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BENEFITS FIRST APPROACH

UNLOCKING SUCCESS THROUGH COMPLEXITY

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delivering **business change** using **portfolio, programme** and **project** management solutions **tailored for you**

THE WORLD IS COMPLEX AND UNCERTAIN

We are living in a time of great change.

To survive and thrive, organizations must successfully deliver changes that benefit stakeholders at increasingly rapid rates.

V
VOLATILITY
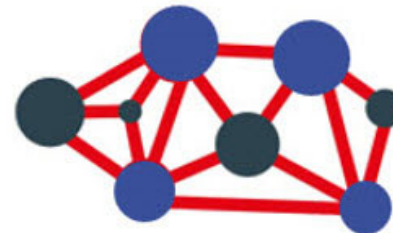Speed, nature, size and volume of change

U
UNCERTAINTY
Lack of trends or patterns to base decisions on

C
COMPLEXITY
Multiple key decision factors to consider

A
AMBIGUITY
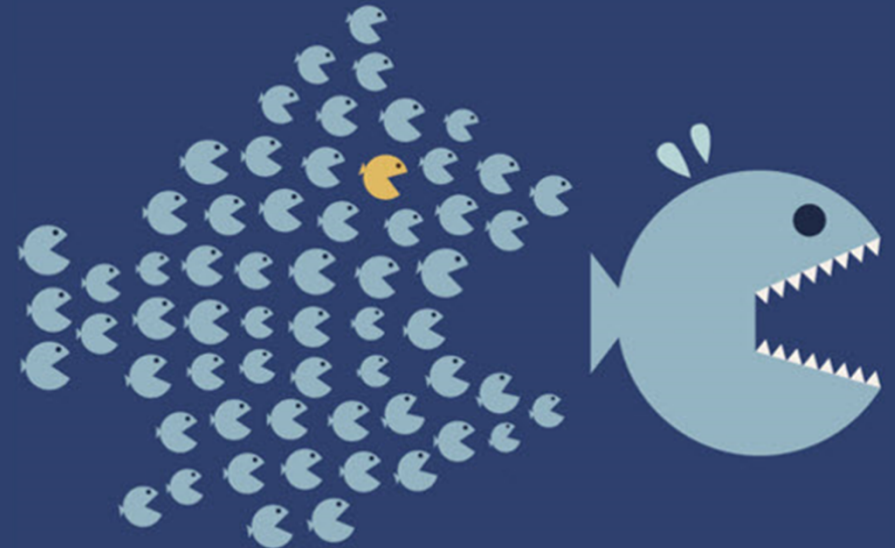Multiple, equally valid interpretations to consider

