

# Benefit Realisation Management

Benefit Realisation Management Fundamentals of benefit realization Benefit Realisation Management Project Management Unleashing the Power of Benefits Realisation Management Practical Benefit Realisation Management Project Benefit Realisation and Project Management Benefits Realisation Management Benefits Realization Management for PMO Practitioners Benefits Realisation Management Benefits Realisation Management Second Edition Benefits Realization Management Benefits Realisation Benefits Realisation Management A Complete Guide - 2020 Edition In Finsia Benefits realisation management Second Edition Benefits Realisation Management Strategy A Complete Guide - 2020 Edition Benefits Realisation Management A Complete Guide - 2019 Edition Benefits Realization Management Success Determinants of Benefits Realisation Management Mr Gerald Bradley Gerald Bradley Gerald Bradley Ofer Zwikaël Charles Crawford Jagjivan; Green Matharu (Mike) Raymond C. Young Stuart Wilde Carlos Eduardo Martins Serra Gerardus Blokdyk Gerardus Blokdyk Rasmus Rytter Gerardus Blokdyk Gerardus Blokdyk Gerardus Blokdyk Gerardus Blokdyk Carlos Eduardo Martins Serra Pauline Sehlabela

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the first edition of gerald bradley s benefit realisation management quickly established itself as the definitive practical guide to using measures to track performance throughout the life of a project or programme enabling organisations to eliminate wasted investment realise more benefits and realise them earlier the second edition takes you step by step through the benefits realisation process explaining along the way how to define your projects and programmes by mapping the benefits produce a convincing and accurate business case communicate the benefits and get all your stakeholders on board agree the measures you will use to encourage the desired behaviours to monitor progress and to assess the ultimate success of the project or programme use the benefits realisation approach to understand and address the human aspects of the project including resistance to change training needs and new ways of working integrate this approach into your organisation s culture and systems the second edition includes expanded guidance on benefits realisation for portfolio management and includes revisions to the original text along with additional case study examples the text of the latest edition is now printed in four colour which make the detailed and varied benefit maps throughout the text immediately more striking and comprehensible the benefits realisation management methodology fits closely with

existing programme and project management approaches such as msp and prince 2 making it appropriate for both public and private sector environments if you are investing heavily in change management it infrastructure or project working then this book is a must read that will justify its price many times over

this title provides a practical guide to benefit realization for all those who are responsible for change directors senior responsible owners sros programme managers change managers project managers benefit facilitators p3o pmo and pso managers it shows how the author s proven approach to benefits realization management brm can be applied to programmes running under managing successful programmes msp

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winner of 2020 pmi david i cleland project management literature award this book is a complete project management toolkit for project leaders in business research and industry projects are approved and financed to generate benefits project management a benefit realisation approach proposes a complete framework that supports this objective from project selection and definition through execution and beyond implementation of deliverables until benefits are secured the book is the first to explain the creation of organisational value by suggesting a complete internally consistent and theoretically rigorous benefit focused project management methodology supported with an analytical technique benefit engineering benefit engineering offers a practical approach to the design and maintenance of an organisation s project portfolio building upon the authors earlier successful book project management for the creation of organisational value this comprehensively revised and expanded new book contains the addition of new chapters on project realisation the book offers a rigorous explanation of how benefits emerge from a project this approach is developed and strengthened resulting in a completely client oriented view of a project senior executives practitioners students and academics will find in this book a comprehensive guide to the conduct of projects which includes robust models a set of consistent principles an integrated glossary enabling tools illustrative examples and case studies

unleashing the power of benefits realisation management maximising returns on projects and change initiatives is your comprehensive guide to unlocking the full potential of your organisational initiatives in this book you ll embark on a transformative journey into the world of benefits realisation management brm and gain

