

Project Management Case Study

Spotlight On:

Multinational chemical, pharmaceutical, and life sciences company with approximately 50,000 employees in over 70 countries.



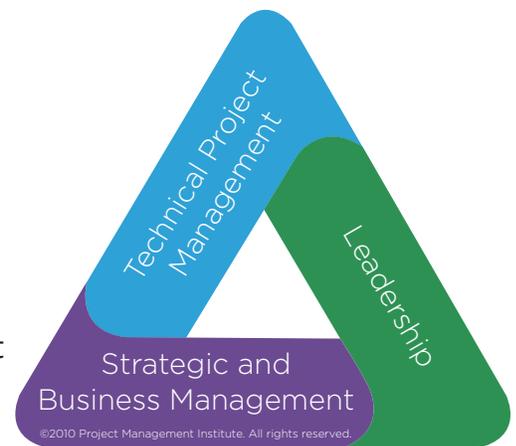
The Challenge

This large international organization operates in five continents and has major research and development centers around the world. In 2016, they invested more than € 2.0 billion in research and development.

With this much invested in R&D, employees must manage multiple projects running at the same time while challenges from internal and external stakeholders can cause problems to arise. The company needed a way to help their science-centric employees analyze these challenges and look for alternative and innovative solutions through the lenses of stakeholders to manage their projects more effectively.

The Solution

Capsim designed a two-day onsite program to train 72 high-potential R&D personnel. With the goal of improving both R&D and cross-functional productivity and developing skills needed for career advancement, Capsim used the PMI Talent Triangle to partner with the company to define a specific set of objectives: project management, stakeholder management, leadership, team and cross-functional collaboration, and internal and external impacts on decision making. These objectives touched on all three parts of talent triangle: Technical Project Management, Strategic and Business Management, and leadership.



“One of the best programs I have ever been to.”

Highlights of the program included:	PMI Talent Triangle*
Responding to realistic scenarios of project delays or prioritizations like budget constraints, regulatory constraints, and efficiency constraints.	
Simultaneously managing multiple R&D projects such as revising and adding products to meet the simulated company's strategy and the needs of the customer base.	
Negotiating with other department heads (played by Capsim) to understand stakeholder management and cross-functional collaboration.	
Understanding R&D impact on measures of success such as customer satisfaction, market share, and contribution margins.	
Understanding how decisions in R&D affect others and how decisions in other departments affect them.	
Participants received a 5-year plan for their simulated company in the form of a GANTT chart which they updated and revised as different challenges were presented.	
Individual feedback was provided to participants by HR Business Partners, who observed them during the experience. Feedback was based upon how one demonstrated the leadership competencies of the organization and their collaborative efforts within their team.	
Teams presented to senior leaders of the organization their overall experience of running their simulated company for five years including accomplishments, failures, and the specific learnings they were taking back to their jobs.	

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The Impact

The experiential program developed and implemented by Capsim received extremely high ratings from participants and senior leaders. A second installment of this program was scheduled for the following year.

As participants felt learning topics and objectives were met, comments included, “One of the best training programs I have ever been to.” Perhaps the biggest impact, and the true indicator of success, is that 2/3 of the 72 participants received either a promotion or a new project assignment within 6 months of the program.

TAILORED TO FIT

We can tailor a program to fit your needs and partner with you to lead training sessions with your employees in person, online or both. Depending on your schedule, programs can range from one to three days. **Call me today and let's get started!**

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