Slide

WE ARE OPERATING IN A NEW ERA

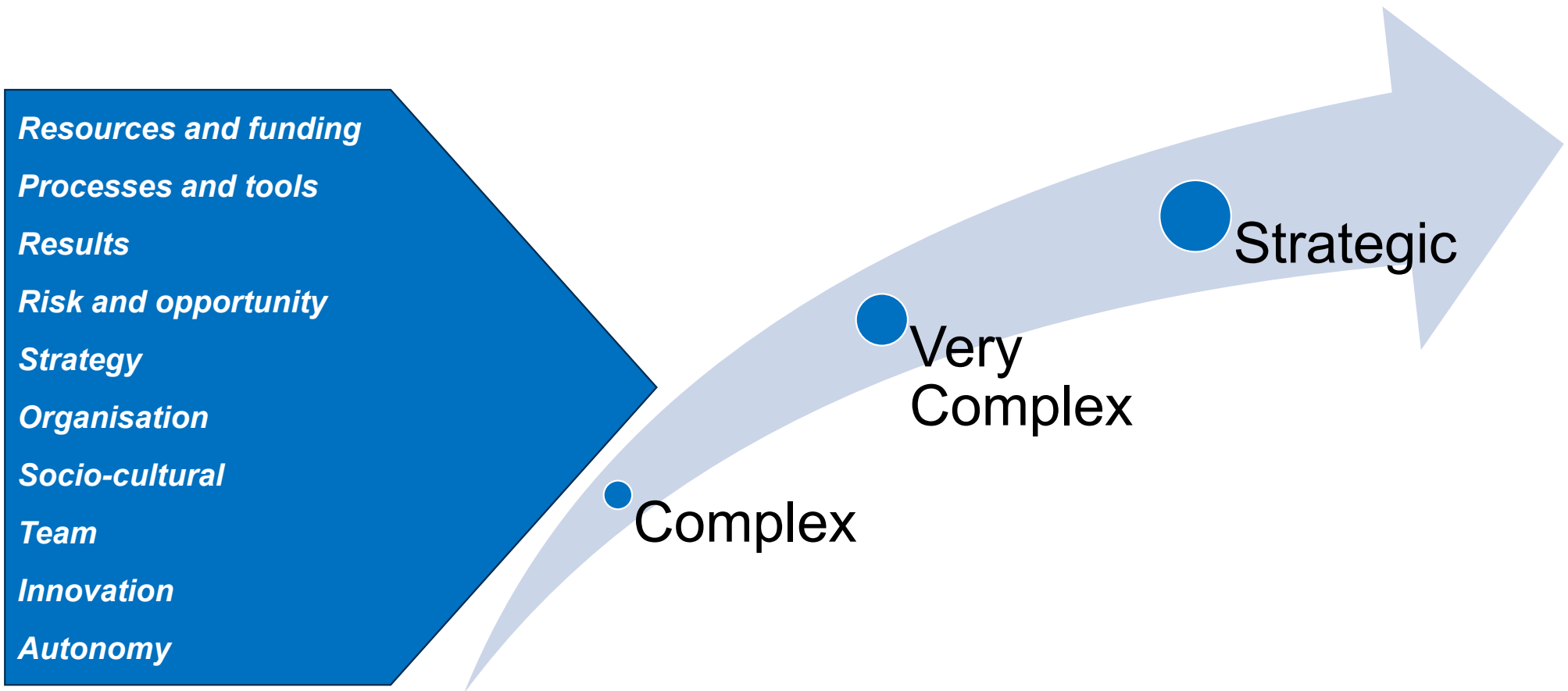Yesterday the **big fish** ate the **small fish**

Today the **fast fish** eat the **slow fish**

Quote by: Klaus Schwab, Founder and Executive Chairman World Economic Forum

THE CONTINUUM OF COMPLEXITY

Resources and funding

Processes and tools

Results

Risk and opportunity

Strategy

Organisation

Socio-cultural

Team

Innovation

Autonomy

Complex

Very Complex

Strategic

PURPOSE DRIVEN CHANGE STARTS WITH A VISION

The desired future state of the investing organization(s) after the programme is completed

- An outward-facing document

- Needs to be understood by everyone

- Created at the start of the programme

- Should not include timings

- Inspiring to stakeholders

- Aligned with strategy

- High level statement that will drive benefits

- Outlines the bigger picture

QUESTION

Group Activity

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WHAT PROJECT INFORMATION DO YOUR EXECUTIVES FOCUS ON?

