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PMGROW[®]

Growing Project Management Capabilities for Real and Measurable Results

You've spent time and resources selecting and implementing new project management software, training your project managers, and even reworking some of your core methods and processes. And yet management and the project managers are still not seeing any benefits.



- ◆ "I sent my project managers to three days of training, but their projects are doing just as badly as before."
- ◆ "No one wants to be a project manager, but with our new outsourcing strategy they better learn to love it and do it well or they won't have jobs."
- ◆ "Our project managers are all over the map – some are amazing leaders that consistently deliver, while others couldn't deliver take-out."
- ◆ "We build extra time and cost into the budget to account for some degree of project failure because of the project manager's performance."
- ◆ "As an effective project manager, I'm tired of getting all the complex, nasty projects that someone else has already screwed up, while others get simple, slam-dunk projects because they don't know what they're doing."

What is PMGrow[®]?

PMGrow[®] is a performance management approach to organizational project management development implemented through performance consulting. Performance consulting focuses on setting goals, understanding your current situation (and being brutally honest about it), developing a realistic plan with sponsorship, and then implementing the plan.

Effective performance consulting provides the kind of payoffs in increased project manager productivity, knowledge, loyalty, contribution and business results that an organization seeks through project management investments—on-time, on-budget, with expected quality and scope.

**6325 Digital Way, Suite 460
Indianapolis, IN 46278 USA**

**Phone: 317.275.2870
E-mail: info@praxisln.com**

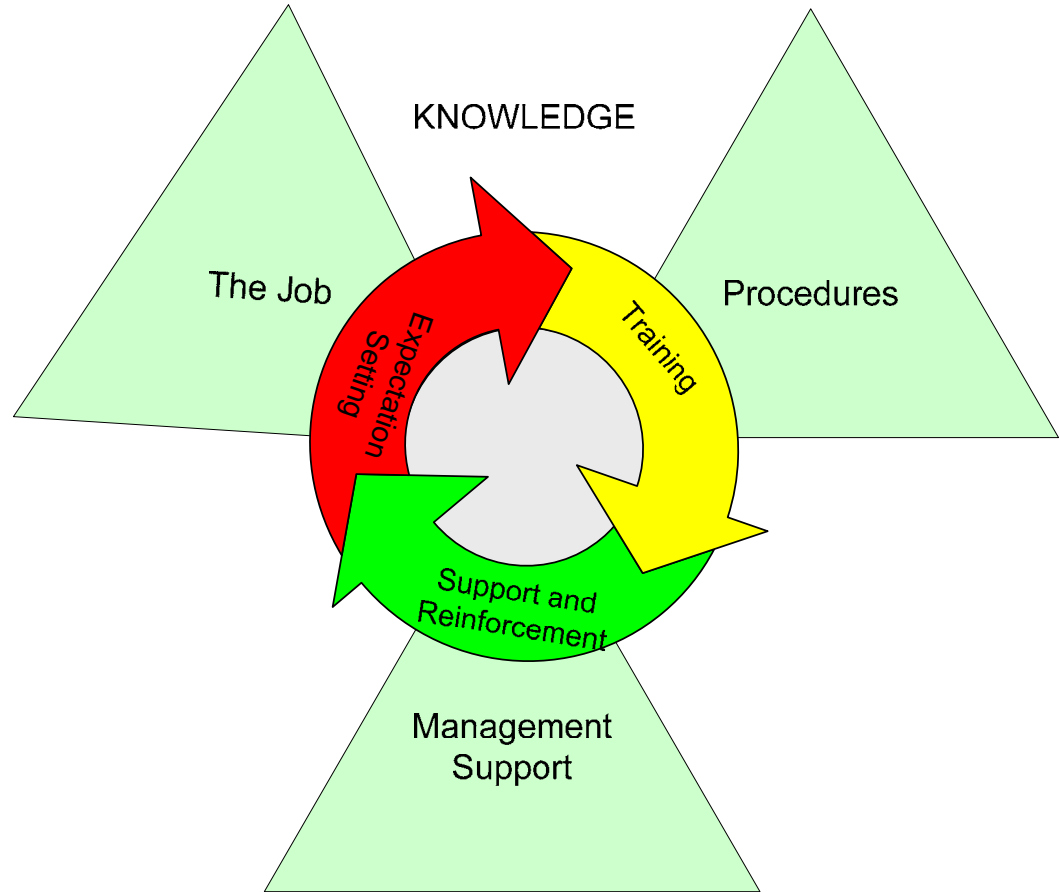
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The first step in performance consulting is recognizing the factors that influence a project manager's performance. It's not just knowing what to do, it's also about how you are rewarded for doing it, how much authority you have to do the right thing, having access to the resources to do it right, and getting timely feedback about what you do.

