

THE CLIENT



The **Nawah** Corporation is an executive body delivering the Operational Readiness Programme to the National Nuclear Corporation of Abu Dhabi.

THE CHALLENGE

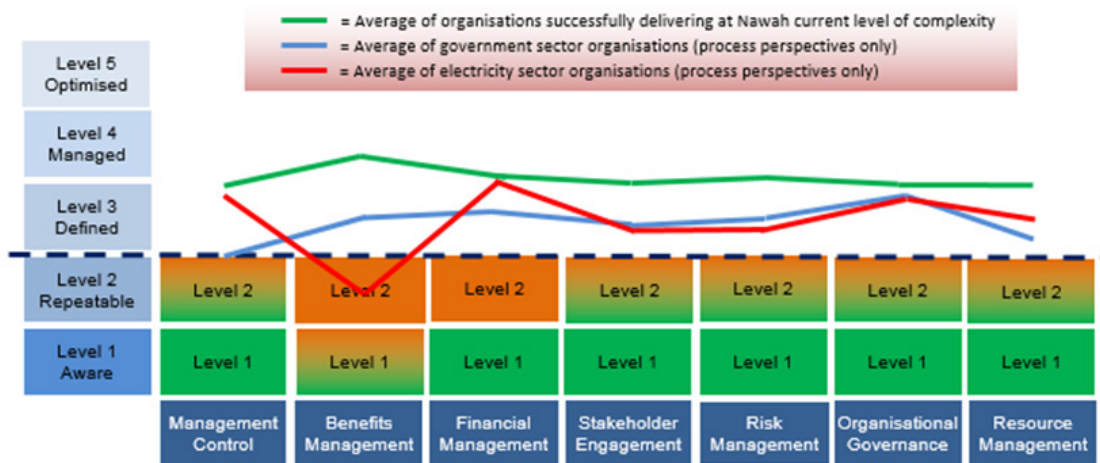
Nawah, had an initial requirement to better understand their capabilities to ensure they are able to deliver the operational readiness programme – a critical success factor in the creation of the Gulf Region's first Nuclear Power Plant. Following review of a number of models and suppliers they selected **ILX** as their delivery partner for an assessment. **ILX** Consultants have enabled the **Nawah** Organisation to refine and re-engineer their project capability and to manage their investment in development by combining the output of multiple, adjacent assessment models into a centralised, internally consistent direction.

Nawah runs a project organisation staffed by a blend of Experienced Ex-Patriot contractors and more junior Emiratee project managers. They are working collaboratively with their main contractor and delivery partners to bring the Gulf region's first Nuclear power plant online in 2017. Recent changes in the financial climate have made the effectiveness of their PMO their top priority as they are having to find significant savings in their capital budget. In essence, the Chief Executive had to make decisions about where to invest resources – in refining the project process and framework or in raising the individual competence of his team to a sustainable level.

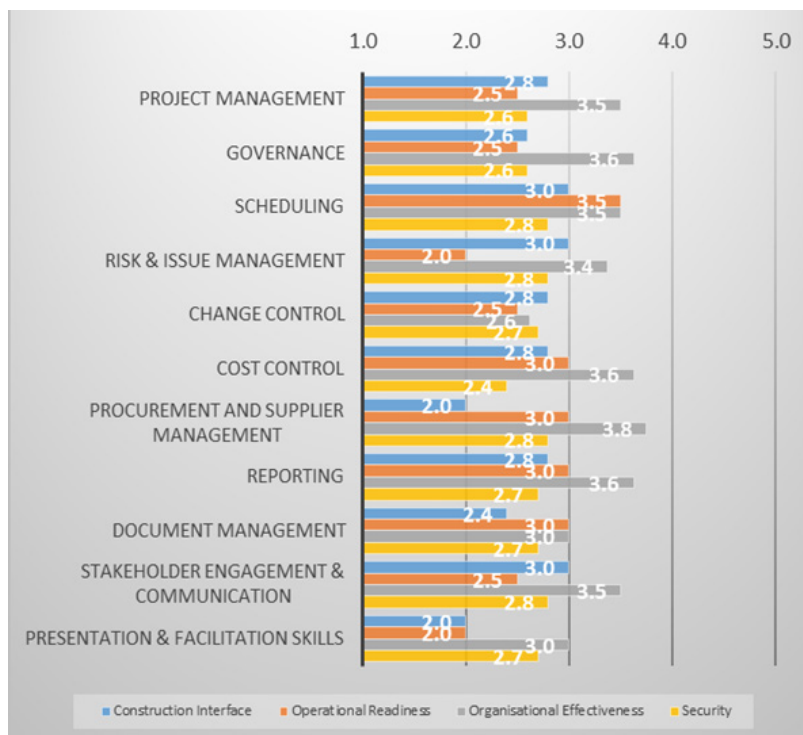
To support this business critical decision **ILX** provided an assessment of the organisation's project competence that analysed 3 vectors:

- ✓ **Process Maturity:** Highlighting strengths and weakness in project process and framework using P3M3 (version 2).
- ✓ **Project Complexity** – identifying the 'right-level' of project capability through complexity analysis of a representative sample of projects, using the Helmsman Project Complexity Scale.
- ✓ **Individual Competence:** Using the Association for Project Management's (APM) Competence Framework to assess the knowledge and experience of the resource pool across a coherent subset of 47 technical, behavioural and contextual competences. To accelerate the application of the results from this assessment the output was mapped to **Nawah's** emerging set of 17 project management competences.

The findings from this 3 part assessment are summarised below:



Project Management Process Perspectives



The analysis highlighted process areas where they were ill-prepared to deal with the level of project complexity that they will encounter. As the Financial and Benefit management areas were already coming under stress because of the region's recent shift into financial re-engineering, the assessment was able to provide unambiguous evidence that the management process in these areas were not fit for purpose. The improvement plan therefore includes deliberate prioritised action to target these specific areas.

WHAT HAS CHANGED?

The assessment of personal competence revealed to the Leadership team at **Nawah** that they have significant supplies of unacknowledged expertise in their delivery teams, distributed across their 4 portfolios. This resource was typical experienced ex-pats with the capacity to develop their colleagues through structured coaching engagement in the competence areas that are vital to the delivery of their mission. It also indicated that one of their 4 portfolios- the critical security portfolio - had consistently lower levels of competence, making it a priority for development activities.

By combining the output of these separate but aligned models, the Leadership team at **Nawah** now has confidence in the changes that it is making to the structure and personnel making up its project delivery teams as it prepares for a financially less certain future by extracting the maximum value from both workforce design and process engineering.

About ILX Group

ILX Group is the world's leading provider of Project, Portfolio and Programme Management consulting and training. We exist in order to make organisations more effective in their delivery of projects.

By combining the expertise of our world-class consultants, the quality of our classroom trainers or the excellence of our award-winning e-learning, we deliver accredited tailored solutions that drive measurable business impact.

Building on the reputation for innovation that we have enjoyed for over a quarter of a century, we are at the cutting edge of thinking in the PPM space. Learners are able to utilise our e-learning on or offline using our iPhone and Android apps. And we are among the first in the industry to embrace gaming as an effective learning tool.

For more information, please visit www.ilxgroup.com.