



AFFORDABLE HOMES STRONG COMMUNITIES

Project Management as a building block of cultural change

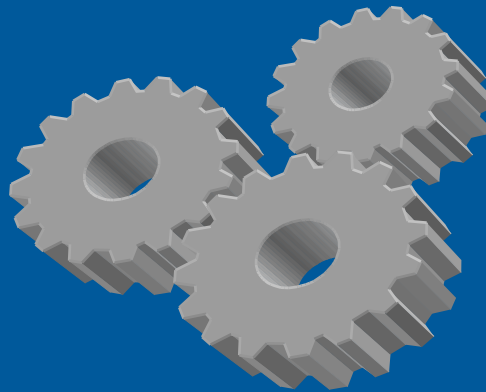
Best Practice Showcase

9th June 2006

Session objectives

- To provide a real example of using a project management approach to achieving culture change
 - process
 - behaviors
 - business integration

**Juliet Hancock,
L&D Manager
(Business)**



**Steve Pugh,
Project Manager
(User)**

**David Small,
Xansa
(Supplier)**

The Housing Corporation: what we do

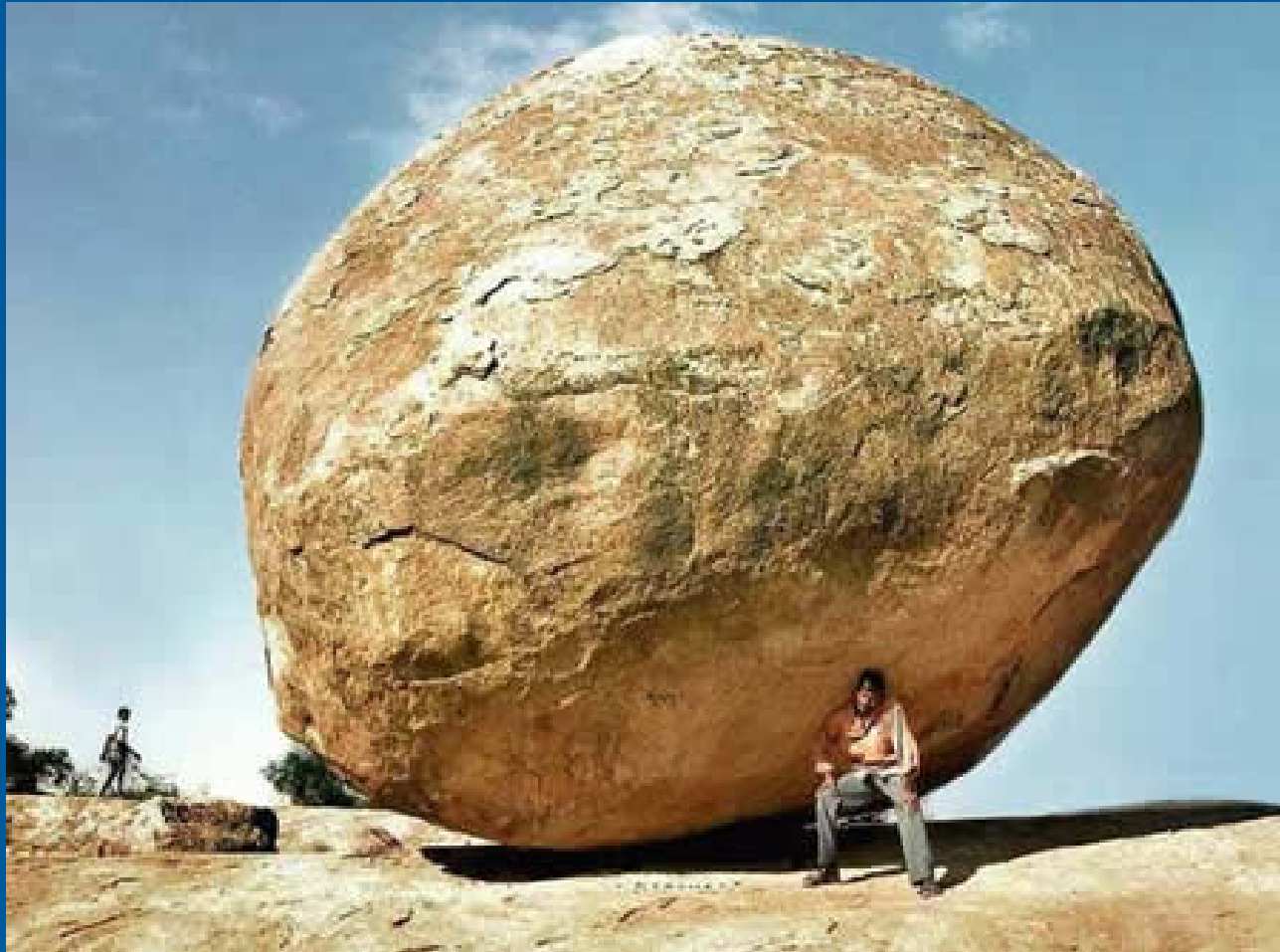
We invest and in and regulate the provision of affordable homes to those who need them, and help to create safe, attractive environments within strong communities

