

PROJECT one

**Programme and Project
Management (PPM)**

Maximising the chances of
delivery success

How do you know if you need help?

...if you answer “No” to any of the following questions:



Programme and Project Management (PPM)

We maximise the chances of success

- Complex transformation will only succeed if highly capable PPM professionals and techniques are deployed
- This is especially the case in the senior, top level programme roles, who orchestrate all activity across a transformation
- Programme management requires genuine objectivity and a fresh, external lens to define the required roadmap of activity
- Unbiased challenge and expert advice is needed to ensure your teams and senior leaders deliver successful change
- Impartial management of programme issues, risks and plans will support effective decision-making and drive delivery
- Programme management effectiveness can be accelerated with proven change and governance frameworks and methods
- Laser-sharp focus on stakeholder alignment and removing blockers will drive quicker decisions and speed-up delivery.

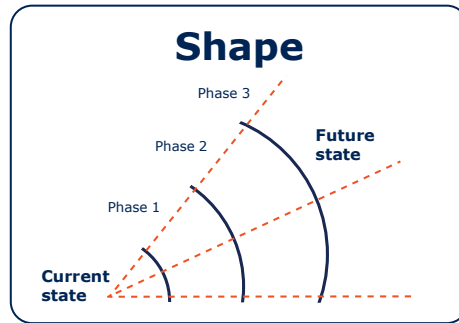


We make a real difference by:

- Providing expert leadership and orchestrating activity across suppliers and internal teams
- Working customer-side, bringing independence and genuine advice with your best interests in mind
- Working in small teams at the top of the transformation programme
- Developing the internal capability of your teams.

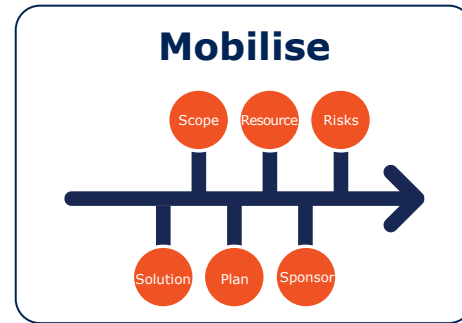
PPM Services

Our PPM services ensure that your strategic ambitions are translated into achievable change plans and that you start and stay on track to realise your business outcomes



We shape transformation by creating a compelling case for change, defining a future operating model.

We develop an actionable portfolio of programmes with a realistic roadmap.



We mobilise change properly ensuring you are set up for success, avoiding unnecessary costs later on.

We set the approach, timelines, and initial direction to drive the programme forward smoothly.



We lead and orchestrate delivery across all parties, proactively removing delivery blockers.

We ensure accurate status and manage stakeholders to ensure smooth execution.



We establish the facts and provide foresight to ensure your critical change is successful.

If you've encountered challenges, we help you recover effectively and get back on track.

Shape

You need clear focus for your transformation

1. Build a compelling case for change:

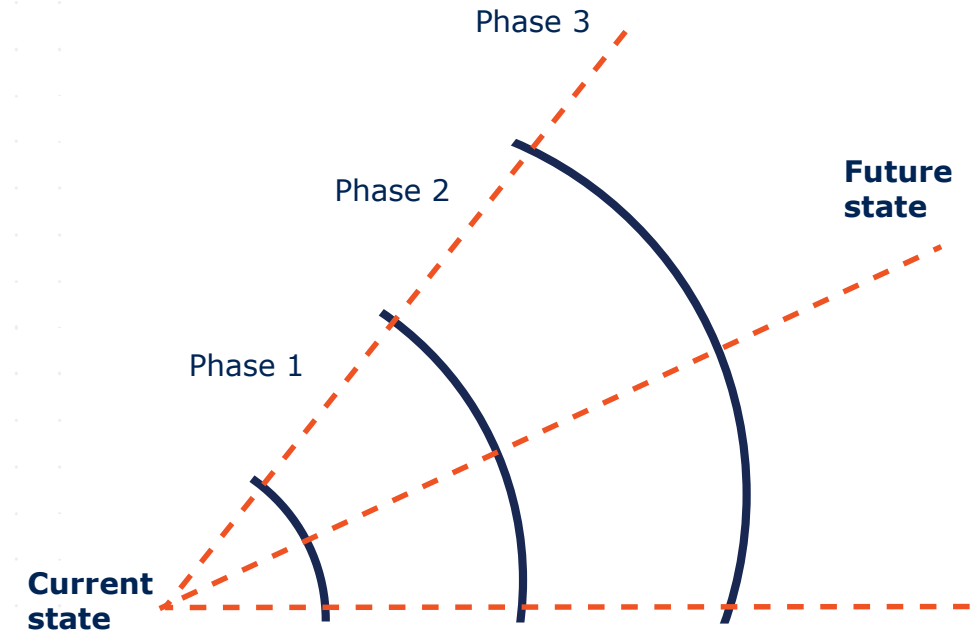
- Describe the issues and opportunities that will be addressed
- Define the benefits that will be delivered

