

Case Study 6: Scaling a Software Development Company

Context:

A rapidly growing UK software development company had tripled in size over three years but failed to mature its systems and processes to support this scale.

Challenge:

Initial attempts to establish a Project Management Office (PMO) had created additional problems rather than solutions. The Operations Director and PMO team faced conflicts about improving business practices to deliver on budget with quality improvements.

Approach:

We adapted key components of our leadership programme to address the PMO and scaling challenges:

- Implementing a targeted Launch Session to establish leadership context and alignment
- Applying Workshop 1 (Shaping the Future) methodologies to clarify strategic priorities
- Using Workshop 2 (Accelerating People Performance) approaches to reform the PMO team structure
- Establishing action-first application projects that delivered immediate process improvements
- Creating a sponsor engagement framework that clarified CEO expectations
- Progressive team dialogue and accountability activities to enable honest dialogue about dysfunctions in the team and address non-productive behaviour

Outcome:

The intervention established clear accountability and alignment, enabling the PMO to effectively support the organisation's continued growth while maintaining quality and budget discipline.

