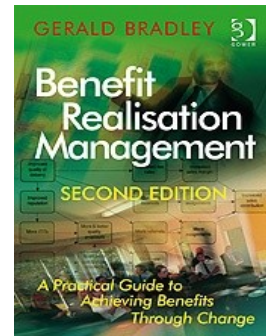


Benefit Realisation Management

Author: Gerald Bradley
Publisher: Gower

Organisations are investing at an increasing rate in projects or programmes for improving performance, introducing enabling technology, redesigning processes and managing change. There are as many non-financial as financial benefits attached to these projects and this is where they are coming seriously unstuck. You need to develop an effective set of measures to define a project's performance goals, manage the project (and fully understand its implications for ways of working) and, finally, monitor and report on progress.



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.

Contents: Preface; Part I Fundamentals and Foundations of Benefit Realisation: Today's biggest challenge; Stakeholders; Benefit realisation; Overview of benefit realisation management (BRM); Project and programme fundamentals; Some key benefit realisation management (BRM) roles and responsibilities; Planning and preparing for success. Part II The Application of BRM to Programmes and Projects: Vision and objectives; Benefits; Measures; Identifying and assessing benefit dependencies – changes; Structuring change delivery; Valuing, assessing and optimising the whole investment; The time for action – change management; Benefit tracking and reporting; Risks and issues; Governance, programme assurance and gateways; Benefit realisation management (BRM)-related documents; The benefit realisation plan (BRP); The stakeholder management strategy and plan; The blueprint; The business case; The change/benefit realisation management (BRM) process. Part III The Application of Benefit Realisation Management (BRM) to Portfolio Management: Maintaining an optimum change portfolio. Part IV Embedding Benefit Realisation Management (BRM) within an Organisation: Prerequisites – culture and leadership; Dangers of giving financial values to non-cashable benefits; How benefit realisation management (BRM) fits with other approaches; Requirements for software to support the process; Case examples; In a nutshell; Bibliography; Index.

Fundamentals of Benefit Realization

Author: Gerald Bradley

Publisher: TSO (The Stationery Office)

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).

Key features:

- To identify the issues faced by readers, whether they are Senior Managers or practitioners and make them aware of the value, scope and centrality of BRM in addressing many of these issues
- To lay the foundations for effective benefit realisation introducing the required mindset changes
- To describe the most conducive environment for effective benefit realisation - culture, organisation, governance, roles and responsibilities
- To consider the application of BRM to a transformational or other significant change, describing the steps and introducing practical tools and techniques
- To identify interfaces with BRM at portfolio, programme and project level
- To consider several specific but common challenges such as: the drive to give all or most financial values benefits; portfolio management; and the process for embedding BRM within an organisation.