invaluable insights into the powerful tools and techniques that drive its success in today's dynamic and competitive business landscape the ability to effectively navigate the complexities of project and initiative implementation is crucial this book equips you with the knowledge strategies and practical insights needed to maximise the value of your organisational initiatives and realise their promised benefits with a solid foundation in understanding benefits realisation management you'll dive deep into the core tools and techniques that underpin brm from stakeholder analysis and management to risk management and change management each topic is explored in detail providing you with a wealth of practical knowledge and guidance discover how to foster meaningful relationships with key stakeholders and engage them effectively to ensure their support and alignment with project objectives learn how to identify assess and mitigate risks that may impede benefits realisation safeguarding the success of your initiatives master the art of change management leading and managing organisational change to optimise benefits realisation and ensure smooth transitions harness the power of monitoring and evaluation tools enabling you to gain valuable insights into project progress and make data driven decisions for course corrections and adjustments dive into the realm of project management software and learn how these tools can streamline and elevate your brm processes enhancing efficiency and effectiveness recognising the critical role of governance this book sheds light on establishing robust governance structures and processes to guide and oversee benefits realisation efforts you'll also explore the human factor in brm understanding the influence of individuals and teams in driving successful benefits realisation and uncovering the core competencies required for brm success this book doesn't stop there it delves into essential topics such as business process modelling data analysis tools benefits dependency mapping benefits profiling and the development of key performance indicators kpis furthermore it addresses the challenges of benefits sustainment training you to maintain and optimise benefits over the long term ethics and compliance find their rightful place in this comprehensive guide emphasising the significance of ethical practices and compliance in fostering trust and integrity in benefits realisation efforts finally gain valuable insights into emerging trends and developments that will shape the future of benefits realisation management whether you're a seasoned benefits manager a project professional or new to the world of brm unleashing the power of benefits realisation management provides you with a comprehensive toolkit to drive successful benefits realisation and deliver tangible value to your organisation by embracing the tools and techniques discussed in this book you'll position yourself as a catalyst for transformative change and drive exceptional outcomes embrace the power of benefits realisation management and embark on a journey towards maximising the value of your organisational initiatives get your copy of *Unleashing the Power of Benefits Realisation Management* maximising returns on projects and change initiatives today and unlock the full potential of your benefits realisation efforts

project benefit realisation and project management dispels the confusion between project management success and project success showing how project sponsors can govern their projects to succeed in delivering the strategic benefits originally envisaged project management success does not automatically lead to project success many large projects fail to live up to expectations with between half and two thirds of large projects either failing to deliver or delivering few strategic benefits traditional project management resources focus on delivering a project on time and on budget yet they fail to supply top managers many of whom find themselves in the role of accidental project sponsors with guidance on how to govern their projects to succeed project benefit realisation and project management the 6q governance approach bridges the strategy to performance gap by providing boards senior managers and project sponsors with the six critical questions necessary to diagnose the health of any project presenting a systematic framework developed from research cases of

successful and unsuccessful projects in various types of organisations this practical guide enables those in top management to determine if their strategy or policy is on track and to assess whether a project is likely to deliver the expected benefits the text features real world examples illustrating how concepts can be applied to different types of projects in engineering construction information technology business transformation and many others this must have guide is designed to help top managers and other stakeholders clarify the link between business outcomes benefits and strategy to evaluate where effort should be directed assess how much behavioural change is required to effectively implement strategy and realise desired benefits select a project sponsor committed to influencing key stakeholders to make necessary changes and intercede to resolve issues as they arise establish how success will be measured before a project begins to gauge sponsor commitment and ensure project goals are not changed to match whatever is achieved ask if the right culture is in place to ensure all relevant information is being reported determine teams ability to adapt and change plans in response to issues arising in the project monitor if the project is on track to realising the benefits and have a process in place to cancel failing projects project benefit realisation and project management the 6q governance approach is an indispensable volume for board members project sponsors project advisors and those in senior positions who find themselves in the role of accidental project sponsors