BENEFITS ARE KEY FOR ANY P3M INITIATIVE
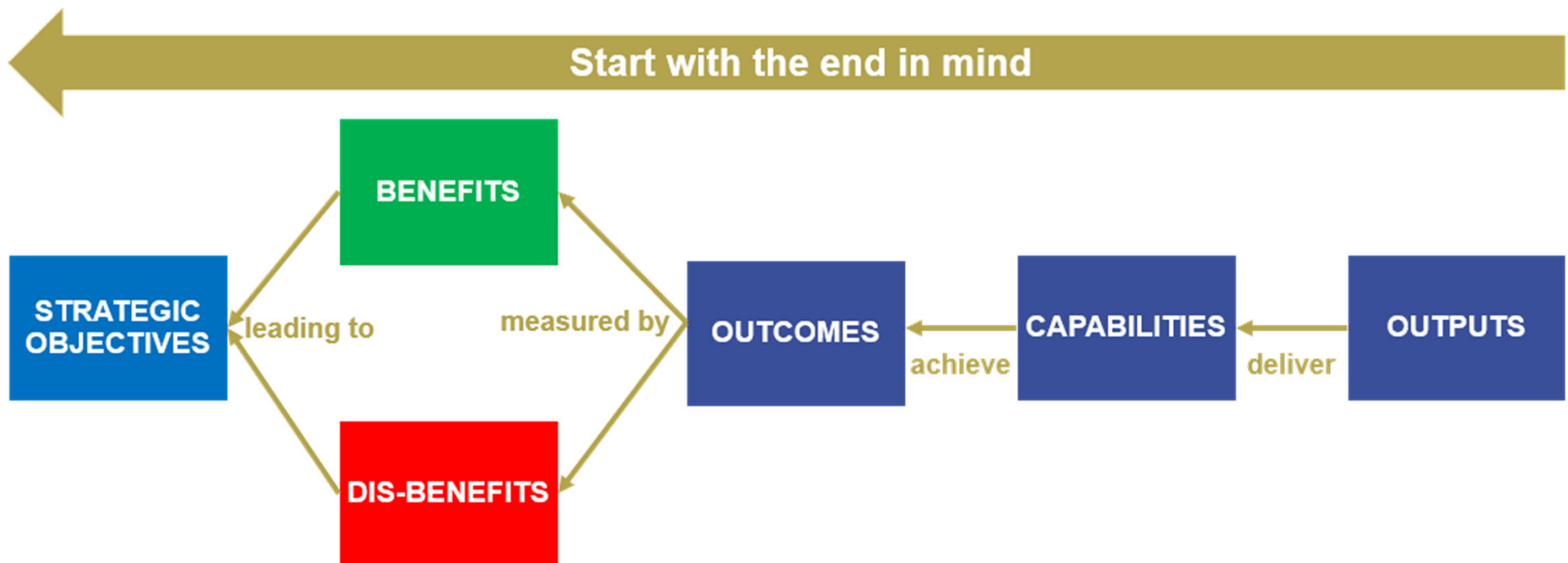
Benefits should be:

- Greater than the investment in the project

- Identified for all stakeholders

- Prioritised to select the quick wins

- Planned over time

- Sustained and tracked

- Realised and measured

- Celebrated and success recognised
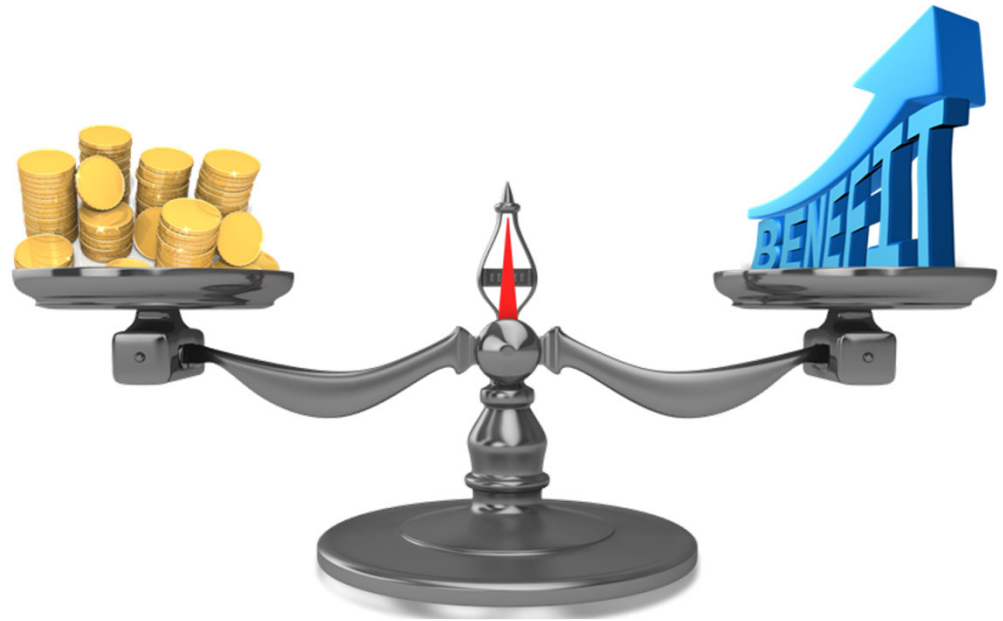
**Are these steps actively implemented in your organisations?**