Our Corporate objectives

- More quality homes
- Improving landlord performance
- Making the best use of our expertise
- Developing our can-do culture



The Challenge

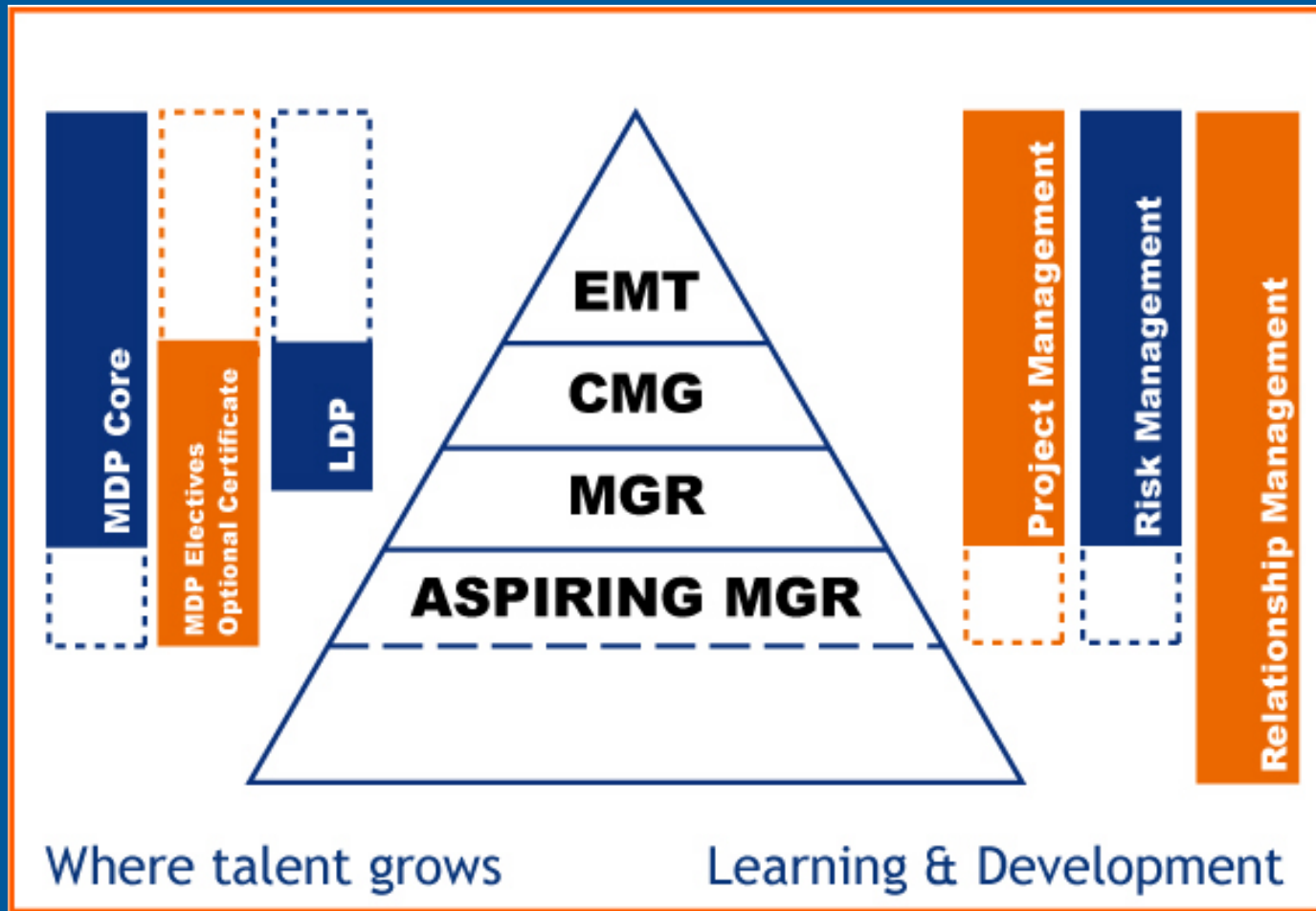


How: the role of L&D

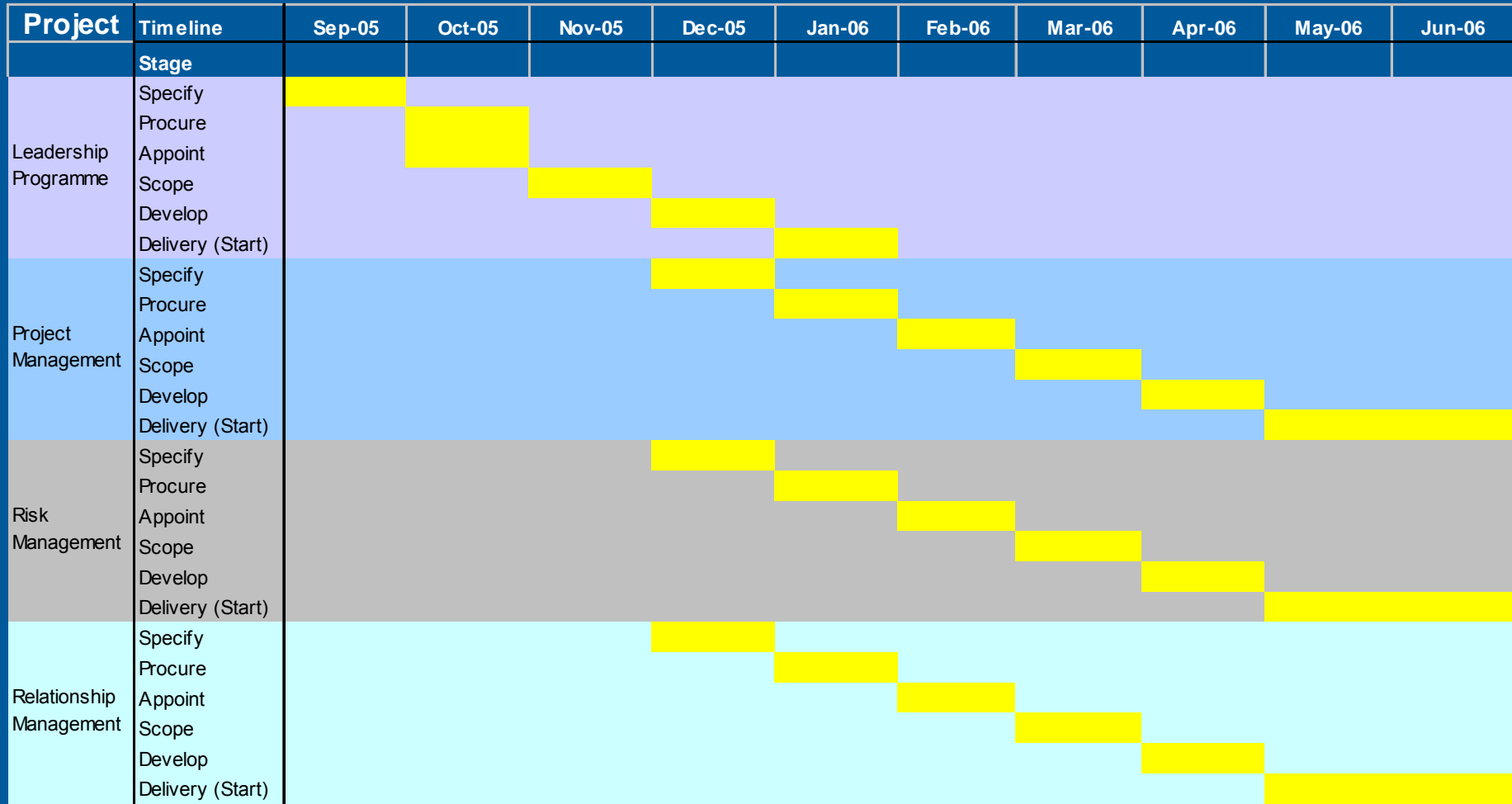
- Cross business priorities
 - Leadership and management development
 - Risk management
 - Relationship management
 - Project management
- Specification of requirements
- Sourcing suppliers
- Evolution of procurement panels into project boards
- Appoint project managers



Integrating our programmes – throughout out the organisation



Meeting the challenge



Turning the theory into practice

- Project Management Training programme
- Review of processes
- I needed a project manager!.....



Buying PM Experience

- Procurement Process – try before you buy
- Why Xansa? – they wanted to do more.

