

Benefits Realization

Delivering Change Projects Successfully

Two Day Course (9:00am to 5:30pm)

Length: 14 Contact Hours (PDU's)

An advanced workshop bringing together two management concepts that have developed in rather separate domains; Change Management in the organizational development arena and Project, Program & Portfolio Management (P3M). We will explore practical ideas to align Projects & Programs with organizational strategy and successfully transition results into operations that actually realize benefits.

Workshop Focus:

- Concepts of Benefits-led change, “starting with the end in mind”
- Concepts of Change Management
- Responsibilities for Benefits Realization throughout the “Change Life Cycle Framework”
- Techniques for valuing Project Investments
- Demonstrate how to provide an end to end context for Change to be established and maintained
- Integrating Benefits Realization into Project delivery

Overview

The proliferation of standards for Project, Program and Portfolio Management has grown considerably in the 21st Century and with it the certification programs to confirm you understand them. Yet we still read of “Project Failures” and poor results from our “Change Programs”, so where are we going wrong?

With a focus on realizing benefits, this course will focus on some common sense approaches that will help you make a successful journey from a “Current state” to the desired “Future state”. Whilst there are many published approaches, they do share a fair degree of commonality in terms of a “Change Life Cycle Framework” and good practice for “Benefits Realization Management”.

We shall illustrate how Benefits Realization is more than just another dimension of P3M. The benefits should be the driver from initiation through to integration, into business as usual (BAU) and beyond. Who is responsible for delivering benefits is another challenge, so we will discuss who needs to take ownership for the investment and confirm that it actually gives the company value.



Who Should Attend

Benefits Realization is relevant to anyone with an interest in ensuring the best use of stakeholders investments and optimizing the delivery of change initiatives, including:

- Program/Project Managers and Change Leaders seeking to deliver real benefits
- Senior executives responsible for delivering value for money from the organization's investments in change and achieving the organization's strategic objectives
- Program and project sponsors, project board executives and people in project/program/change management roles responsible for delivering change initiatives
- Portfolio managers and PMO's responsible for managing the organization's portfolio of change

Course Overview

P3 Management Concepts

- Evolution of P3M and Change Management
- What is a "Successful Project"?
- Benefits Management concepts and the case for doing it!
- Who's role is it to "Realize Benefits"?

Change & Benefits Management Concepts

- The Change Curve
- Kotter's Eight Stages of Change Management
- Lewin's Three Step Approach
- Change Life Cycle Framework – PMI
- Benefits Management Cycle (Five practices) – APMG
- Program Benefits Management (Five domains) – PMI

"Starting with the end in mind"

- Benefits-led change
- Benefits Mapping
- Valuing Benefits
- Quantifying Investments – Benefits & Costs
- Preparing Benefits Documentation
- Business Case guidance from PRINCE2
- Roles & Responsibilities – Who's going to do this?

Benefits Realisation

- Choosing which benefits to measure
- Benefits Register
- Tracking and Reporting
- Benefits Transition & Sustainment

Benefits of Attending



Organizations invest in Change Programs to realize benefits. Despite this, many reports from professional bodies, audit agencies and academic research show that organizations still struggle to demonstrate return on investments.

Taking this course will help you develop an appreciation of what Benefits Realization entails, the case for doing it, and some common misconceptions that can limit its effectiveness in practice. You will have increased confidence in a "Change Life Cycle Framework" that ensures benefits are the focus of project investments.

Delegates will also receive the PowerPoint slides and a copy of;

"Managing Change in Organizations: A Practice Guide " Author: PMI