

# Improving Project Management Effectiveness through Consulting Skills Training

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## □ Presentation Key Points

- Building Confidence with Stakeholders
- Realistic, Interactive and Practical Training
- Analysis of Results

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- Brief background of presenters
  - Brief background of IT within QR
    - Number of staff
    - Rail and logistics industry
    - Becoming more commercial
    - National footprint through growth and acquisition
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## □ Challenges faced by IT Division

- Technology savvy workforce
  - IT focused project managers
  - Need for better interaction with stakeholders
    - Report building
    - Assessing front of mind issues
    - Crafting the message
    - Building an advocacy culture
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- How do we confirm these challenges?
    - Survey of customers
    - Requests for additional softer skills training from technology focused extended leadership team
    - Research from PMO Executive Council
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- Our response to these challenges
    - Partnered with PwC to develop and deliver consulting skills training
    - 2 day course with 3 broad components
      - Consulting Skills Theory
      - Applying the learnings through interactive role play, interviews, case study, presentation
      - Individual and Team Profiling
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- Consulting skills framework
    - Building awareness
    - Understanding client's business
    - Engaging the client
    - Interviewing skills
    - Proposing approach
    - Crafting the message
    - Delivering the message
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- Applying the learnings
    - Specifically designed case study
    - Translogistics
    - Interactive role play using senior IT and PwC managers
    - Analysis of information under pressure within a team environment
    - Preparing and delivering a formal presentation
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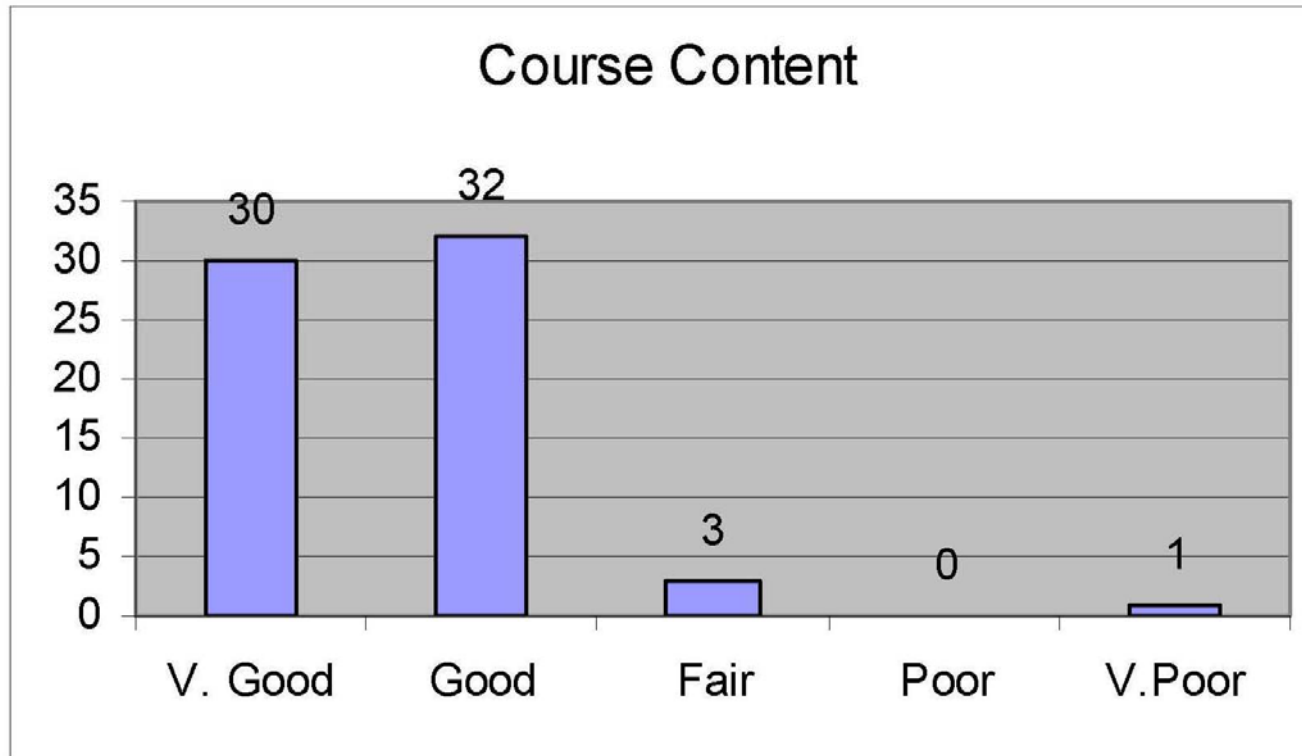
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- Understanding Self and Team Dynamics
    - TMS profile activity
    - Allocation of teams
    - Review of how balance of teams helped/hindered performance
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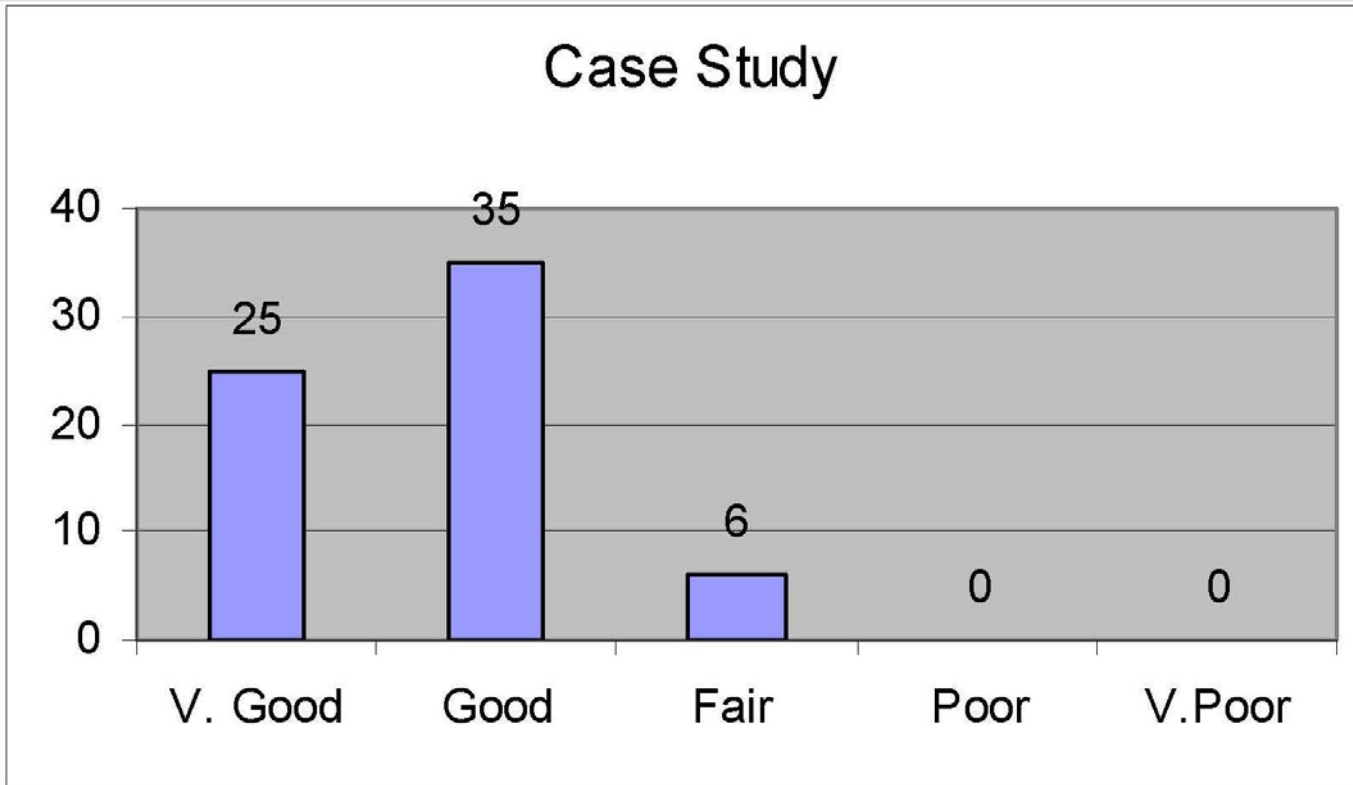
## Results