2. Define a clear future operating model:

- Build a shared understanding of how things will work
- Create the transition states that will be needed

3. Develop an achievable portfolio of programmes and roadmap:

- Identify the new programmes that will be required
- Prioritise programmes for delivery and weed out 'pet projects'
- Build an achievable change roadmap with key milestones.



If you don't shape your change journey:

- Priorities will not be aligned to business outcomes
- Change programmes will be ill-defined
- Dependencies will not be understood
- Programmes will not be delivered in a timely manner
- Benefits will not be achieved.

Mobilise

Work with pace, but build firm foundations

1. Set change up for success, avoiding bad spend later:

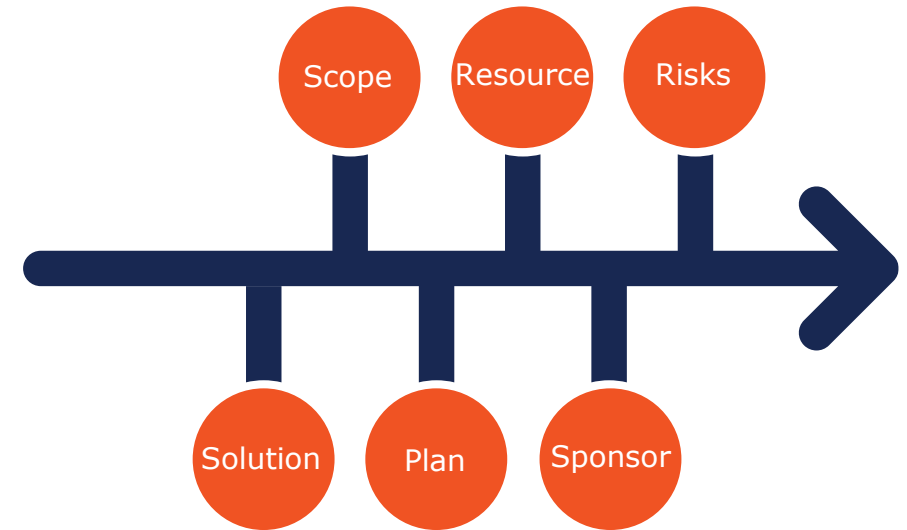
- Invest upfront
- Ensure clarity of direction with strong sponsorship

2. Understand and onboard required resources:

- Unlock the business areas so they pull for the change
- Fill your capability gap, between current and future requirements

3. Agree approach, timelines and initial direction:

- Agree your implementation approach upfront
- Build a joined-up plan and communicate hard.



If you don't mobilise your transformation early:

- Progress will fall away
- Frustration and delays will ensue
- Costs will increase and benefits will erode
- You will lose control.

