

# Restorative Program Management

## Wired improves service delivery (SIP 2)

### What was the scope?

Wired Consulting was asked to pull together a program of works in response to a series of critical concerns raised by a leading telecommunications company. A number of service delivery issues had been identified on one of the company's Top 5 customer accounts. This contract represented a revenue stream of approximately \$6.5m to the company, and a team of approximately 25 staff had been assigned to manage the service delivery on the account, as well as many other technical personnel nationally. Wired was requested to act quickly and consult with all internal and external stakeholders (including the customer) to identify the root causes of all issues and implement a rapid service improvement program (SIP).

### What was the challenge?

**Delivery of Projects** The end to end process for bidding and successfully winning additional work on the customer account required review.. There was also a lack of flexibility and tailoring to the customer's needs which was causing conflicts. In the delivery of projects works there was also an ongoing imbalance of resourcing due to workloads, geographical spread and skill shortages.

**Lack of QA** The lack of controlled quality assured documentation and reports, particularly around contractual preventative maintenance obligations, were causing recurring process and performance failures. Asset management was not up to date or being actively managed and there was poor adherence to the customer's programming standards.

**Staff Retention** The company's customer had attributed the deterioration in service to the high turnover in the team dedicated to the account. Some positions remained unfilled for long periods causing team members to be overstretched and morale to be low. The account team expressed disappointment with head office support in operational, technical and HR areas. Senior management had not approved and implemented key business cases which had been submitted by the account team. These factors contributed to a lack of cohesiveness across the company and dissatisfaction amongst team members at all levels.

### How did Wired add value to the client?

#### Fast & Efficient Scoping and Issue Articulation

Wired was able to quickly identify the root cause of all issues through a series of interviews and workshops with stakeholders. A program of works including action plans and risk mitigation strategies was prepared with short and longer term wins identified. The Wired PM created a "sense of urgency" to motivate the team and gain commitment to execute the action plan.

**Capability Improvement & Project Delivery** The project managed the rollout of process changes and communications to technical staff via structured meeting, briefs, compliance registers and controlled updates to operating manuals. All documentation was collated, reviewed, improved and made easily accessible on the intranet.

The internal skills gaps were addressed with a comprehensive analysis of training needs, preparation of costs/schedules, and a business case resulting in the approval for training being granted.

A new "Project Sales" process was mapped through consultation with the customer and agreed by all stakeholders. Project specific resources were reorganized and allocated efficiently to ensure they were working on high priority tasks.

**Communication & Team Building** The customer and other stakeholders experienced improved communication and engagement through a more structured approach and the implementation of a Supplier/Client engagement process.

Internal resources worked more effectively with improved understanding, confidence and empathy between teams via the project action plans, planned communications and workshops. Stakeholder differences were managed effectively by the Wired PM. The Account Team had increased confidence in business case process & acceptance with the implementation of actions.

Wired's well planned and structured delivery model combined with expert interpersonal and project management skills moved the customer off the company's critical list and into healthy position for obtaining a contract renewal.

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