CONSULTANCY
Diagnosis, Maturity Assessment and Audit

CLOSING THE STRATEGY ~ EXECUTION GAP ❯❯ **INCREASING COMPETITIVE ADVANTAGE** ❯❯ **DRIVING BOTTOM-LINE RESULTS**

Global Business Management Consultants is a leading global provider of project, program and portfolio management consulting and professional development services. Top global companies engage GBMC as a 'niche' organization that uses experienced consultants directly on their issues and problems to develop their people, systems and culture to deliver high performance results in line with their strategic objectives.
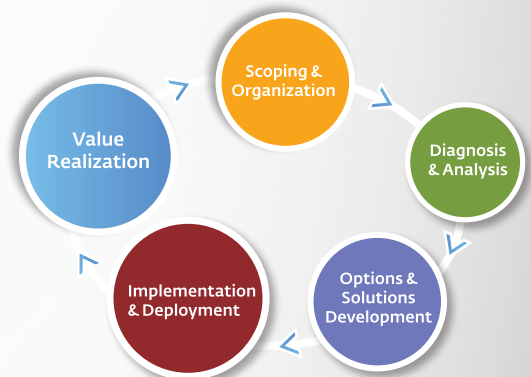
Our customers benefit from hundreds of years of cumulative experience with organizations worldwide from startups to Fortune 500 in a variety of industries. GBMC supplies its services through Centers of Excellence for Project Management that it has developed in partnership with leading institutions around the world. GBMC is a participant of the PMI® Registered Consultant Program (RCP).

Why GBMC?

Interventions

GBMC works closely with our clients to deploy targeted organizational interventions that deliver the desired value and maximize the return on investment. While each client's challenge is unique in complexity, scope and objectives, services form part of a typical interventional process. One of the common services GBMC is asked to provide is that of :

- Scoping & Organization
- Diagnosis & Analysis
- Options & Solutions Development
- Implementation & Deployment
- Value Realization

Diagnosis, Maturity Assessment and Audit

GBMC has provided to a number of different organizations, across a variety of industries, diagnostic services to define the organizations' 'as-is' situation, from which issues and improvements can be defined into an overall 'blueprint', or 'road map' that provides direction. GBMC has a number of tools and approaches, such as Project Management Assessment Inventory; Assessment of Organizational Support; Project Management Maturity Model; Gap Analysis; and Project Audits/Health checks. These can be applied ways depending on a client's requirement, from a straightforward, 'hands-off', unaudited questionnaire, to on-site consultant co-ordination and 'challenge' through interviews and workshops.

There following are some of the key ways GBMC has used to diagnose the current organizational situation, assess maturity, and/or audit performance.

1. Utilization of a PM Maturity Model There are literally hundreds on the market place. GBMC uses it's own model and PMI's OPM3 ®. GBMC's model was established to address the shortfalls of the Maturity models available. It blends our decades of experience to form a benchmark, looks at maturity from a practical perspective, covers organizational support and behavioral factors, and provides an indicative benefit of increasing the organizations' maturity.

2. An organization can carry out its own assessment audit by using an internal questionnaire and/or interviews. Whilst this option keeps costs down it may be influenced and hence difficult to prove the 'true' level of organizational maturity.

3. Interview personnel with a neutral, external body that can provide added value to the process. GBMC typically experiences people being interviewed will be more open to a third party. The interviews are conducted confidentially using a set of questions/statements that can be agreed in advance, and that are used to challenge the person being interviewed to determine true 'pain points' and issues.

4. GBMC provides a short duration, high impact workshop over three or more hours using a small assessment tool that diagnoses an organizations ability to support project management. It is aimed at small, executive level groups that find it difficult to commit to more than half a day. The GBMC consultant facilitates the workshop using GBMC's assessment inventory for PM Organization Support that defines ten critical components/elements of a project management system. The workshop results in an agreed level of maturity and high level baseline, identifies next steps and defines overall road map for improvement.

Choosing the Right Approach

When choosing the right approach for an organization it all comes down to the triple constraints of time, cost, and depth of the deliverable required. For example:

- For a construction client GBMC interviewed five key members of project staff in one day, performing simple analysis, and presented back the findings a week later to the executive board. The head of the PMO responsible for projects worth Billions of US Dollar said, "BMC accomplished in one day, what it took us six months to get from using a well known branded maturity model".

- For a client in the aviation industry, GBMC conducted three days of interviews, existing methodology assessment, analysis, and one day presenting back to the senior team.

- For a client in the Nuclear Energy industry, GBMC modified its PMMM questionnaire which was then distributed to 90 project staff members and the results compiled. GBMC then held a 1 day workshop with the senior team to present and discuss the output.

Example Intervention Assignment

A typical intervention statement of work could be as follows:

Step 1: Collection of Organizational Project Management Data - meet with relevant personnel; discuss, gather, and identify successes, issues, and challenges experienced; review processes and procedures; formulate questions; clarification of questions; preliminary benchmark against GBMC Project Management Maturity Model (PMMM); brief relevant personnel on preliminary conclusions.

Step 2: Interviews - Plan and conduct interviews; document a summarized form of interview discussions; update preliminary benchmark against PMMM; brief relevant personnel on preliminary conclusions.

Step 3: Diagnosis and Assessment - Assess the results of the PMMM benchmark, interviews, determine gap analysis, establish roadmap for improvement; prioritize the roadmap goals and propose timelines for implementation; establish the implementation business case; prepare written report of findings.

Step 4: Road Map and Findings – "Create a Plan for Success" - Create a roadmap; facilitate an Executive Workshop to review findings, select and prioritize actions; document outcomes; create implementation, transition and migration plans; and validate final action plan.