stuart undertook formal benefits programme and portfolio management training and has been employed as a benefits manager in projects programmes and portfolio offices p3os and in service bau teams in public and private sector organisations since 2014 it took stuart time to implement effective benefits management despite attending formal training because there was no practical guide available there was varied and competing views on the subject and a successful approach with support from the organisation was hard to find indeed much time had been spent on circular conversations trying to understand the subject confusion and language a structured informed guide could have saved significant time and money stuart used the lived experience to inform this guide and approach so the p3os and in service bau teams can see it s practical application stuart removes the jargon gets to the point and seeks to save time so benefit managers can work effectively and at pace and develop their knowledge and skills using an accepted approach to boost performance stuart would like to thank all stakeholders who were involved either directly or indirectly for their interactions influence and exchanges and a special thank you to paul carter for his time and assistance

in the recent years benefits realization management brm has been increasingly applied and valued by organizations all around the world in this scenario there is a recognition that project program and portfolio management office pmo functions could in many cases take some additional responsibilities that could significantly strengthen their contribution to the effectiveness of the brm process this guide provides an easy to follow three step process that groups brm practices into fifteen areas of activity and will enable pmo practitioners to assume a pivotal role in the benefits realization management process and consequently in the creation of strategic value to their organizations through successful projects programs and portfolio the book splits 90 activity categories into the following 15 activity areas that are divided across 3 steps preparing planning and delivering appraisal business case definition evaluation post project review framework identification managing risks mapping metrics catalogue realisation plan reporting reviewing reviewing lessons learned strategic alignment tracking training and advising

what are all of our benefits realisation management domains and what do they do what are your key benefits realisation management organizational performance measures including key short and longer term financial measures how do we maintain benefits

realisation management s integrity how does benefits realisation management integrate with other business initiatives what are the compelling business reasons for embarking on benefits realisation management this best selling benefits realisation management self assessment will make you the reliable benefits realisation management domain leader by revealing just what you need to know to be fluent and ready for any benefits realisation management challenge how do i reduce the effort in the benefits realisation management work to be done to get problems solved how can i ensure that plans of action include every benefits realisation management task and that every benefits realisation management outcome is in place how will i save time investigating strategic and tactical options and ensuring benefits realisation management costs are low how can i deliver tailored benefits realisation management advice instantly with structured going forward plans there s no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all benefits realisation management essentials are covered from every angle the benefits realisation management self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that benefits realisation management outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced benefits realisation management practitioners their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in benefits realisation management are maximized with professional results your purchase includes access details to the benefits realisation management self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next your exclusive instant access details can be found in your book

how do we manage benefits realisation management knowledge management km who are the people involved in developing and implementing benefits realisation management how do you use benefits realisation management data and information to support organizational decision making and innovation who is responsible for ensuring appropriate resources time people and money are allocated to benefits realisation management how will we insure seamless interoperability of benefits realisation management moving forward this instant benefits realisation management self assessment will make you the accepted benefits realisation management domain authority by revealing just what you need to know to be fluent and ready for any benefits realisation management challenge how do i reduce the effort in the benefits realisation management work to be done to get problems solved how can i ensure that plans of action include every benefits realisation management task and that every benefits realisation management outcome is in place how will i save time investigating strategic and tactical options and ensuring benefits realisation management opportunity costs are low how can i deliver tailored benefits realisation management advice instantly with structured going forward plans there s no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all benefits realisation management essentials are covered from every angle the benefits realisation management self assessment shows succinctly and clearly that what needs to be clarified to organize the business project activities and processes so that benefits realisation management outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced benefits realisation management practitioners their mastery combined with the uncommon elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in benefits realisation management are maximized with professional results your purchase includes access details to the benefits realisation management self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next your exclusive instant access details can be found

in your book

this practice guide provides a comprehensive look at the topic of benefits realization in of portfolio program and project management and will help you tackle this important topic and drive more successful outcomes and better strategic alignment in your organization