Bold

commercial

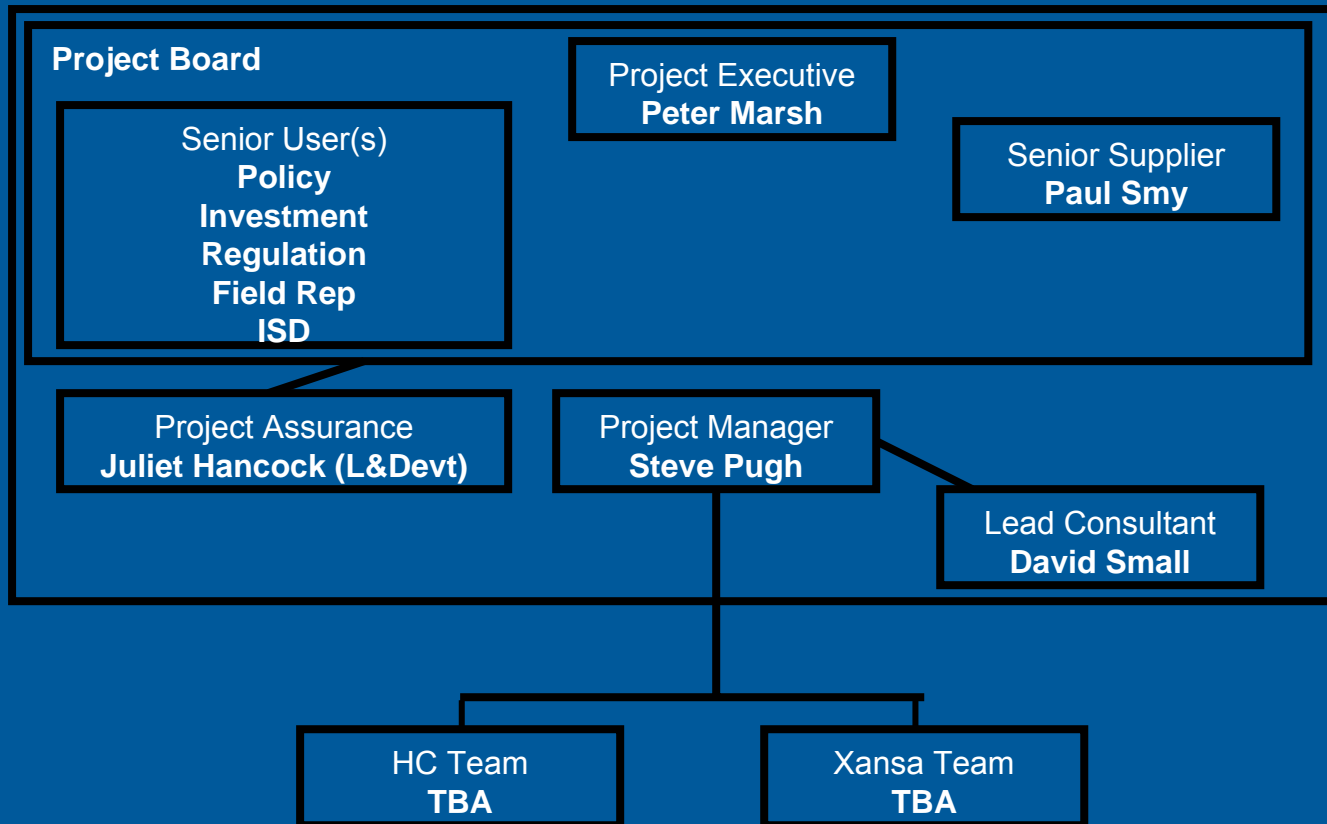


expert



passionate

The supplier view – Project Board



The supplier view – Relationship Building

- Tuning in – sensing the culture
- Listening and understanding
- Simple messages
- Selling the benefits
- Not “here we go again” but “here we go”
- Owned by HC – facilitated by Xansa
- Training is not the answer!



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The supplier view - scoping

- Business Case
- Organisation
- Plans
- Controls
- Risk
- Quality / Templates
- Governance
- Finance / Procurement
- Links between departments

connected
expert
inquiring



Programme Outline

Project Board
Awareness
(2 hours)

Project Management Awareness
(2 hours) – All project staff

Project Management
(2 days) – all project managers

Accredited Project
Management
(3 days) – some project
managers

Programme
Management (3 days) –
managers of multiple
projects / programmes

The Project Manager Perspective

Teasing Out Issues

- Its **not** the paperwork that counts!
- Project management role
- Focussing the business
- Processes not just training
- Communications plan
- Creating a support network



The Project Manager Perspective

Teasing Out Issues

- Decision making
- Delegation
- Role of project board
- Knowledge management
- Link into other core programmes



Where we are now

- Project management training launched
- Risk management and Relationship Management training pilots on 20th June
- Project management approach embedded into other major programmes
- Communications template a part of all projects including L&D
- Project Management Learning Champions
- Other Leadership programme participants acting as project managers or on project boards
- L&D programmes board set up



Project management not just as a building block in culture change





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