



Benefits Realisation Management – 2 Day Fundamentals Course

Cost: \$1800

Introduction

As important as the fundamentals of project delivery are, the true success of a project is not only measured on the adherence to time, cost and scope / quality.

Project success is measured on the achievement of the value proposition presented in the business case and to ensure the business has achieved a return on investment. To turn a blind eye to the benefits management process is akin to approving failure before the initiative has even begun.

The proposed benefits are the primary reason organisations undertake any initiative, so unless we can clearly articulate the benefits early on in the lifecycle, the chances of true business success become limited. There is a common misconception that the benefits management starts after the project has been completed, this is false.

Organisations may talk about benefits management, some even profess to have an appropriate benefits management practice in place, however most are in need of a capability uplift in the benefits realisation management arena.

The discipline of benefits realisation management is gaining momentum in both the public and private sector, therefore it is imperative to understand the benefits management lifecycle and be able to apply of the tools and techniques to successfully implement a pragmatic benefits management practice into your organisation.

Learning Outcomes

This course aims to provide the delegate with a complete understanding of the end to end lifecycle of benefits realisation management. You will not only come away with practical pragmatic skills which you can immediately implement into your organisation, you will have an appreciation for the value a consistent benefits management discipline can bring to your business.

You will be provided with the tools, along with the capability to competently utilise these tools in your program / project environments.

This course does not replace, nor compete with, the certified APMG International ® Benefits Management Courses, this course is not about passing an exam. Over the two days you will learn how to practically implement and manage a benefits realisation management process within your organisation. **Practical, effective skills building led by an experienced practitioner.**

By the end of this course, you will be able to:



- Competently discuss the virtues of a benefit realisation management process
- Incorporate the benefits management process into an existing program / project methodology
- Confidently discuss the importance of a solid baseline when developing the benefits
- Identify and articulate quantifiable benefits during the business case process
- Extrapolate and articulate the benefits values from the business
- Design a governance model to suit your organisation to ensure the relevant stakeholders are involved
- Develop a benefits realisation plan, including benefits profiles and a benefits register
- Embed processes into the program / project management lifecycle to ensure benefits tracking and reporting in successfully handed over to the business
- Applying a benefits management process into a waterfall and / or an agile methodology

Course Content

This course covers the following topics:

- **The virtues of a benefit realisation management (BRM) process**
 - Implementing and maintaining a BRM process is not free, however the value this will bring is far greater than the cost of application. You will learn how to “sell” the value of a BRM process, and what the prospective losses your organisation will face if they do not implement an effective BRM process.
- **How the BRM process aligns to an existing program / project methodology**
 - The BRM lifecycle runs in parallel to a program / project management lifecycle. It is more aligned to the program lifecycle than an independent project lifecycle. You will learn how to adopt the BRM lifecycle and integrate it into your existing processes.
- **Developing solid baselines**
 - A solid baseline of current business practices is imperative when implementing a BRM process. You will learn what a good baseline looks like and how to develop one, giving you the ability to impress the importance of the baseline development upon the senior management of your organisation.
- **Benefits during the business case process**
 - The BRM process starts during the development of the business case, even earlier in some instances, therefore you will learn the fundamental thought processes and tools required to identify and articulate quantifiable benefits before your project is approved to proceed.



- **Extrapolate and articulate the benefits values from the business**
 - The benefits provide an estimate of the value the business expects to receive in return for the required investment should it decide to proceed with the project. You will learn the various categories of benefits and the perceived value of each.
- **Governance models**
 - As you would expect, for any program / project process to work efficiently, specific stakeholders and governance processes are required. The BRM process is no different, therefore a distinct governance model must be applied with specific stakeholders adopting distinct responsibilities. You will learn the nature of the roles and responsibilities required to successfully set up a BRM process.
- **The benefits realisation plan**
 - The core document in developing and managing the benefits, both during the project and post project, is the benefits realisation plan (BRP). This document is initiated with a template which can be tailored to suit your organisation. The final document includes the benefits stakeholders, the governance, the baseline metrics, the expected benefits values, the benefit profiles and the benefits register which will be used for tracking and reporting of the benefits post project.
- **Embedding the BRM processes into the program / project management lifecycle**
 - As the benefits lifecycle is very closely aligned to a program lifecycle, it can be embedded into your organisational program / project management processes with very little change to the organisation. You will learn what it takes to do this effectively.
- **Benefits management process into a waterfall and / or an agile methodology**
 - The BRM process is not aligned to any specific methodology, therefore you can implement it into any processes or methodology you are currently using in your delivery of programs / projects. You will learn how the BRM process can be aligned to be effective in a waterfall and/ or an Agile environment.

PREREQUISITES

There are no distinct pre-requisites to taking this course, however you will gain the maximum value if you have a clear understanding of program and project management processes.

Who should take this course?

The intended audience for this course is:



- **Portfolio managers** who would like better understand how the benefits management process can assist with the prioritisation of project resource allocation
- **Program managers** who would like better understand how the benefits management process can drive the strategic alignment of their programs, and more clearly ascertain the value of the projects that make up the sum of their programs
- **Project sponsors** who would like better understand how the benefits management process can drive the success of their projects beyond the usual triple constraints which is more commonly reported upon.
- **Project managers** who would like better understand how the benefits management process can assist them with the prioritization of project work based on the alignment of the deliverables to specific benefits as identified in the business case
- **Business analysts** who would like better understand how the benefits management process can assist with the derivation of value against each of the business requirements

Delivery Style

This course can be delivered in a classroom style environment or in an online learning environment, where the delivery will fluctuate between theory sessions and practical workshops to embed the pragmatic use of the skills and tools provided to effectively manage the BRM process.

A case study will be worked through in a workshop environment to develop and populate the pragmatic tools provided.

The course can be delivered via a virtual medium, which is similar to the F2F environment, however the delegates will be instructed via a virtual classroom video link. This method has proven to be successful during the COVID 19 lockdown period.

Course Materials

A student manual will be provided which will contain the course slides, the case study and the relevant tools used during the workshopping of the case study.

Recommended Reading

There is no prescribed text for the course, however the materials will make reference to:

Managing Benefits by Steve Jenner (APMG International ® – first edition 2012)
Realising Benefits from Government ICT investment – a fool's errand by Stephen Jenner (Academic publishing International – third publishing 2009)
Benefits Realisation Management by Carlos Eduardo Martins Serra (CRC Press 2017)
Managing Benefits™ Foundation Workshop (APMG International ® – V2.2 Feb 2015)
The Project Management Institutes PMBOK® Guide (Sixth Edition)
The Scaled Agile Framework ® 5.0 (SAFe 5.0)



Additional Information

The course does not require any specific software nor computing devices. There is no prework required.

For more information please contact: info@pledgeconsulting.com.au