

Capability Uplift Project 360

CAPABILITY STATEMENT

Capability uplift is about equipping your team with the skills they need to do what is required of them, resulting in better business outcomes.

Effective education enables individuals and teams to acquire and apply appropriate knowledge and skills that translate to immediate on-the-job performance improvements. Its more than textbook knowledge: it's about ensuring that your team develops core competencies.

At Quay Consulting, we believe first step in this journey is to identify the existing project management capability within the organisation, both in terms of existing strengths and areas requiring development and to make recommendations about training and other development activities. This is to ensure staff have the correct knowledge and the ability to apply that knowledge to the work at hand.

The first step should lend itself to more than developing a training plan, but to develop a sustainable approach to longer-term capability uplift.

70:20:10

Research into workplace development has led to the 70:20:10 principle, which underpins our approach to capability uplift:

- 70% of knowledge and learning comes through on-the-job experience
- 20% comes from specific engagement with someone like a line manager, coach or mentor
- 10% comes from formal training classes or general reading.

Many of the project management competency assessments on the market today assess project managers' knowledge about project management processes, methodologies or tools. Training is seen as a silver bullet to address this.

The Quay Consulting approach to organisational capability development goes well beyond knowledge assessment; rather, we provide a platform on which our clients can build a program of sustainable uplift in project delivery capabilities.

Project / Program Team Assessments

Success in today's organizations requires a new breed of innovative technical leaders.

For over 20 years, Palatine Group, Inc. has worked with and conducted extensive research on world-class organizations to help identify the characteristics which distinguish outstanding technical leaders from average performers.

The Project Leader 360 Assessment presented here is the outcome of these intensive interviews, forums, and surveys designed to collect input and recommendations from a broad sampling of successful project leaders.

In an early sampling of top performing technical leaders in a world-renowned organization, 90 candidates were interviewed and another 700 surveyed.

Many leading companies and government agencies contributed valuable time and critical thinking as well to our research studies, and the results confirm the critical competencies needed to develop superior project leaders.

Project Leader 360 Assessment

Research has identified 28 critical project leader competencies that reliably distinguish a superior performer.

These are clustered under three general categories we identify as Competency Dimensions:

Personal

Those that focus primarily on attributes and abilities of the individual.

Competencies: Self-confidence, Achievement, Career Orientated, Initiative, Accurate Self-Assessment, Adaptability/Flexibility, Trust, Resilience, Presence, Sense-Making.

Team

Those that focus primarily on mobilization and utilization of others abilities and support

Competencies: Team Building, Delegation, Communications, Conflict Management, Diversity, Focus, Widespread Network, Accurate Assessment of Team Members, Development of Team Members, Ownership Building.

Task

Those that focus primarily on planning, organizing, quality and completion of work

Competencies: Strategic/Conceptual Thinking, Innovation and Creativity, Decision Making, Continuous Risk Management, Systemic Planning, Logical Reasoning, Results Focus, Quality Focus, Critical Thinking.

Program Leader 360 Assessment

Research identified 21 critical program leader competencies that reliably distinguish a superior performer. These are clustered under three (3) general categories we identify as Competency Dimensions:

Business

Those that focus primarily on attributes and abilities of an individual to balance the demands of the client and our organization's goals for mutual success.

Leadership

Those that focus primarily on mobilization and utilization of others abilities and the ability to gain support for the program's goals.

Management

Those that focus primarily on the processes of planning, budgeting, organizing, quality and timely completion of work.

Team Mates 360 Project Assessment

Teammates assess perceptions about ten team development characteristics found to be most predictive of project performance, and perceptions about two performance characteristics. These twelve characteristics fall logically into four elements:

Environmental

Those that focus primarily on work climate: Team Focus; Empowerment; Structure; Cohesion; Recognition

Interactive

Those that focus primarily on collaboration: Interdependence; Communication.

Personal

Those that focus primarily on personal: Commitment; Diversity; Competence.

Performance

Those that focus primarily on project outcomes: Results and Continuous Improvement.

Project Leader 360 Feedback Report

This personal feedback report is based on the questionnaires completed by participants and those people from whom they sought feedback.

Questions are asked along a number of dimensions that are related to project leadership behaviours. Ratings are provided using 5-point scale.

Performance ratings

The Project Leader 360 Feedback Report provides users with structured feedback on how they are perceived by those around them.

Key Issues - Strengths and Development Needs

Possible strengths and development needs are identified by examining the average ratings given to each behaviour by each source type. Behaviours whose average ratings are relatively high are possible strengths.

Behaviours whose average ratings are relatively low are possible development needs. All behaviours identified as possible strengths are ranked based primarily on the number of sources identifying them as such.

They are presented in a table labelled Strengths. All behaviours identified as possible development needs are ranked on the number of sources identifying them as such. They are presented in a table labelled Development Needs.

Gaps In Perceptions

This section provides an indication of probable levels of self-awareness. In each block, coloured bars present the percentages of ratings given (by feedback providers in the source type concerned) that are above and below self-ratings. Behaviours that are listed in this section of the report are those that contributed most to the detected gap in perception.

