



CASE STUDY

Megger Instruments Project Management

“Without the support and expertise of ML&C trainers and coaches, we would be worse off to the tune of millions of pounds.”

Graham Heritage, Technical Director (now Managing Director).”

The Client

Megger Instruments is a British company, with a global market, that designs and manufactures electrical test equipment and measuring instruments for electrical power applications.

New product development is of primary strategic importance for the company to maintain its number one market position. Recent assessments showed that some development projects were being delivered several years late. This translated into cost overrun, lower ROI, dissatisfied customers and employee disengagement.

The risk for the client was losing its market share to competitors who were delivering new products to market more quickly.

The Impact

- Projects are now regularly being delivered on time, on cost and to high quality standards.
- Clients are commenting positively on the improved performance against contracts.
- Projects are now fully completed instead of only achieving the minimum deliverables for sign-off.

Our Approach

Training must address the real, underlying business issues to make a demonstrable impact on organisational performance. Dealing with the surface symptoms often appears more urgent but can hide the route to lasting change and stronger performance.

To identify the underlying business issues and therefore design a training programme that addressed these, Tim Woodman, MD and Lead Consultant at ML&C interviewed a series of staff. He gathered insight and input from the Technical Director, who was sponsoring the initiative, right down through the project management team who were dealing with the day to day progress of projects.

What We Found

The organisation’s managers were highly technically skilled and committed to their roles and to the business. What held them back was a lack of confidence in key management performance skills. They had lost confidence in the project management framework itself because it wasn’t applied effectively across the rest of the organisation. As a result, they also lacked confidence in their own authority and their ability to manage their teams.

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A gradual erosion of the value placed on project management had occurred over many years and the project managers lacked the specific skills of leading and influencing needed to turn the tide. The company had invested in training in previous years and it had not delivered the desired results, possibly because the underlying business problems had not been identified and addressed.

What We Delivered

Our agreement was to design a training programme that would deliver a demonstrable impact on organisational performance.

We started with the senior management and helped them understand what was critical in their roles as project sponsors. We took them through the proposed training at a high level so that they understood what their teams were about to experience. This enabled them to be able to use the same language and follow the same process. They could also support and coach their direct reports. This maximised the chances of successful implementation of new ways of working.

We then ran a series of workshops following the same approach:

- Discovery phase with the delegates to gain clarity in what they wanted to cover at each stage and in what was/was not working in the present system
- The workshop
- Detailed action planning
- One-to-one coaching
- Tutor feedback on delegates' action plans to ensure deliverable and measurable change
- Permanent access to the ML&C online Academy.

Immediate Outcomes

- Delegates started taking full responsibility for delivering their projects end to end.
- Managers started using assertive behaviour to manage their people more effectively, which improved visibility of necessary actions to progress strategically important projects.
- With more assertive management came improved workflow through the project lifecycle
- Stress levels and working hours were reduced dramatically, resulting in more productive and more engaged employees.

Organisational Impact: A Specific Example

A project commissioned to design a new piece of electrical test equipment and to deliver to market within a forecast time frame of two to three years. This is how the client put our training programme to use:

- Project completed within only 18 months
- Reduction in development labour and materials costs
- Extra 18 months sales activity on new product, leading to several million pounds extra sales revenue

