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**Industry:**  
Secure Telecommunications

# Large Scale Project Delivery

Clarifying the line between information sharing and issue resolution in a high stress environment.

## BACKGROUND

Our client, a leader in large scale telecommunications delivery was completing a technically complex PFI funded project. Such projects commonly have tight deadlines and complex commercial structures. As well as requiring highly specialised and technically capable people this project also involved working across complex customer boundaries and managing relationships with lenders, lenders advisors and the associated legal entourage.

## THE CHALLENGE

Our client needed to create fast and effective project management processes and develop a commercial sub-contract skill set to enable the project to be delivered. With tight deadlines and a heavy investment profile, risk management would be critical to the success of the project and ultimately the company.

## HOW THE CLIENT BENEFITTED

The complex customer environment was being addressed inconsistently across the organisation. By addressing key aspects of the project at different levels, we were able to see the whole picture and draw out key strategic themes for the management level to address in addition to providing local support for different areas of the project. This provided clarity to the project at a strategic level as well as practical tools for resolving issues and moving forward at local level.

## WHAT HAPPENED?

### People: Individual development

Having identified the senior management needs we aligned each individual with a coach and developed a tailored flexible programme for each. These included 1-2-1 sessions and “on the job” observation integrating elements of coaching, training and mentoring depending on the needs of the individual and their role. The goal was always to enable individuals to maximise their impact while being mindful of the demands and deadlines of the project.

### Working Together: Meeting and review facilitation

JA Consulting facilitated most key customer meetings, particularly those which had a high impact if unsuccessful:

- Structuring content and process
- Designing and implementing design reviews, customer reviews and other official milestone events
- Coaching senior technical staff in presentation techniques and question handling
- Developing game plans for subcontractor and customer interaction

### Delivery: Robust process management

Working at all levels we developed a robust overall approach that met the specific criteria imposed on our client by its customer. We also worked with particular areas of the project to develop practical and creative ways to meet project deadlines and demands. Throughout this process we focussed on transferring skills and knowledge as part of the process delivery:

- Advising senior management on the organisational and management framework required for delivery
- Creating and implementing structured approaches for subcontractor negotiations and issue solving
- Problem solving with specialist teams
- Leadership (and co-leadership) of critical project areas
- Fast track project management techniques

## RESULTS

The customer community saw the client as being able to self-manage and through our independence, recognised the improvement in objectivity through the involvement of JA Consulting. In addition, through coaching key individuals in project, commercial management and influencing skills we were able to increase the effectiveness of critical milestone events and meetings and generally improve the speed and co-ordination of delivery.

*“Many thanks for your excellent facilitation. Facilitation is all about cutting through the behavioural barriers in meetings to make them more effective. We have worked with several members of the JA Consulting team from meetings to large reviews of 70+.*

*They have an uncanny ability to manage the process and focus on the key issues whilst maintaining robust independence. Despite operating in a friendly, flexible and facilitative manner, it's clear that a lot of planning has gone into whatever they do. A great team that bring with them success.”*

**Mike Cherry, MBE**

## THE JA CONSULTING PROPOSITION

JA Consulting delivers project delivery support across a range of business environments – from the Defence industry to professional services – from projects worth a few £ million to projects worth a few £ billion – and at all levels in industry.

The process is not trying to create an ideologically perfect outcome, but one which is operationally effective – helping things work.