Multi-Craft Contractors Standardizes Project Management Processes

Scott Barrows had growing pains. The COO of Multi-Craft Contractors (MCC) saw the potential for growth, but he knew he needed to sharpen MCC's edge in the highly competitive industrial construction landscape. With over 700 employees in two locations and eleven divisions, managing construction projects across divisions was becoming increasingly difficult. A core problem was that each division handled the project management (PM) function differently. Some had extensive PM experience. Some had none. Each used their own PM tools, processes, and language. When divisions were required to join forces on a job, this gap inevitably led to inefficiencies, miscommunication, and frustration.

To pull ahead of the competition, Barrows needed to build consistent processes and get divisions on the same page. Barrows tasked Anthony Willis, Coordinator of Recruitment, Retention, and Employee Development, to develop a PM training program. "We requested a proposal from four different universities," Willis said.

RefineM partnered with Ozark Technical Community College (OTCC) on the winning bid. The other proposals included programs taught by highly experienced PhD-level trainers, but "at the end of their instruction, they gave a test and walked away. RefineM's proposal was different," Willis said. "The presentation focused on business improvement and return on investment. What's more, the approach was 'I'm gonna tailor this for you, teach it to you, and if you want me to, I'll be a partner with you.'"

Barrows was also impressed with RefineM CEO, NK Shrivastava. "NK is very knowledgeable. For every question, he not only had an answer, but a good answer."

RefineM conducted a methodical evaluation of MCC's initial capabilities, including interviews with each of MCC's division leadership groups, and synethized that input into a set of cohesive processes. This formed the basis for a tailored training program that included multiple courses aimed at different levels within the company. The primary training was an in-depth two-day course targeting the people directly engaged in project management, including division managers, estimators, and foreman. A second one-day course targeted those who worked directly with project managers on PM tasks. A third two-hour course provided an introduction to PM for the rest of the company.

Feedback was highly positive. "NK's depth and breadth of project management and leadership knowledge allowed him to quickly focus on our diverse group of specialties, and connect professionally with our employees. His intervention dramatically changed our project management processes," said Willis. "In the places where the tools and training have been implemented, we're seeing more efficient management of projects that's leading to better use better management of resources, and I think in the long run it's going to lead us towards more projects that are done on time under budget."

Barrows was also pleased with the choice. "We liked their flexibility. NK didn't try to sell us what he had in a box. He focuses on real business needs."

""We liked their flexibility. NK didn't try to sell us what he had in a box. He focuses on real business needs."

- Scott Barrows, COO, MCC

Client Results Summary
MCC needed to develop consistent project management processes across multiple locations and divisions to sharpen its competitive edge. RefineM was chosen to develop a set of project management processes and unroll tailored training across the organization. Early results include better management of resources and more efficient management of projects.

About RefineM LLC
RefineM helps organizations turn their project management capability into a competitive advantage by carefully listening to needs, helping to implement highly optimized project plans, deploying simple but effective tools and techniques, and training and mentoring project managers and teams.

Contact@RefineM.com
www.RefineM.com