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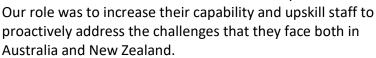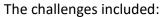Helping companies thrive
in a disruptive world

Business Mentoring and Upskilling

The organisation is an ASX 200 Group of Companies

Background

The organisation has several businesses that is manages and were concerned about their business maturity.

Our role was to increase their capability and upskill staff to proactively address the challenges that they face both in Australia and New Zealand.

The challenges included:
- Shrinking market share and margins
- Competition from overseas
- The relevance of their business model
- Pressure from suppliers to absorb inventory costs
- IT not aligning with the business needs
- Projects not being successfully completed to the satisfaction of customers

Approach

A three-stage approach was adopted to upskill staff.

1. Stage 1 - Current State Assessment
   An assessment of the current state (looking under the hood) and the services provided to staff.
2. Stage 2 - Gap Analysis
   A Gap Analysis between the current and future state. Basically, what it looks like now vs. what we want.
3. Stage 3 - Initiatives/Projects - Mentoring

A three-tiered approach to improving and upskilling.

Stage 1 - Current State Assessment
The first step was to do a Current State Assessment using the CMMI model and then determine the desired maturity level.

Services we provide …
- Benefits Realisation
- Business Improvement
- Process Management
- Strategy and Planning
- Business Case Development
- Project Management
- Change Management

This included assessing the Corporate Plan and how well the organisation is delivering against the plan, including goals, KPIs, objectives etc.

Stage 2 - Gap Analysis
A Gap Analysis was created and Action Plan to take them on the improvement journey.

The following areas initially targeted for improvement:
- ✓ Research and Development
- ✓ Project and Change Management
- ✓ Warehouse Logistics
- ✓ IT Systems and Management
- ✓ Financial Analysis
- ✓ HR Resources

Stage 3 - Initiatives/Projects - Mentoring
A plan was developed to improve the capability of the organisation. This involved:
- ✓ Providing the necessary tools including methodologies, artefacts,
- ✓ Coaching and mentoring in the tools and methodologies

The APQC was used to identify specific areas for upskilling. The APQC is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. It also includes an on-line library with over 5,000 case studies that can be used to improve business capability

The standard model uses the following business areas to classify business processes and services.

1. Develop Vision and Strategy
2. Develop and Manage Products and Services
3. Market and Sell Products and Services
4. Deliver Physical Products

5.   Deliver Services
6.   Manage Customer Service/experience
7.   Develop and Manage Human Resources
8.   Manage Information Technology (IT)
9.   Manage Financial Resources
10.   Acquire and Manage Assets
11.   Manage Enterprise Risk, Compliance, Remediation, and Resiliency
12.   Manage External Relationships

Change Management

Key to the success of any business improvement and improving maturity is change management.
The ADKAR change management methodology was primarily used to ensure that the skills were being adopted and used.

Particular effort was spent on the Knowledge (Upskilling) and Ability and Reinforcement stages (mentoring and self-assessments).
This involved regular checking, ad-hoc conversations, feedback from staff, and formal assessment against the CMMI.

Benefits

The organisation is still on the journey but some of the benefits that have been realised include:

- ✓ Improved project delivery including a greater focus on delivering benefits
- ✓ Improved communications between staff
- ✓ Changes to the business model to improve stock movements
- ✓ Greater use of data to assist with decision making
- ✓ Reduced IT costs by changing the delivery mode