Deliver

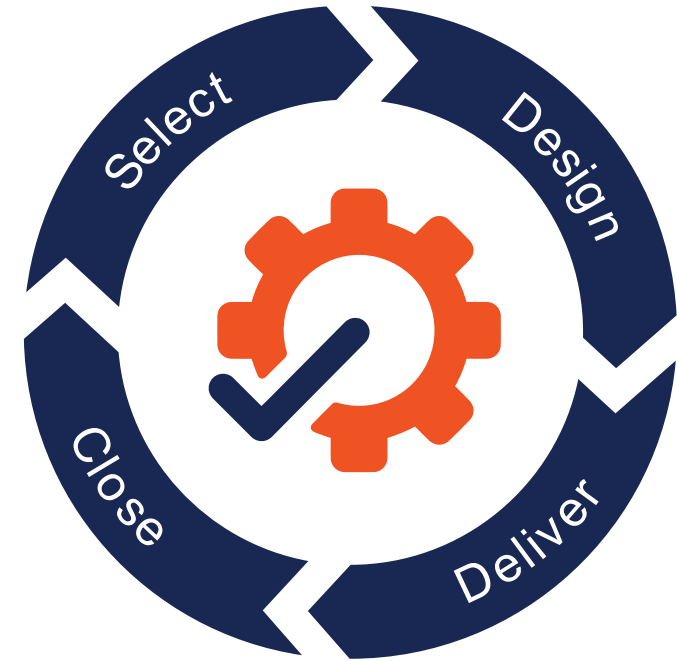
Great ideas mean nothing if they are not turned into action and driven with pace

1. Orchestrate delivery across all parties:

- Engage highly capable leadership to drive from the front
- Build a strong delivery team with the right mix of talent
- Focus on the business outcomes and the journey required

2. Resolve challenges and blockers:

- Drive decisions via transparent reporting
- Ensure all business areas are pulling for a sustainable solution
- Realise the desired benefits.



If you don't deliver well:

- You will lose control
- Teams will get lost in the detail
- You will make poor decisions
- Business areas will not engage
- Your intended benefits will fade away.

Assure and recover

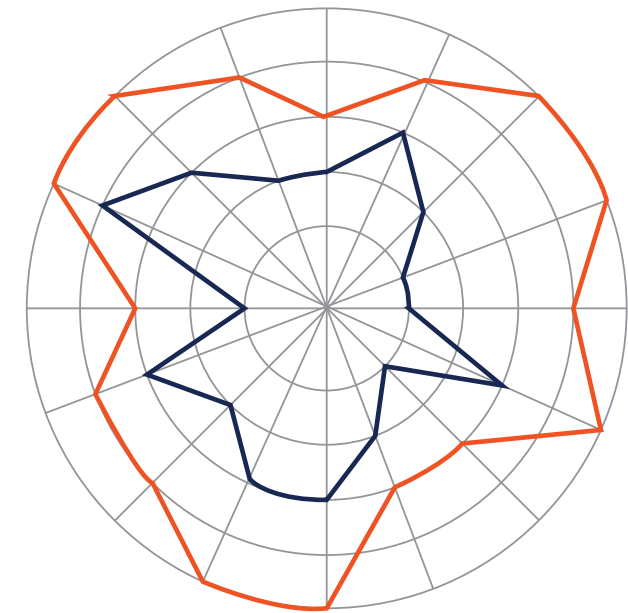
Something doesn't feel right? Act now!

1. Establish the facts and foresight to assure your critical change:

- Determine the difference between success and failure
- Gain peace of mind that your personal commitments will be met
- Secure an independent view, remain in control, and stay on track

2. Recover brilliantly if you have experienced difficulties:

- Call out the issue, proactively avoiding any personal recriminations
- Act with strength while you can still recover
- Make this a successful reset, not a delivery failure.



— Current maturity — Target maturity

If you don't act in time:

- Status will shift from a sea of green to red
- Milestones will move and activity will overlap
- Costs will overrun and benefits will diminish
- Stress and sickness levels will rise
- Supplier defensiveness will increase
- Stakeholders will distance themselves.

Programme Management essentials

Our tools and techniques help accelerate change and mitigate transformation risk

Shape	Mobilise	Deliver	Assure / Recover
Example Business Cases  Real examples of how to format costs and benefits	Mobilisation Checklist  A comprehensive set of suggested activities required to mobilise a complex transformation	Delivery Approaches  Examples of delivery approaches, both agile and waterfall to consider and adapt	Assurance Checklists  A robust framework of areas to probe and key questions to ask
Example Roadmaps  Practical and visual examples of how to show the required sequence of activity	Example Delivery Structures  Typical programme delivery structures to show the roles required	Supplier Management  Tools and approaches to enable you to get the best value from your supplier base	Example Assurance Reports  Examples of how to lay out assurance findings and next steps
Operating Model Framework  Tried and tested approach and templates for documenting the target state of an organisation	Governance and Control Templates  Example governance forum terms of reference and associated supporting material	Stakeholder Management  Frameworks and templates to ensure you understand and manage all stakeholders	Robust Recovery Techniques  Experience of what approach works best in sensitive recovery situations

Where we have made a real difference

We have global experience across multiple sectors, helping our customers to transform.