realise the full benefits potential from your change projects for most managers in steering committees of pmos project management office most projects are costly in both time and money and they often only reach a fraction of the expected benefits in benefits realisation the change driven approach to project success renowned benefits realisation expert speaker and consultant rasmus rytter introduces a new approach to change projects where benefits realisation defines the design of the project and how it s led once the project s benefits have been defined the key question for the project to answer is how might we help our colleagues change their behaviour thus identifying behavioural change as the key driver of benefit realisation step by step the book guides you on how to approach both benefit realisation and behavioural change as well as explain how it builds on the project and portfolio practices or safe scaled agile framework you are already using benefits realisation also offers elaborate real life case studies and examples that show the application of the new approach to benefits realisation and change on different projects easy to use posters playbooks and facilitation guides for the most important activities and workshops effective strategies for using benefits realisation to minimise project cost compelling possibilities for executives to make far better strategic prioritization decisions based on credible data for project benefits and the real cost of change perfect for project managers change managers pmo professionals and managers using agile frameworks benefits realisation will also earn a place in the libraries of executives and other business leaders at all levels of your organisation

when will the costs be incurred and financial benefits realised what benefits have been realized since the system was implemented does the project need to deliver all its objectives and benefits to be successful how often should functional team plans be updated what needs to happen to realise the change benefit defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role in every group company organization and department unless you are talking a one time single use project there should be a process whether that process is managed and implemented by humans ai or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions someone capable of asking the right questions and step back and say what are we really trying to accomplish here and is there a different way to look at it this self assessment empowers people to do just that whether their title is entrepreneur manager consultant vice president cxo etc they are the people who rule the future they are the person who asks the right questions to make benefits realisation management investments work better this benefits realisation management all inclusive self assessment enables you to be that person all the tools you need to an in depth benefits realisation management self assessment featuring 2203 new and updated case based questions organized into seven core areas of process design this self assessment will help you identify areas in which benefits realisation management improvements can be made in using the questions you will be better able to diagnose benefits realisation management projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in benefits realisation management and process design strategies into practice according to best practice guidelines using a self assessment tool known as the benefits realisation management scorecard you will develop a clear picture of which benefits realisation management

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what tools do you use once you have decided on a benefits realisation management strategy strategy and more importantly how do you choose what role does communication play in the success or failure of a benefits realisation management strategy project for your benefits realisation management strategy project identify and describe the business environment is there more than one layer to the business environment how does benefits realisation management strategy integrate with other stakeholder initiatives how do you measure efficient delivery of benefits realisation management strategy services this exclusive benefits realisation management strategy self assessment will make you the assured benefits realisation management strategy domain adviser by revealing just what you need to know to be fluent and ready for any benefits realisation management strategy challenge how do i reduce the effort in the benefits realisation management strategy work to be done to get problems solved how can i ensure that plans of action include every benefits realisation management strategy task and that every benefits realisation management strategy outcome is in place how will i save time investigating strategic and tactical options and ensuring benefits realisation management strategy costs are low how can i deliver tailored benefits realisation management strategy advice instantly with structured going forward plans there s no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all benefits realisation management strategy essentials are covered from every angle the benefits realisation management strategy self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that benefits realisation management strategy outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced benefits realisation management strategy practitioners their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in benefits realisation management strategy are maximized with professional results your purchase includes access details to the benefits realisation management strategy self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next your exclusive instant access details can be found in your book you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example pre filled self assessment excel dashboard to get familiar with results generation in depth and specific benefits realisation management strategy checklists project management checklists and templates to assist with implementation includes lifetime self assessment updates every self assessment comes with lifetime updates and lifetime free updated books lifetime updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips

