

Improving the Financial and Operational Management of a Professional Organization

Situation

NCR Corporation needed to improve the profitability of its Professional Services practices. Ineffective resource and contractor management, inconsistent change control, and poor P&L management were resulting in margin leakage, reducing the Professional Services organization's bottom-line contribution to the company.

Performance Solution

Managing Professional Services (PS) for Results is a four-day, instructor-led program designed to train Professional Services management in the fundamentals of financially and operationally managing the PS business. The target audience for the course is NCR's PS Managers who have a direct responsibility for PS business results. The course was initially developed and piloted in August of 1998 and has since been deployed to 450 managers worldwide.



"I have been working with Valerie Norvell, principal of Vantage, for the last four years. My first exposure to Valerie and her company was when she project-managed the design of a Professional Services Management Training program. She provided the expertise and guidance needed to determine the content required to change the behavior of our management team. She was able to interview our subject matter experts and apply that knowledge to courseware. She then developed the content. She also recommended delivery techniques that enhanced learning. Her materials included appropriate measurements so we could determine the success of the program. Her reputation with this project enabled Vantage to obtain additional contracts with other NCR departments, and I have received nothing but good feedback from people that have used their services."

Fred Court
Teradata Solutions Group
NCR

Results

Vantage Performance Group conducted a follow-up training evaluation to determine the effectiveness of the solution. Overall, the evaluation responses show that the *Managing PS for Results* program did provide learning that was transferred back to the job to produce significant business impact. A summary of each evaluation level is shown below:

Level 1: Program received 4.15 on a 5.00 scale (where 5.00 is the highest rating).

Level 2: Increased average participant knowledge by 26.55 points.

Level 3: All respondents felt they had been able to apply their learning from the program back on the job to some extent; 63% of respondents were able to apply their learning on the job to a large extent or a great extent.

In addition, 37% of respondents felt they had improved their performance to a large extent or a great extent as a result of the training; another 46% felt they had improved their performance to a moderate extent as a result of the training.

While not all activities were seen as equally important, participants did feel that the overall program had strong relevance to their job as evidenced by the 94% who recommended the program be taken by other NCR employees with similar job responsibilities.

Level 4/5: After the program costs had been recovered, NCR received an estimated \$9.40 return for every dollar invested in the program.