BAE SYSTEMS



- Enabled the export of the Hunter Class design to the Australian Navy
- Delivered critical ERP transformation to multiple business units.

nationalgrid



- Delivered corporate transformation, including integration and separation
- Assured and led complex programmes in the core business.

LIBERTY GLOBAL



- Delivered a digital transformation, driving tech and business change
- Led the operational planning for a full network upgrade.

HSBC



- Shaped and delivered key initiatives as part of a 3-year transformation
- Uplifted digital and data delivery capability in cross-functional teams.

BRITISH AIRWAYS



- Led transformation of global call centre operations
- Delivered IT re-platforming for business-critical customer systems.

AWE



- Recovered and now leading a complex ERP manufacturing programme
- Introduced more effective supplier management and cost efficiency.

What our team say



"I'm passionate about delivering real, lasting results through every phase of change. Operating as a true customer-side advisor, always putting their needs first, I am empowered to do the right thing – every time." - **Ian**



"I have a strong focus on business value and ensuring that the case for change and the customers target outcome remains at the top of the agenda throughout the programme." - **Helen**



"I'm drawn to solving the big challenges and defining a path through uncertainty. I bring clarity to decision making, assure a clear, shared vision for change, and support organisations to transform and realise the benefits." - **Ashley**



"I bring direction and pace to problems and programmes. My customer-centric approach focuses on what really makes a difference for them. I enjoy coaching others to develop their delivery skills so successful change becomes the norm not the exception." - **Cheryl**



"Delivering outcomes, going the extra mile and standing shoulder-to-shoulder with our customers is the way I like to work to deliver complex business change." - **Alistair**



"I bring a deep passion for driving strategic outcomes in fast-paced environments. What I love most is collaborating with stakeholders at all levels, building relationships grounded in openness and trust." - **Jo**

Why Project One?

We provide the change leadership expertise you need, without the pyramid

- Genuine independence to guide the right decisions
- Deep expertise in programme and change management
- Aligning to the culture and values of your organisation
- Getting the best value from your external partners
- Providing access to knowledge across our experienced team
- Accelerating results via our proven tools and techniques
- Working at your side and to your business agenda
- Uplifting the capability of your internal team.



Do you have the right people leading your business transformation?

- We are Transformers, making a real difference for your organisation and your customers
- Working with you at the top of your ambitious change and transformation programmes to define, orchestrate and drive activity
- We have the experience to know how to do this, avoiding the pitfalls along the way.

External recognition



Awarded **silver** recognition for:

Digital Transformation, Organisation & Change, Aerospace & Defence and Financial Services.

Bronze: Internet Media & Entertainment, Healthcare & Life Sciences, IT, Technology & Telco, Chemicals & Pharma, Consumer Goods & Retail, Energy & Utilities, Public & Social Sector, Travel Transport & Logistics and Data Analytics & Big data.

Awarded for the **third year:**

For Programme Management
#2 Consultancy in the UK
#1 Boutique Consultancy

Also recognised in:

Change Management, Management, Energy, Aerospace, Defence, Retail, Public Sector, Pharma & Life Sciences, Financial Services, and Healthcare.

Recognised as:

A UK Best Workplace

Independent accreditation via an anonymous employee survey.

Recognised as:

A UK Best Workplace in Consulting & Professional Services

and

A UK Best Workplace for Wellbeing

Based on feedback from the Project One team.

Committed to climate change:

Signed up to the **UN Race to Zero campaign** and UK Government sponsored **SME Climate Hub.**

We've **met our ambitious goal** to halve our carbon emissions by 2025 and are working towards **Net Zero Carbon by 2050.**