



## **The Trusted Advisor – a service from iPa Consulting Ltd**

The value of independent directors on boards is widely recognised which is why they are now the norm. Independent project board/steering group members offer the same benefits so consider the value of independent advice direct to you on key projects and programmes. Your projects may have become more formal but receiving more information is not the same thing as receiving more insight. We have seen many projects that have filled out all the templates yet have still failed. During our 30 years as strategy implementation consultants we have performed many project reviews and project rescues. We considered promoting our project rescue experience but we chose to do something more useful instead – to help avoid the need for rescue.

A common factor in projects we have rescued is that project boards failed to ask key questions and hold project managers, vendors and others to account. They didn't question the jargon, they accepted excuses for delays and non-delivery without digging deeper. No one wanted to be the one to ask the dumb question. The real problem is this:

**Who will say “the Emperor has no clothes”.**

We introduce a service to reduce your risk and to provide project owners with a greater level of confidence. iPa Consulting is willing to say **“the Emperor has no clothes”** when required. To achieve this iPa will provide you with an independent Certified Management Consultant (CMC) to sit on your project board and advise you with no focus other than the success of your project.

In 2014 the Project Management Institute (PMI) found that, globally, only 56% of strategic initiatives met their original goals and business intent. In 2012 McKinsey and Co found that, on average, large IT projects run 45% over budget and that 1 in 6 go so badly that they threaten the existence of the organisation. In 2013 KPMG New Zealand found that only 33% of projects in the previous year were completed on budget.

Project management methodologies and PMOs can significantly reduce project risk if the methodologies are well implemented and the PMO engages well with the business. They sometimes reduce but never eliminate the fear to speak out that plagues project meetings.

iPa Consulting can provide you with someone with extensive business and project experience who has no vested interest whatsoever and has no fear of limiting their career prospects in the organisation – someone who understands tact and sensitivity and knows when a quiet word is more effective than a siren blast.



We provide you with a Certified Management Consultant<sup>1</sup> to provide that external perspective. We will provide guidance, as well as an extra level of assurance to the project owner/sponsor. We will provide independent advice based on our extensive experience across sectors as diverse as health, energy/utilities, tourism, legal, manufacturing, heritage, not for profits and more. So what will it cost to gain this level of assurance and reduce your overall risk?

A typical example:

Initial establishment fee– to develop a personal overview of the project.

A fee per meeting that reflects the frequency of meetings and the scale of the project and includes pre-reading and brief discussions with project owner before and after the meeting.

Our engagement model complies with the Code of Conduct of IMC New Zealand – the Institute of Management Consultants by providing you with a clear and simple Consulting Brief up front setting out the services we will provide, our obligations to you and the timing and cost of services. The scope and cost of this service is under your control.

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<sup>1</sup> CMC "Certified Management Consultant" - The highest level of accreditation from the Institute of Management Consultants. For more information please visit <http://www.imcnz.org>