



## Masterclasses

Masterclasses will be led by an experienced consultant with significant practical experience of the topic. The Masterclasses will be highly interactive and will build on the relevant parts of our Introductory and Advanced seminars on BRM. They will refer to real case examples and will include, where appropriate, practical exercises. Participants will leave with new techniques and ideas for addressing the challenges they might be facing relating to the particular element of Benefit Realisation Management and Programme and Project Management that is covered by the Masterclass.

### Introduction

#### Measures Masterclass

This will consider and explore:

- the differences between objectives, benefits, measures, values, baselines and targets.
- some benefit and measure categories and the characteristics of good measures.
- how many and which benefits to measure
- how to determine a balanced set of measures covering tangibles and intangibles.
- benefit ownership and measurement responsibilities and the relationship between measurement and the change life-cycle
- the establishment of an effective benefit tracking and reporting regime

It will include case examples and practical exercises.

#### Mapping Techniques

This will consider and explore:

- the concept, purpose and value of mapping
- how mapping fits with the different levels and stages of change, particularly transformational change
- the different types of map – Strategy, Benefits and Benefit Dependency Maps
- the contrast with process maps
- mapping techniques
- creating maps – offline and during workshops
- weighting paths, determining ‘super highways’
- using maps to prioritise and choose between options
- using maps to drive change, communicate and monitor progress
- mapping within MSP
- software to support map creation and usage

It will include case examples and practical exercises.

## **Engaging senior managers and strategic partners**

The masterclass will review and build on the formal and informal tools and techniques you already use to manage your stakeholders. It will enable you to increase your effectiveness in increasing both the involvement and participation of stakeholders, therefore increasing the realisation of benefits for all.

By the end of the masterclass you will have:

- An overview of the key tools and techniques required for effective stakeholder management
- Solutions for your key stakeholder issues
- Top tips for involving stakeholders throughout any process
- Techniques to build rapport with stakeholders and new ways to communicate effectively
- New ways to gain consensus amongst stakeholders.

The masterclass will involve practical exercises based on your current issues. You must therefore be prepared to share and discuss your issues during the masterclass.

## **Achieving desired behavioural change**

This will consider and explore:

- Why and how the current culture was generated
- Countering the negative and building on the positive
- Communicating the leaders' vision
- Identifying blockers and champions amongst staff
- Engaging the workforce in designing their future
- How to harness this collective intelligence and achieve quick wins and lasting change.

It will include case examples and practical exercises.

## **Who should attend?**

- Strategy Managers and Directors
- Finance Managers and Directors
- Programme Sponsors/SROs
- Programme and Project Managers
- Change Managers
- Benefit Managers/Facilitators
- Programme Support Office Managers
- IT/IS Managers
- Business Development Managers
- Enterprise Architects
- Anyone wanting to engage stakeholders and drive change

## **Remaining 2010 Seminar dates**

<b>Location</b>	<b>Title</b>	<b>Date</b>
London	Masterclass in Mapping and Measures	24 <sup>th</sup> September 2010

## **Cost**

£535 for full day masterclass to include mapping and measures. There is a 10% discount for 2nd and subsequent bookings.