



What's different and new about benefits realisation in the new MSP?

The 3rd edition of the UK Government's *Best Practice guidance on programme management, Managing Successful Programmes ('MSP')*, was published in September 2007 and it has been quite extensively refreshed. For the benefit of those already familiar with the 2nd edition, this article by Patrick Mayfield explains the changes to benefits realisation management.

'Benefits Management' or 'Benefits Realisation'?

First, the wording has now consistently changed to 'benefits realisation management' emphasising that the goal is **realisation**, not management.

Similarly the process previously called 'Managing Benefits' now becomes 'Realising benefits'.

The life-cycle of a benefit and business drivers

Interesting new additions are the V-shaped life-cycle model (see diagram right) and the Cranfield/Boston Matrix of business drivers. These help give a strategic context and priority to the whole subject.

Techniques

The explanation of how to build an **Outcome Relationship Model** is more detailed. MSP suggests this technique could be used before more conventional benefits mapping.

MSP's Benefits Model has now changed to a **Benefits Map** with clearer emphasis on the business change activities beyond enabling projects, and with explicit mapping to strategic objectives.

The **sigma Value Types** are now included.

Change Management

The need for clear change management is emphasised more, not only with the references to business change activities, but also to some significant treatment of transition management and change readiness assessment within the 'Realising benefits' process.

This emphasis on change management is backed up with descriptions of the optional roles of the **Change Manager** (reporting to the Business Change Managers – the operations-side owners of each benefit) and of the **Change Team**.

Principles

There is now an important early chapter in the book on the universal, self-validating and empowering principles on any and every programme. MSP identifies seven and BRM is positioned as contributing directly at least five of these:

- remaining aligned with corporate strategy
- leading change
- envisioning and communicating a better future
- focusing on benefits and threats to them; and
- adding value.

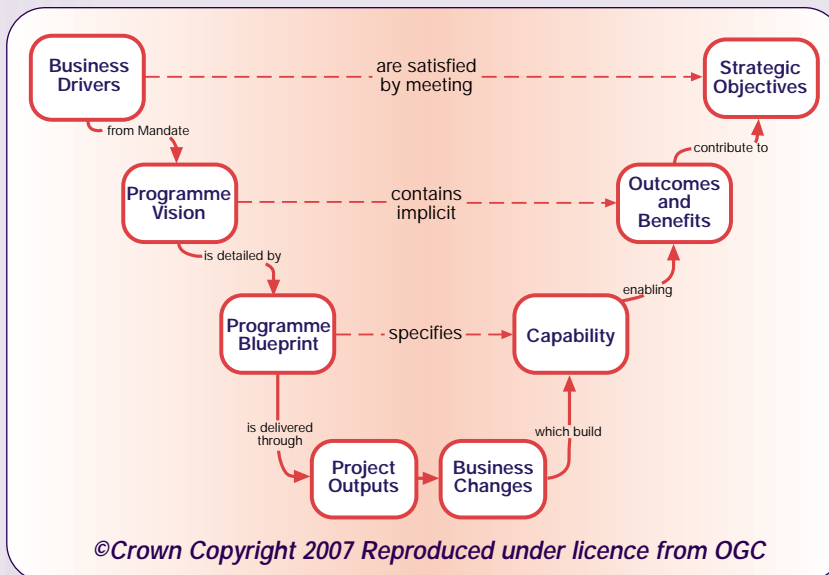
Taken alongside the order of the chapters – 'Benefits Realisation Management' comes before 'Blueprint Design and Delivery' – as well as the clear explanation that benefits analysis drives the design of the capability, MSP sees a benefits-centric focus as key to the execution of successful programmes.

Summary

Standing back from all these changes, the overall effect is a convergence with the **sigma** BRM approach, and whilst not a complete

treatment of BRM, MSP does now provide a clearer direction for practitioners seeking to manage successfully the realisation of benefits.

