



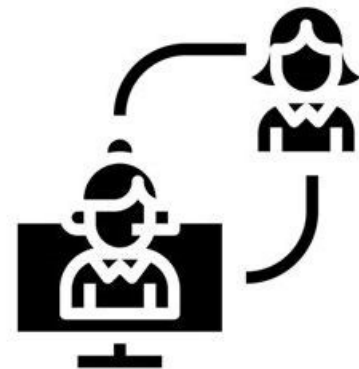
# Business Mentoring and Upskilling

The organisation is an ASX 200 Group of Companies



## Background

The organisation has several businesses that it manages and were concerned about their business maturity. Our role was to increase their capability and upskill staff to proactively address the challenges that they face both in Australia and New Zealand.



The challenges included:

- Shrinking market share and margins
- Competition from overseas
- The relevance of their business model
- Pressure from suppliers to absorb inventory costs
- IT not aligning with the business needs
- Projects not being successfully completed to the satisfaction of customers

## Approach

A three-stage approach was adopted to upskill staff:

1. Stage 1 - Current State Assessment
  - a. An assessment of the current state (looking under the hood) and how projects were being delivered and gaps in skill
2. Stage 2 - Initiatives/Projects – Training
  - a. Training in a number of modules based on the gaps identified in Stage 1
3. Stage 3 – Mentoring and Coaching
  - a. Providing mentoring (in general) and coaching (in specific projects)



### Stage 1 - Current State Assessment

The first step was to do a Current State Assessment of Project Management Maturity (PMBok) and Change Management (ADKAR) to determine the current and desired maturity levels.

#### Services we provide ...

- Benefits Realisation
- Business Improvement
- Process Management
- Strategy and Planning
- Business Case Development
- Project Management
- Change Management

### Stage 2 - Gap Analysis and Training

A Gap Analysis and Action Plan were created to take them on the improvement journey.

The following areas were initially targeted for improvement:

- ✓ Project Sponsorship
- ✓ Project Scope Development
- ✓ Benefits Management
- ✓ Business Cases
- ✓ Aspects of Lean



### Stage 3 – Mentoring and Coaching

A plan was developed to improve the Project Management capability of the organisation.

This involved:

- ✓ Providing the necessary tools including methodologies, artefacts
- ✓ Coaching and mentoring in the tools and methodologies

### Project Sponsorship

A Project Sponsorship Charter was developed and time spent with the executive team to ensure they understood their roles and how to support the Project Manager.



### Change Management

Key to the success of any business improvement is change management. The ADKAR change management methodology was primarily used to ensure that the skills were being adopted and used.



Particular effort was spent on the Knowledge (Upskilling) and Ability and Reinforcement stages (mentoring and self-assessments).

This involved regular checking, ad-hoc conversations, feedback from staff and formal assessment.

### Benefits

The organisation is still on the journey but some of the benefits that have been realised include:

- ✓ Improved project delivery including a greater focus on delivering benefits
- ✓ Improved communications between staff
- ✓ Changes to the business model to improve stock movements
- ✓ Greater use of data to assist with decision making
- ✓ Reduced IT costs by changing the delivery mode



### Advice

Formal mentoring and coaching has finished and we have been providing project advice since 2018. We have been flexible in mixing coaching, mentoring and advice.

### Services Provided

- Current State Assessment – 2 days
- Gap Analysis and Training – 2 days
- Coaching – 5 days over 3 months
- Ad-hoc Advice