BENEFITS SHOULD BE MAPPED AND PLANNED

Benefits drive complex projects and programmes, the technique shows the key relationships between the strategic objectives and the outputs
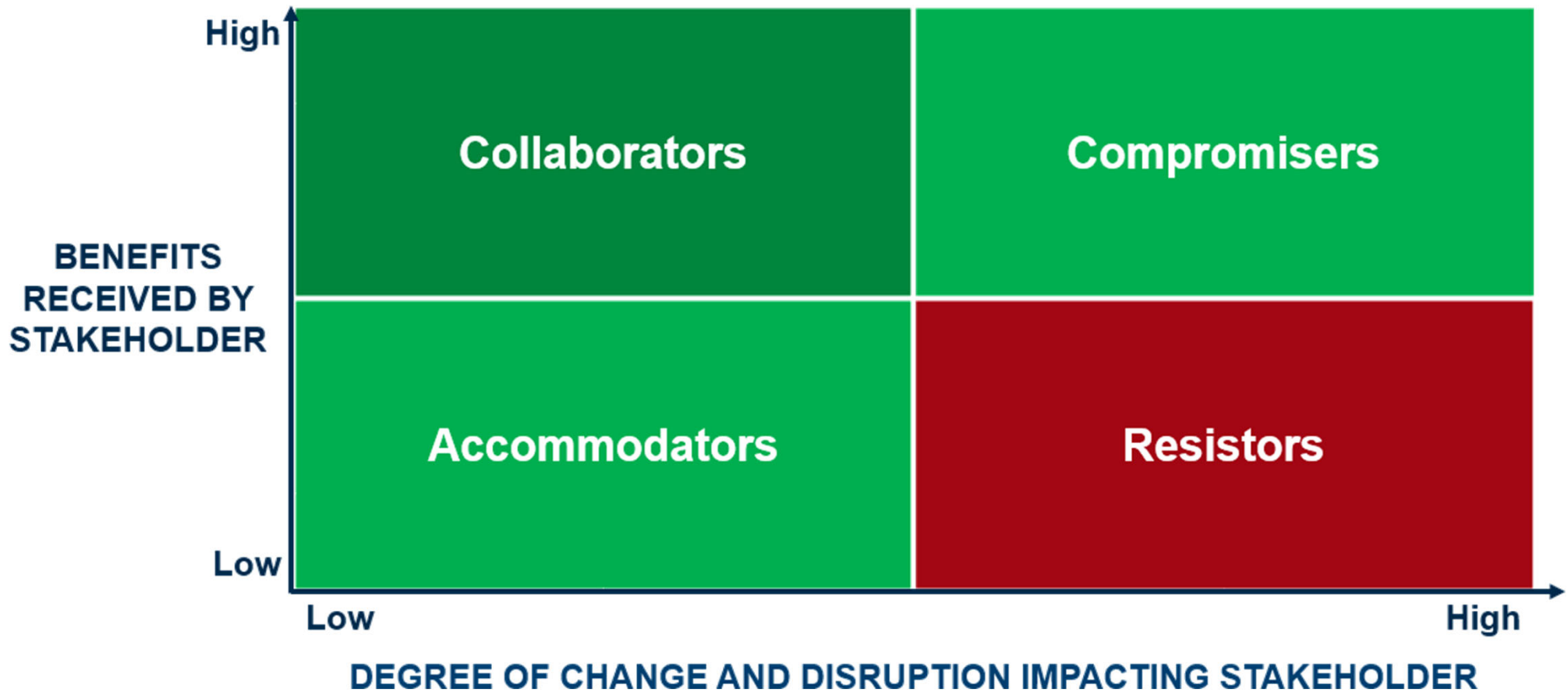
Start with the end in mind

BENEFITS

STRATEGIC OBJECTIVES — leading to — measured by — OUTCOMES ← achieve ← CAPABILITIES ← deliver ← OUTPUTS

