

Case Study

A Focus on PM and Leadership Competency Development Successfully Aids in Changing Organization's Culture

\$ Value Delivered

A customized training program improved working interactions among staff nation-wide, divisions and departments while improving efficiency and productivity. Increasing the project management and leadership competency of staff enabled standardization of operations and sustainable culture change within the organization.

Industry: Engineering and Construction Services

Services Provided: Project Management Training, Competency Development, Leadership Development, Business Impact, Change Management

Company: One of North America's largest providers of engineering and construction services with multiple sites, nation-wide.

Challenge: Due to rapid growth in acquisitions, the company became larger and more diverse. They recognized the need to deliver a more customized and corporate culture specific model of project management and leadership skills. The company needed a program that would be suitable for a wide group of employees (e.g., project managers, senior management and frontline staff) and ensure a sustainable culture change across the organization.

Solution: TidalShift conducted a detailed needs analysis and distributed an online comprehensive project management knowledge and skill assessment. This enabled individuals the ability to view their own results compared to the group's results based on 20 competencies (10 general management and 10 project management related competencies). TidalShift partnered with the client to identify key competencies and core deliverables needed to develop a learning program that addressed specific competency gaps, met the unique needs of the corporation, while maintaining compliance with the industry standards from the Project Management Institute™. The learning program also incorporate the company's values, existing standard practices, real life examples, role playing and hands on exercises that addressed the widely varied clients within the organization.

Results

More than 100 staff at multiple levels and different locations participated in the program which enabled the rebuilding of cultural foundations, creation of a common language, framework of understanding, and ensured consistency in operating standards to optimize project success in key business units. The participants were able to immediately apply the concepts to increase cross-communication and productivity, better prioritize tasks, solicit help from others to look outside the box to solve problems more effectively, and better anticipate and manage risks.

As a result of this successful work, TidalShift has further partnered with the company to develop the commencement of Phase II. Next steps include an assessment, an expanded program offering of new courses that integrate the company's PM methodology and cultural change.