Patrick Mayfield was one of the team of four authors commissioned to refresh MSP over 2007. He consulted frequently with Gerald Bradley (an official mentor on the project). Patrick is Chairman and founding director of pearcemayfield, an MSP and PRINCE2 accredited training and consultancy organisation.



New roles

Other new roles are the optional **Benefits Realisation Manager**, responsible for 'maintaining a permanent centre of expertise' in BRM, and the executive Programme Board, which now includes the community of Business Change Managers – again reinforcing the centrality of BRM now in MSP.

Information Sets

Descriptions of the Benefit Profile, the Benefits Realisation Plan and the Benefits Management Strategy are more detailed.

BRM Education

Last year we introduced an Advanced seminar on Benefit Realisation Management which proved to be very popular. We're running it again this year not only in London but also in Scotland and Manchester. Similarly the Foundation seminar is also going to be run in Scotland and Manchester.

Check our website for details of dates and venues or call us on 01372 450272.

Introducing....Masterclasses

If you've ever been on one of our public seminars you will know we ask for feedback on how useful you've found it. A number of you have commented that you would like to spend more time on certain key topics. We have therefore put together a number of masterclasses to cover:

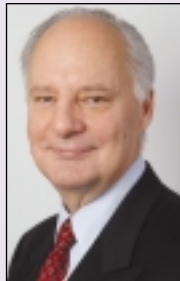
- Overview of new MSP
- BRM and the new MSP
- Mapping Techniques
- Measurement
- Engaging senior managers and strategic partners
- Achieving desired behavioural change

Each Masterclass will be led by an experienced consultant with significant practical experience of the topic. The Masterclasses will be very interactive and will build on the relevant parts of our Standard and Advanced seminars on BRM. They will refer to real case examples and will include, where appropriate, practical exercises. Participants should leave with new techniques or ideas for addressing the challenges they might be facing relating to the particular class topic.

All the masterclasses will be held in a central London venue. Please take a look at our website for further details, or give us a call.

New Associates

sigma is delighted to announce the appointment of several new associates: Simon Allen, Tim Bagnall, Peter Clark, David James, Steve Lunn, Steve Owen, Michael Payne, John Power and Chris Purves. They all have considerable experience of project, programme and change management across a broad range of private and public sector organisations.



Michael Payne



Chris Purves



David James

Enterprise Transformation Consortium (ETC)



19th September, at Project Challenge, saw the launch of **sigma's** latest exciting new venture, the Enterprise Transformation Consortium.

Three established service providers, **sigma**, QinetiQ and 2change, have come together to provide a really comprehensive approach to managing change. By bringing together **sigma's** skills and experience with those of our partners, we have created a one-stop shop to help organisations ensure successful transformation programmes which deliver real, measurable benefits.

Our Partners

2change is a Business Change and Integration consultancy; our specialism is fostering new ways of working that enable work communities to thrive in a changing world, sustaining change by harnessing the power of the collective intelligence.

QinetiQ The defence and technology research group, a world leader in military capability enhancement, a long-term partner to the MOD with unique experience in transition from Government department to PLC.

Between us we have a significant portfolio of experience in both public and private sectors of:

- Corporate Transition
- Integrative Change
- Realising Benefits
- Process Management
- Precision Intervention
- Improving Performance

Come and meet us at the International Congress for Project, Programme and Risk Management, a Best Practice User Group event, on 6 & 7 February 2008, Millennium Gloucester Hotel, London SW7 4LH, www.bpugcongress.com

For further information about the services ETC provides, call 01372 450272 or go to www.enterprise-transformation.com



First students receive sigma prizes



The first students to be awarded the **sigma** prize for Best Graduating Student and Best Continuing Student on the University of East London's MSc in Project Management received their awards in December 2007. Best Graduating Student, Uzoma Dike (above left), will be taking up a complimentary place on **sigma's** popular Foundation seminar, Benefit Realisation Management: A Vehicle for Transformational Change. A copy of Gerald Bradley's book on Benefit Realisation Management was the prize for Ogie Matthew Omoregie (above right), the Best Continuing Student.

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