DIS-BENEFITS

PRIORITISE BENEFIT DELIVERY

Benefits prioritisation is key to the successful delivery of a complex project or programme, In todays world "Quick Wins" are essential
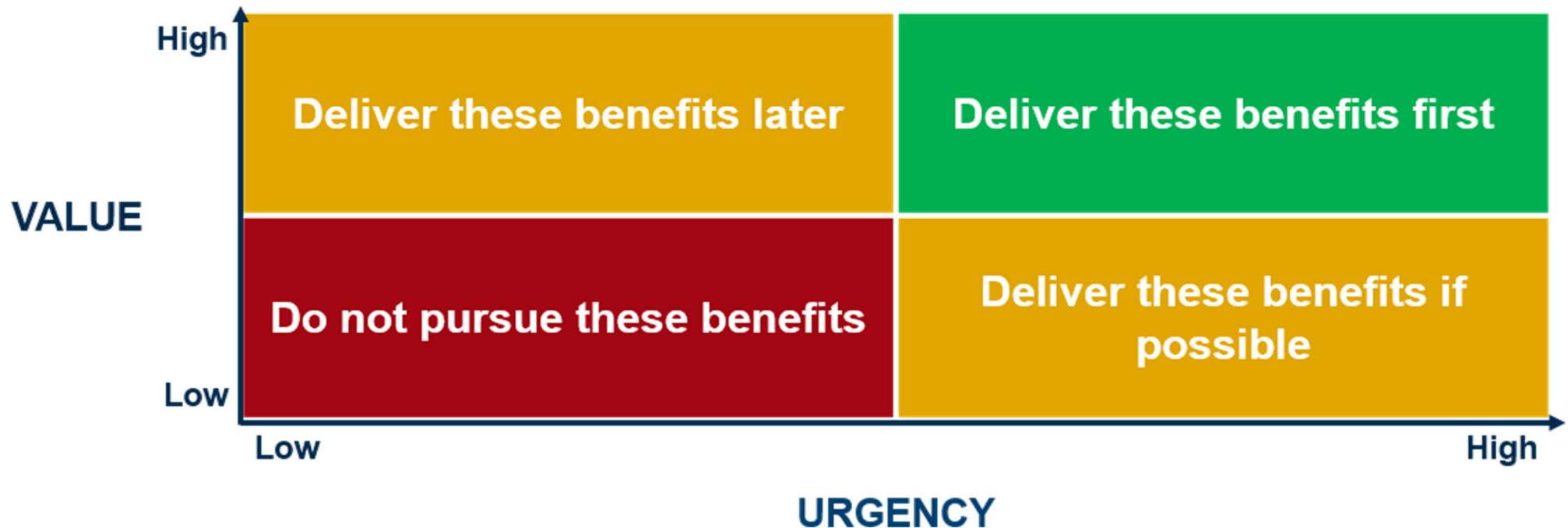
ALIGN THE BENEFITS WITH THE STAKEHOLDERS

ACTIVELY PLAN AND TRACK THE BENEFITS

- Validate the benefits forecast

- Prioritise benefits

- Manage transition activities

- Select appropriate benefit measures

- Manage benefits threats and opportunities

- Plan effective stakeholder engagement and communications

- Baseline a Benefits Management Plan

- Track throughout the project or programme

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DEVELOP A TARGET OPERATING MODEL

- Understand the current operating state of the organisation you are seeking to change

- Map out the future state that is required to be present at the end

- Undertake a gap analysis to help design the projects (or sub-projects) and their scope in bridging the gap

- Prioritise those projects / sub-projects based on quick wins and stakeholder benefits

