

launch

NAVIGATORS IN THE AGE OF TRANSFORMATION®

Case Study:



Project Requirements:

Aligning Internal Departments:

Launch Consulting optimized and streamlined operations to reduce redundancy and increase efficiencies.

As the Common Data Services (CDS) Team has grown, its systems and processes haven't kept pace. It needed a solution to break down siloed communication, eliminate redundancies, create consistent messaging, and drive clarity.

Launch helped them organize to solve their challenges.

The work the CDS team does is vital to the success of Microsoft and has grown significantly over the years. With the tremendous growth there is an opportunity to evaluate the current state of the team's processes and routines, identify areas of improvement and implement changes that would benefit the overall team. Thus, Microsoft CDS had a need for a Project Management Office ('PMO').

- Identify performance differentiators
- Create a consistent coaching language
- Develop an educational roadmap
- Empower an agile workforce



Launch's Solution:

Launch conducted hundreds of observations of sales representatives. This information was analyzed in order to identify competencies and behaviors that differentiate performance and departmental function, reduce redundancy and create the potential for over \$60 Million in additional revenue.



Bringing in the PMO was a huge help in opening our eyes to all the gaps in communication and the duplicative efforts that had become the norm in our long-standing project

Microsoft CDS Director

A Human Approach: Cultural Fluency

Our goal at the beginning was to take a human-centered approach to arriving at real solutions, where we learned as much as we could about internal processes and used an empathetic approach to understanding the culture, values and day-to-day activities of employees and leadership. Our fluency with Microsoft helped us quickly learn the terminology and express empathy for employees and their stakeholders. We combined our deep understanding of internal processes with an analytic approach to provide the best recommendations.



Project Results:

66

HOURS PER WEEK SAVED
54 meetings reduced to 43
multiplied by # of attendees



CLIENT HOURS SAVED
Increased Content Usage and
Reduced Redundancy



NEW COMMUNICATION CHANNELS
of new channels opened

Approach:

Launch assessed the team's overall needs and identified opportunities in the following areas::

People

- Roles and responsibilities with team alignment
- Communication (internal and external)
- Coaching and team level set

Process

- Roadmap and intake
- Prioritized documentation needs and action plan
- Consistent onboarding

Action/Support

- Define new team structure
- Communicate roles/changes that will be coming on the team

Solution:

To address the current state of the team's needs, Launch proposed creating a Project Management Organization and helped them take these steps to address critical issues.

1. Created a standard communication plan to streamline current inventory of communications to be efficient, effective and purpose driven
2. Created a Roles and Responsibilities Document to provide accountability for delivery of work products and reduce misunderstandings on roles.
3. Work intake form collaboration

4. Create a high level roadmap for the project/program
5. Capacity planning
6. Create and update documentation
7. Identify any single points of failure: make resource document what they know. Identify a resource to do the work with SPoF to mentor (not do) the work.
8. Hire a full time Program Manager/Sr PM
9. Identify Best Practices & how we can use tools/ processes across the company for efficiency

Real Life Outcomes:

Launch gave the PMO a quick start through a 4-part workshop to create the foundational documents that help run a healthy project team:

RACI

- Roles within the team
- Responsibilities to execute the work
- Accountability for the task
- Who is responsible, consulted, and informed
- Assign roles to names

Communications plan

- Define a current state communications plan
- Review and ensure the plan is efficient and complete
- Ensure key Rhythm of business is defined

Stakeholder analysis

- Internal and external team members and the engagement of the team

Risk & issues log

One place to document and track issues and risks of the project

About Microsoft:

The mission of Microsoft is to empower every person and every organization on the planet to achieve more.

About Launch Consulting:

Founded in 2005, Launch is a veteran-owned company that takes a people-first approach to solving complex technology problems with innovative solutions. With over 500 technology leaders, designers, and engineers, they consistently push the boundaries of commonplace.

Core Practice Areas:

Human Experience Design, Data Platform, and Cloud -- seamlessly combined by a Technology Concierge team to craft the transformative approach so often marketed but rarely delivered. Based in Bellevue, WA, they have regional offices in key markets across the nation, including Dallas, San Francisco, and Washington D.C.

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