

Case study

When European debt restructuring company Hoist Finance opted to implement a standardised PM approach across their international offices, they turned to QA to develop training that would bring them more in line with PM best practice.

The Challenge:

Due to accelerated growth through acquisitions over the previous years, Hoist Finance's enterprise PMO needed to create a standardised approach across all of their European operations but were keen to embed the PM practices rather than the teams just be given training sessions.

The geographical spread of offices meant that a standard classroom approach to training wouldn't be viable, whilst the requirement to have Senior Management involved ensured a flexible, bespoke training model was essential to the overall success of the training.

The Solution:

QA's expert team suggested piloting a bespoke PMI PMP Living Learning Programme based on the established success of their current APM PMQ LLP offering.

The objective was to setup a Project Management Academy – a 3 tiered training program. Level 1 was taken by new Project Managers and subject matter experts, level 2 was the entry point for existing PMs who had not had formal training which led to the CAPM and level 3 was the LLP which was for their more senior PMs.

Hoist Finance chose to invest in the LLP rather than a 5 day classroom course as they believed that the format gave a better platform for learning.

“ The Project Management Academy has been a great success and we will build on that success over the coming years by adding other training courses and ensuring that our PMs continue to build on their knowledge. ”

*Melanie Foster
Group Head of PMO, Hoist Finance*

The Outcome:

The bespoke Living Learning Programme provided Hoist Finance with the ability to feed into their existing continuous improvement cycle which they run on their project management methodology and practices. This meant that Hoist Finance's PM approach was being much more aligned to PM best practice, whilst developing Project Management champions within the business from various offices.

In order that the organisation continues to benefit from their training, Hoist Finance plan on having graduates of the LLP run bite-size courses for other PMs. They will also implement a mentoring system where more junior PMs will have LLP graduates as their mentor.

“ Thanks to our bespoke Living Learning Programme, Hoist Finance delegates learnt, reflected and then implemented what they had learnt and in this way we were able to see immediate organisational change being delivered throughout the learning process. ”

*Jo Saunders
Head of Project Management , QA*

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