DESIGN THE FUTURE TARGET OPERATING MODEL

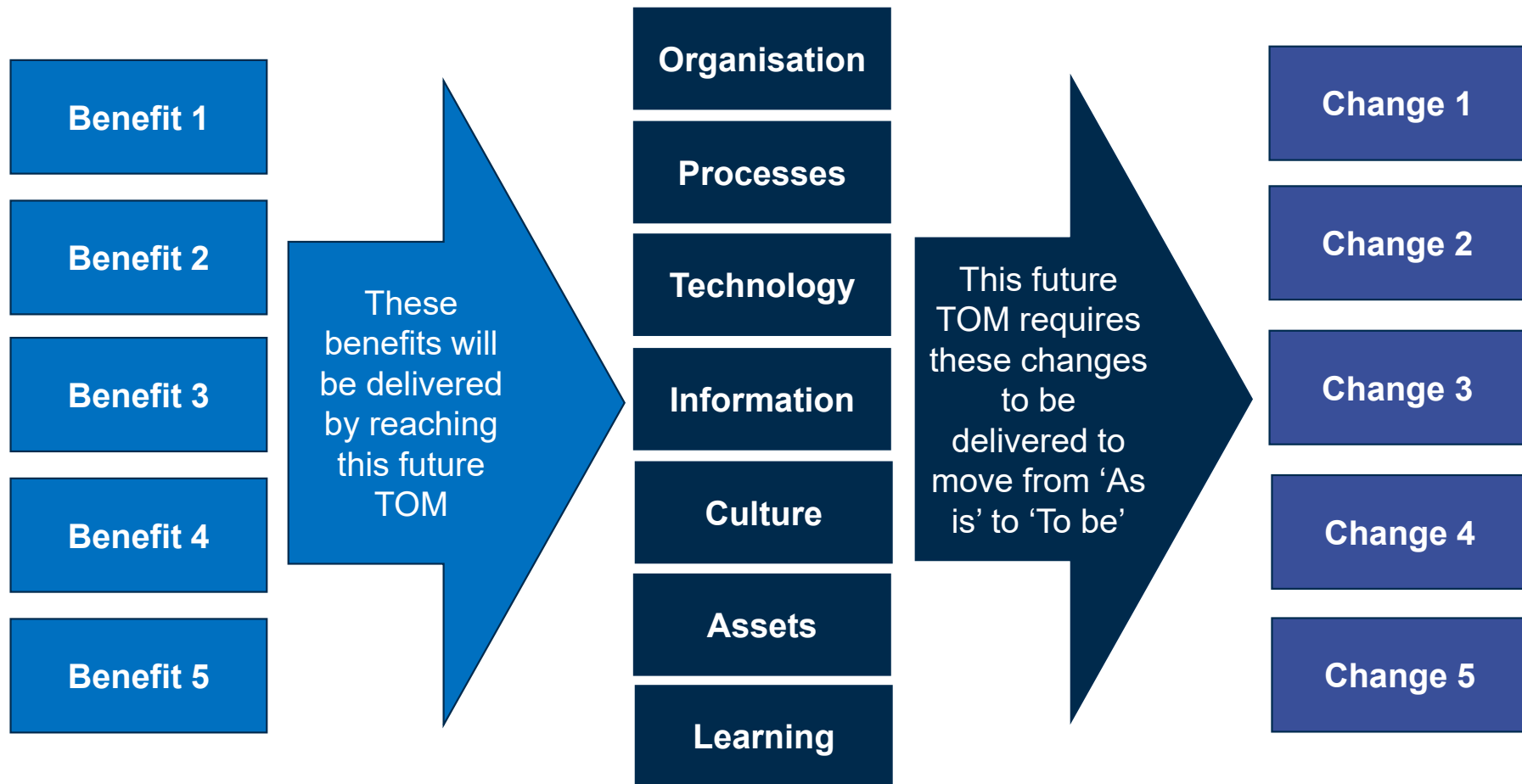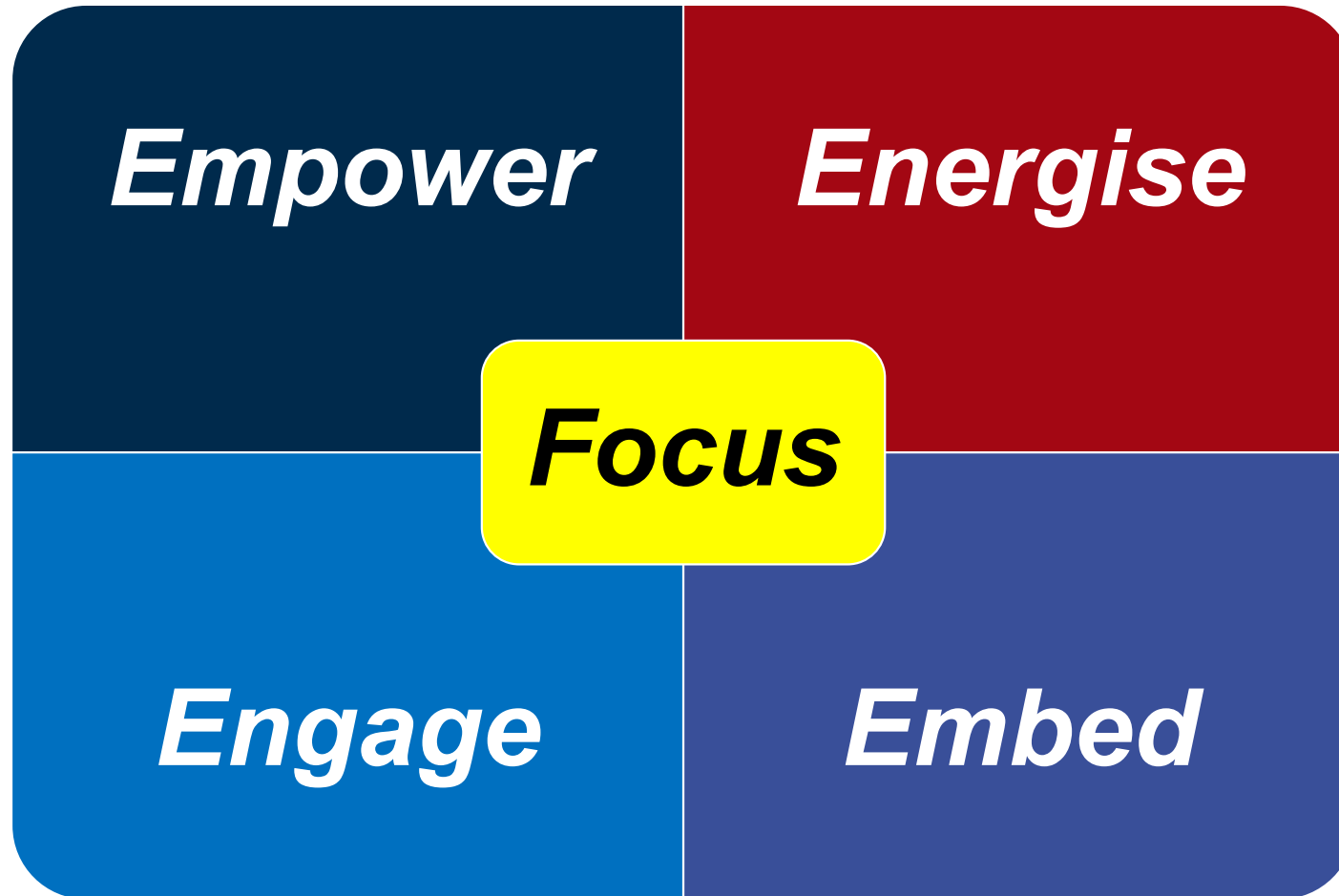|	
Organisation	• What will the future organisation structure need to be?
Processes	• What will the future process flows be?
Technology	• What technology will be operated in the future?
Information	• What information will be used to manage the future state?
Culture	• What is the desired culture in the future?
Assets	• What is the required future infrastructure?
Learning	• How will the future operation learn and develop?