Factors That Influence Project Management Performance



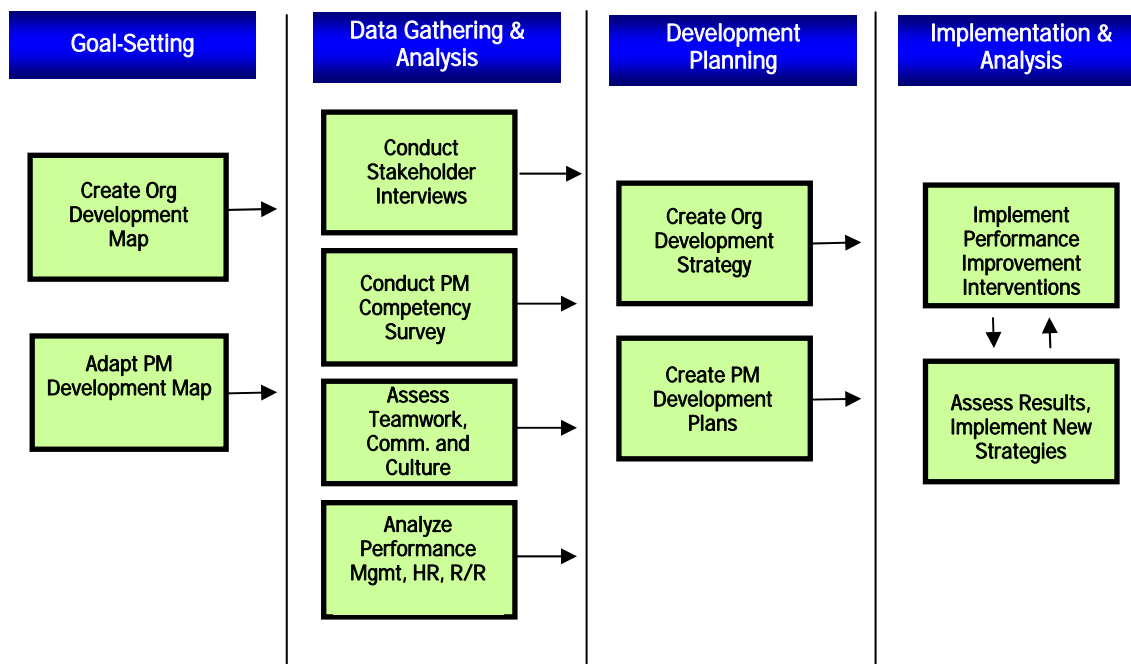
Using the concepts of Human Performance Technology, our PMGrow® performance specialists can help you identify key performance barriers that keep your projects and project managers from success, develop a set of solutions to overcome these barriers and help to implement performance interventions to realize your project management organization's full potential.

Your investments in software, training, and new methods haven't necessarily been in vain. When integrated into an effective performance-based framework, the benefits of project management excellence will become real—not theoretical—in your organization.

How Does PMGrow® Work?

Goal Setting establishes clear measures for project manager performance and each step in their development process. Great project managers are not developed overnight. It will take a blend of experience, knowledge and support to consistently build competency. We work with your organization to establish what a project manager knows, does and achieves at each step using a custom Project Manager Development Map™.

Data Gathering & Analysis allows our PMGrow® specialists to get to know your unique organization, its people, culture, processes, and current state of project management competency. A series of stakeholder interviews, project results data analysis, and web-based project management competency surveys all give us a multi-dimensional view of your project managers and how they function in your environment.



Development Planning provides you with a complete assessment of your organization's performance barriers and an action plan of both quick-hit and long-term performance interventions to overcome the barriers.

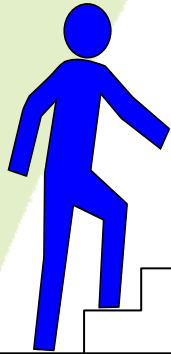
Implementation & Analysis is where the rubber meets the road. All of our performance interventions are designed to improve the bottom line by making projects and project managers more efficient and effective. We employ best-practices change management techniques to implement the performance interventions to help ease the project managers into a new way of working. Once the interventions have been in place for a while, we come back and assess the effectiveness of the change by repeating the Data Gathering & Analysis step.

“In most situations, the superior project manager is the single most important influence impacting successful project goal achievement.”

- Frank Toney, author of *The Superior Project Manager*

Ready to Make PMGrow® Work for You?

Ready to find a better way to make project management excellence a reality in your organization? Project manager excellence is built on steady, evolutionary steps rather than one revolutionary innovation. The Praxis Project Manager Development Map defines a three-level progression from new project manager undertaking small, short-term projects, to highly experienced project managers that are capable tackling your most complex assignments.



Level 3

The project manager is recognized as a leader and doer, trusted to get the most complex, strategic projects done.

Level 2

The project manager evolves from successfully managing smaller, short-term projects to more complex, longer-term projects. Typically these projects are more costly and critical to the business.

Level 1

This level begins with the first project management assignments and ends with a demonstrated capability to successfully manage small projects. Projects are more technical in nature and most likely capitalize on the new project manager's specific technical skills or capabilities.

Through PMGrow®, our specialists will work with you to realistically assess where you are in your project management development and most importantly work with you to define how and when you will reach the level of performance you need. Get started today by making the commitment to grow your organization's project management capabilities.

1. **Talk frankly with your organization about the need to improve project performance.** Are your sponsors and customers satisfied with project results? Are projects generally painful for the organization? Are your project managers bitter, disenfranchised or frustrated? Are the most talented people actually leaving your organization? Are you leaving business value on the table?
2. **Determine the root cause of project failures.** Lack of resources? Low technical competency? Lack of leadership and sponsor support? Unclear scope and constant change?
3. **Gain commitment to make a change.** Changing the way your organization works requires support and consistent commitment from all levels.
4. **Call us today** to talk about your organization's specific challenges and how PMGrow™ can address them to help you build project management excellence, high-performing teams, satisfied customers and true business results.