has your organization established a clear definition of benefits how do you measure your organizations performance is this a legitimate opportunity how appropriate is your benchmark figure how can projects be held accountable for benefits and outcomes this instant benefits realisation management self assessment will make you the reliable benefits realisation management domain master by revealing just what you need to know to be fluent and ready for any benefits realisation management challenge how do i reduce the effort in the benefits realisation management work to be done to get problems solved how can i ensure that plans of action include every benefits realisation management task and that every benefits realisation management outcome is in place how will i save time investigating strategic and tactical options and ensuring benefits realisation management costs are low how can i deliver tailored benefits realisation management advice instantly with structured going forward plans there s no better guide through these mind expanding questions than acclaimed best selling author gerard blokdyk blokdyk ensures all benefits realisation management essentials are covered from every angle the benefits realisation management self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that benefits realisation management outcomes are achieved contains extensive criteria grounded in past and current successful projects and activities by experienced benefits realisation management practitioners their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in benefits realisation management are maximized with professional results your purchase includes access details to the benefits realisation management self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next your exclusive instant access details can be found in your book you will receive the following contents with new and updated specific criteria the latest quick edition of the book in pdf the latest complete edition of the book in pdf which criteria correspond to the criteria in the self assessment excel dashboard example pre filled self assessment excel dashboard to get familiar with results generation in depth and specific benefits realisation management checklists project management checklists and templates to assist with implementation includes lifetime self assessment updates every self assessment comes with lifetime updates and lifetime free updated books lifetime updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips

benefits realization management brm is a key part of governance because it supports the strategic creation of value and provides the correct level of prioritization and executive support to the correct initiatives because of its relevance to the governance process brm has a strong influence over project success and is a link between strategic planning and strategy execution this book guides portfolio program and project managers through the process of benefits realization management so they can maximize business value it discusses why and how programs and projects are expected to enable value creation and it explains the role of brm in value creation the book provides a flexible framework for translating business strategy drivers into expected benefits and explains the subsequent composition of a program and project portfolio that can realize expected benefits planning the benefits realization expected from programs and projects and then making it happen keeping programs and projects on track reviewing and evaluating the benefits achieved or expected against the original baselines and the current expectations to help project program and portfolio managers on their brm journey as well as to support business managers in executing business strategies the book identifies key organizational responsibilities and roles involved in brm practices and it provides a simple reference that can be mapped against any organizational structure a detailed and comprehensive case study illustrates each phase of the brm framework as it links business strategy to project work benefits and



business value each chapter ends with a series questions that provide a brm self assessment the book concludes with a set of templates and detailed instructions to ensure successful deployment of brm

although benefits realisation management was developed and has been practised for over 20 years its adoption and implementation have been low and ineffective most organisations lack matured brm process with only 40 of projects aligned to organisational strategy matured organisations have implemented strong governance which leads to the prioritisation of projects with relevant benefits however most organisations lack this competency and hence struggle to gain acceptance on the other hand academia has focused on how benefits are established and have ignored brm adoption and implementation challenges this creates a gap between theory and practises of brm furthermore few studies focus on brm change management benefit measurement and benefit ownership and capabilities to enhance adoption and implementation thus this study explored the critical elements that enhance brm adoption and implementation within organisations a qualitative exploratory research method was adopted for this study the use of the semi structured open ended questionnaire with 14 brm experts executives programme directors and managers were interviewed the participants represented six different sectors across south africa including banking state owned enterprises soe financial services insurance consulting services and logistics the results firstly reflected that stakeholder awareness buy in and change management strategies enhance brm adoption in organisations secondly participants highlighted that brm ownership and benefit measurement are critical elements that enhance implementation thirdly benefits identification should be aligned with organisational strategy and should be supported by a feasible and viable business case fourth adequate benefit planning execution and tracking should be carried out to support brm implementation lastly brm should be associated with value management which is a well known concept and this enhances its adoption the study concluded with a brm adoption and implementation framework aimed to assist organisations to practically identify prioritise and address brm adoption and implementation challenges in organisations the study contributed towards academic literature and extended the crainfield brm framework

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