

Case Study

Project Portfolio Management rollout enables organization to oversee and manage projects worth over three billion dollars

Participants Say

Overall 85 % of participants rated the program as ‘Good’ or higher on the program evaluations across all locations delivered by TidalShift. One participant commented, “Very good session, valuable learning; understand the challenges we face to standardize and move forward but excellent progress has been made”.

The Situation: At TidalShift we are dedicated to building internal competency in leadership and project management. In 2011 one of North America’s largest financial institutions began implementing Phase I of a new Portfolio Project Management (PPM) tool. With increasing scrutiny from regulators as well as from shareholders, there was a need for a central management tool that would not only span all lines of business, but unite them as well. This was complicated by various levels of Project Management (PM) maturity across the lines of business as well as multiple methodologies that needed to be merged to provide the clear picture required to manage those resources.

The Challenge: Implementing a management tool that spans multiple lines of business holds many challenges, not the least of which is the change management needed to ensure that this initiative was not only accepted, but also would result in long term benefit to the organization. The company needed to support this initiative with training that would give them a long term sustainable model for keeping their staff trained while still addressing the change issues associated with a new system and process. TidalShift was engaged and partnered with the software vendor and the organization’s change management team to

create a self-paced e-learning solution that provided the long term solution they needed. This long term model was coupled with a series of instructor lead “train the trainer” sessions that addressed the new tool, the ongoing delivery of that training by the team leads, as well as change management aspects that were needed to make this initiative an overall success.

The Approach: TidalShift embedded a team of curriculum developers into the core project team, partnering with the organization’s personnel ensuring that product developed was not only technically correct, but aligned from a business process perspective. This tight partnering with the core team enabled TidalShift staff to remain agile to the evolving processes, incorporating those changes into the final product, while avoiding costly rework and maintaining high quality. Leveraging the e-learning capabilities built into the solution chosen by the organization, TidalShift was able to build a customized, sustainable, long term solution that was layered with key training for the team leads enabling them to carry this forward into the organization. “Train the trainer” sessions for the team leads were also developed and delivered with the necessary change management elements to ensure uptake and sustained use of the new system and process.

Results

With over 200 staff trained on the new system and process with in class sessions and thousands of participants further supported by the customized e-learning modules, the organization was able to roll the new PPM tool out to thousands of users throughout North America effectively bridging the gaps that formerly existed between the various lines of business. This allowed senior management to effectively oversee and manage projects worth many millions of dollars across the entire organization for the first time.