

In the decade LGd has existed we have often been asked to provide case studies on the concepts we teach. While we consistently work to vigorously protect our clients' identities, we believe such examinations can be powerful learning tools. Therefore, we have obtained permission to release the following case study. As part of our agreement we have changed the names of the client organization and all non-LGd individuals. However, all other elements of the scenario are real and true facts to the best of our knowledge.

Industry: High Tech Manufacturing

Term: 2004-2007

Client: The information technology organization for one of the largest high technology manufacturers in the world.

Portfolio Size (Approx.): \$1.97 Billion U.S.

Scope of Work: LGd served as the subcontractor and primary service provider for a Virginia based reseller. The contract called for LGd to provide basic project management training through PMP certification. The course offering included: PM101, Scope & Requirements Development, Cost & Schedule Management, Project Simulation, and PMP Exam Preparation. The contract called for LGd to offer each course once per quarter to a minimum of 20 people and a maximum of 30 people per session at each of three locations in Arizona, California, and Oregon. After initial success, LGd was contracted to provide implementation and process support.

Story: In the second quarter of 2004 LGd was approached by a services reseller based in Virginia to respond to an open RFP for project management training. The initial contract period was for two years. After this initial period LGd was asked to extend the contract for an additional year. The goal of the client was get all IT project managers and resource leads trained in the basic foundations of project management and then PMP® certified.

After the first two PM 101 classes where approximately 50 individuals were trained, LGd was approached because the training had created a significant problem. The methodologies and practices defined in the class appeared to conflict with the standard organizational practices and many of the course participants had begun to question the organization's current process. Organizational leadership viewed this conflict as an opportunity to re-examine the current process framework and believed the LGd training strongly aligned with basic changes that were desired by the management team.

Based on the strong course reviews from the first two sessions, it was requested that LGd work with the management team to develop a three methodology framework inclusive of a web-based system to assist project managers in the selection of a project development methodology.

LGd developed an initial questionnaire that contained six questions with an additional four questions based upon the initial responses. The results from these questions allowed the system to then recommend either a Software Development Lifecycle (SDLC), a spiral methodology, or



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Extreme Programming. The project manager maintained the right to not use the system recommendation by obtaining the approval of the project sponsor.

In addition, LGd transitioned the client to a very strong focus on a well formed Work Breakdown Structure that was deliverable focused as opposed to task or phase based, and provided training to the management team who served as project sponsors on how to hold project managers accountable for the well formed WBS.

Finally, quantitative metrics of project performance were established to track the status for all initiatives in the portfolio.

Results:

Initially, the greatest resistance was seen in two areas:

1. Many functional managers resisted relinquishing power to the PMO. CT overcame this problem only because of the strong leadership of the CIO and the selection of a well respected senior leader within the organization to head the PMO.
2. Many