Competencies

This section presents the average ratings for each of the competencies. The average ratings given by each source type are shown separately.

Behaviours

This section presents the average ratings for each behaviour. The average ratings given by each source type are shown separately. The raw scores are identified from each rated.

Write-in Comments

Comments are presented exactly as provided by others.

Plan for Personal Development: Action Plan

The Project Leader Competency Model was created with input from over 700 leaders from leading corporations and government agencies.

This effort included interviews, focus group discussions, questionnaires, and an extensive review of relevant literature that resulted in the identification of a set of three Performance Dimensions (families of practices and competencies) that form the basis for the feedback.

These Performance Dimensions, although consistent across all levels of leadership, target the specific behaviours and practices appropriate for a specific project leadership role.

The Project Leadership Assessment is accompanied by a thorough Action Planning Guide designed as an aid to plan future development.

What participants can expect

The Project Leader 360 is an invaluable tool for a project leader's career enhancement. Feedback is provided on the following dimensions:

- Personal Leadership
- Team Leadership
- Task Leadership

How participants can use this information

Participants use the information from their personalized Project Leader 360 Report to gain a deep understanding of how other people perceive them. They are reminded that people behave according to how others' see them.

Changing perceptions may be just as important as improving competencies.

The Action Planning Guide will lead participants through four important steps:

- Step 1: Prepare for feedback by understanding the behaviours needed by project leaders today and in the future.
- Step 2: Understand the 360-degree feedback report and identify strengths and possible areas for improvement.
- Step 3: Set priorities for development and career enhancement.
- Step 4: Plan for development and determine next steps that will lead to significant and positive personal change.

Quay Consulting Capability Uplift

Capability uplift is about equipping your team with the skills they need to do what is required of them, resulting in better business outcomes. Effective education enables individuals and teams to acquire and apply appropriate knowledge and skills that translate to immediate on-the-job performance improvements.

It's more than textbook knowledge: it's about ensuring that your team develops core competencies through targeted education to remove the capability gap.

Quay Academy

The Quay Academy provides pragmatic, real-world capability uplift that is tailored to your requirements with the focus on building skills that can be applied on the job immediately.

Our specialists bring real-world knowledge and experience into each and every interaction with your staff.

We help your team develop the competencies they need today and will need tomorrow. The

content, format and delivery can adapt to the learning styles of each individual, providing the right outcomes at the right time.

What we offer

Quay's education practice is an on-demand service resourced by highly skilled professionals, delivering proven accessible content in effective formats. Our educational services are provided in four key areas:

Project/Program Management Training

Project success requires skilled practitioners. We provide focused workshops and seminars to equip project stakeholders to deliver against their roles and responsibilities.

Seminars are targeted at general capability uplift across a general audience, while workshops are designed to address specific needs within a project team or group.

Transformational Leadership

The uncertainty, global turbulence and organizational instability of the modern era requires transformational leaders who have the ability to promote performance beyond expectations and who can effect enormous changes within individuals and their organizations.

Coaching and Mentoring

Regardless of our position, skill or knowledge, good coaches and mentors can challenge us to rise to the next level.

Whether dealing with general leadership, specific technical skills or people problems, Quay's experienced professionals act as sounding boards and advisors, either to address short-term issues or to develop longer-term capability uplift.

Thought Leadership

Leadership is built not in the classroom but in the trenches of life. Woven through the whole fabric of Quay's philosophy is the desire to build leaders who understand and are able to confront and resolve the issues facing modern organisations.

Quay understands that when you invest in your people there is a business benefit to be derived. All course content is grounded in solid theory, drawing on best practice and years of accumulated know-how.

We deliver educational sessions that address specific business needs in a clear, concise manner utilising proven practices.

Our educators are experienced practitioners who bring their real-world experience and knowledge to students in a relevant and highly practical way, which enables them to apply their new knowledge immediately within your business.

Benefits

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Quay is very clear in that setting your team up for success with the right knowledge to perform in their role, your chances of delivering the desired outcomes are greatly enhanced.

About Quay

Quay Consulting is committed to making a positive difference in the projects landscape, helping our clients to transform strategy into fit-for purpose project delivery.

Over the past decade, we've built a team of high-performing project professionals who offer a wealth of experience and consulting expertise along with a commitment to high levels of care and quality assurance. Our consultants bring a high-level consulting and collaborative approach to delivering change via tailored knowledge, professional project management and delivery, peer-to-peer collaboration, and capability uplift in each client engagement.

Quay is deeply committed to sharing the knowledge we've gleaned from years of project delivery experience – both the successes and the failures – whether it's sharing insights via our monthly Quay Bulletin, in facilitated roundtable discussions with project peers or in lifting the capability of our clients' teams in day-to-day knowledge transfer.

Quay Consulting is part of the **CPM Group.**

More Information

For more information about Capability Uplift Project 360, please contact us on 1300 841 048 or visit our website at www.quayconsulting.com.au.

Who we've worked with



Quay Consulting Pty Limited | ABN 78 121 109 215

p. 1300 841 048 | e. info@quayconsulting.com.au

WWW.QUAYCONSULTING.COM.AU

Quay Consulting
A CPM GROUP COMPANY