs analysis was executed and a project plan created. It was deemed appropriate to develop two distinct levels for what would become The Essentials PM Series as well as a PM Essentials for Managers Program. Business cases and executive briefings were designed using client specific experiences, and delivered over the course of many days and additional customized training modules were developed including content development and course materials on Risk Assessment and Project Evaluation. Facilitators with specific industry and culture experience were engaged to increase program relevancy and create hands on exercises for the participants to use as immediate applications in their day to day roles. A quarterly schedule for delivery, maintenance and updating was created and approved. TidalShift also needed to be flexible and accommodating in order to help the company reach all staff including those who worked night and weekend shifts.

Results

During the first few years of implementing the learning program TidalShift hosted monthly sessions with over 20 participants in each class. Staff members who had no direct need for project management training wanted to take the program. After more than 600 staff at multiple levels had participated the organization decided to evaluate and refine its participant criteria to ensure relevancy and optimum project success in key business units. These courses are now considered so essential to the development and advancement of their employees that they are included as part of their Leadership Development Program for all employees across Canada. The company continues to maintain, upgrade and offer PM training courses developed and customized by TidalShift. As a result of this successful work, TidalShift has further partnered with the company to develop a custom Project Management Methodology (PMM). The development of the PMM included orientation sessions delivered to over 600 plus employees who currently use the system.

Overall 95 % of participants responded 'Excellent' or 'Very Good' on the program evaluations across all locations delivered by TidalShift. One participant commented, "I interact with people across many divisions, departments and provinces and perform a variety of functions – this will help me to more effectively get co-operation especially with information gathering."