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## Results



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## Results

### Open Comments – Best Bits

- Learning new skills and techniques for knowledge gathering
  - ‘Real’ case study with instructors that do it in real life
  - Very practical – focused on doing instead of showing
  - Teamwork with different personalities, backgrounds and capabilities
  - The case study and interviews were great
  - Understanding of strengths and weaknesses
  - Good to feel the pressure and getting the results
  - Positive constructive feedback and tips on interviews
  - TMS profiles
  - Emphasis on “the delivery of the message” not the message itself
  - Breakdown of process, learning structure and framework
  - Practice presentation skills in a friendly environment
  - Networking with other ISD colleagues
  - Learn to nominate a leader and divide tasks
  - Friendship and mateship vs “competition”
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## Applying the Learnings at the Workplace

### *Consultancy Reminders*

- In meetings picture yourself behind the chair and review team dynamics
- Improve ISD's Brand
  - Build credibility for ISD as a whole
  - Advocate for other areas and highlight what they do well

*ISD – We respond We Deliver*

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## Applying the Learnings at the Workplace

### ***The ABCD of Customer Engagement***

- A. What are the client's front of mind issues?
- B. What do they want to achieve?
- C. What is the best way of achieving their goals?
- D. How is ISD positioned to help them?  
(Refer to consultancy reminders)

***ISD – We respond We Deliver***

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## □ Conclusion

- Basic project management skills vitally important
  - New skills learned as part of consulting skills training make a difference
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