

## CASE STUDY



## Goliath Needs A Hand

When a company hires an internationally known systems integrator to tackle a very large project, the price can seem high. For this company, the price seemed too high. But rather than downsize the project or walk away, the company decided to cut corners, leading the systems integrator to understaff the project.

We became involved when it became apparent that one of the integrator's project managers had backed his project into a corner. His project was running two months late and, for reasons of both politics and expertise, the only course of action he saw was to keep going. We recognized the risk in that course because other coordinated projects were finishing on schedule, and their key staff, committed elsewhere, would soon be leaving. Effective system integration required participation by staff from all projects, and that was now in doubt. In addition, those integrator staff who could wait out the delay would be getting paid at a high rate for as long as two months while waiting for his project to finish. This was an emotionally charged situation where tempers were short, stakes were high, and the combination of project and financial risk was unacceptable.

### Client Benefits

- Cut two months from lagging big-ticket outsourced systems project
- Avoided significant additional financial cost and project risk

We helped rescue this project by persuading the integrator's project manager to face up to reality. We used coaching and project management techniques to help him devise a plan that turbocharged his project – with staff borrowed from other projects and with brand new staff – so he could make his deadline, which he did. Estimated cost avoided: \$100,000 - \$300,000.

**Cultivating Creativity, LLC** uses the techniques of creative leadership to help companies increase their increase their ability to perform and adapt. We consult with executives and entrepreneurs, blending strategy, collaboration, and creativity to restructure project portfolios, improve team and leader performance, articulate vision and values, and resolve interpersonal conflicts. We focus on effectiveness and adaptability by stimulating innovative thinking and removing systemic obstacles to innovative practice. Our success is based on an approach that integrates forty years' experience in project management, conflict resolution, product development, and the performing arts.