Based on the prioritised benefits for stakeholders

MAP THE BENEFITS TO THE TOM AND THE CHANGES

Benefit 1

Benefit 2

Benefit 3

Benefit 4

Benefit 5

These benefits will be delivered by reaching this future TOM

Organisation

Processes

Technology

Information

Culture

Assets

Learning

This future TOM requires these changes to be delivered to move from 'As is' to 'To be'

Change 1

Change 2

Change 3

Change 4

Change 5

DELIVER THE CHANGES

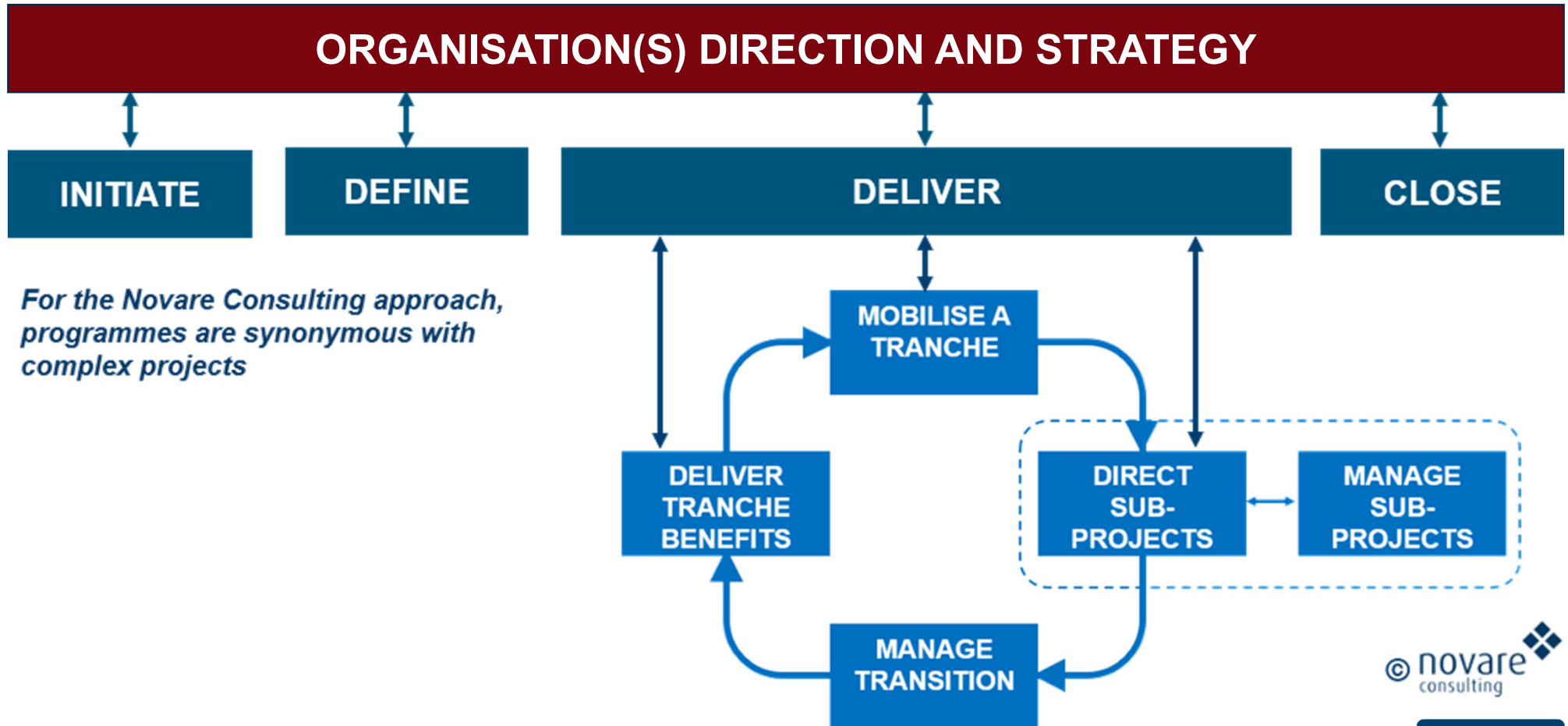**Empower**

Energise

Engage

Embed

Focus

REACH A LANDING POINT AND ADAPT

- Stabilise benefits realisation

- Look at the changing context – SWOT or PESTLE analysis

- Apply contextual changes to reprioritise the next wave of benefits

CHANGE DELIVERED

ADAPT

NEXT BENEFITS PRIORITISED

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THANK YOU – ANY QUESTIONS?