منتدى دبي العالمي لإدارة المشاريع

DUBAI INTERNATIONAL PROJECT MANAGEMENT FORUM

6th EDITION الدورة السادسة

7 – 10 ديسمبر 2019 • مدينة جميرا • دبي

7 – 10 December 2019 • MADINAT JUMEIRAH • DUBAI

PARALLEL SESSION STREAM

Hidden In Plain Sight
Taking Benefits Management to the next level

CULTURAL DIVERSITY

Neil White

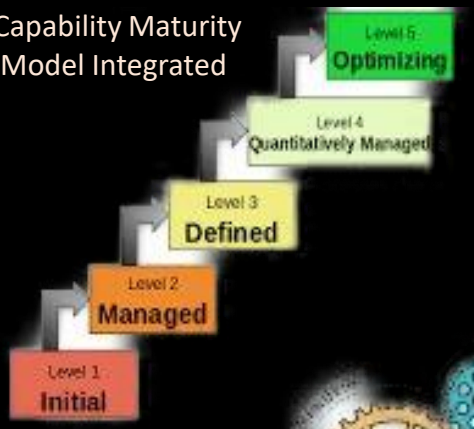
Benefits & Change Management Consultant

Change Vista Ltd

www.dipmf.ae

Neil White

Capability Maturity Model Integrated



Business Transformation

apm association for project management

THE CHARTERED BODY FOR THE PROJECT PROFESSION

SUCCESS
INNOVATION
VENTURE
CUSTOMER
BUSINESS
TEAMWORK
SALES
TEAM
PERFORMANCE
MARKETING
PLAN
SUPPORT
COMPETITION
OPPORTUNITIES
STRATEGY
IDEAS
GOALS

Why Benefits Management?

Reported change ‘failure’ rates (little or know value) for corporate change programmes

30-40%
OGC 2004

80%
IoD 2012

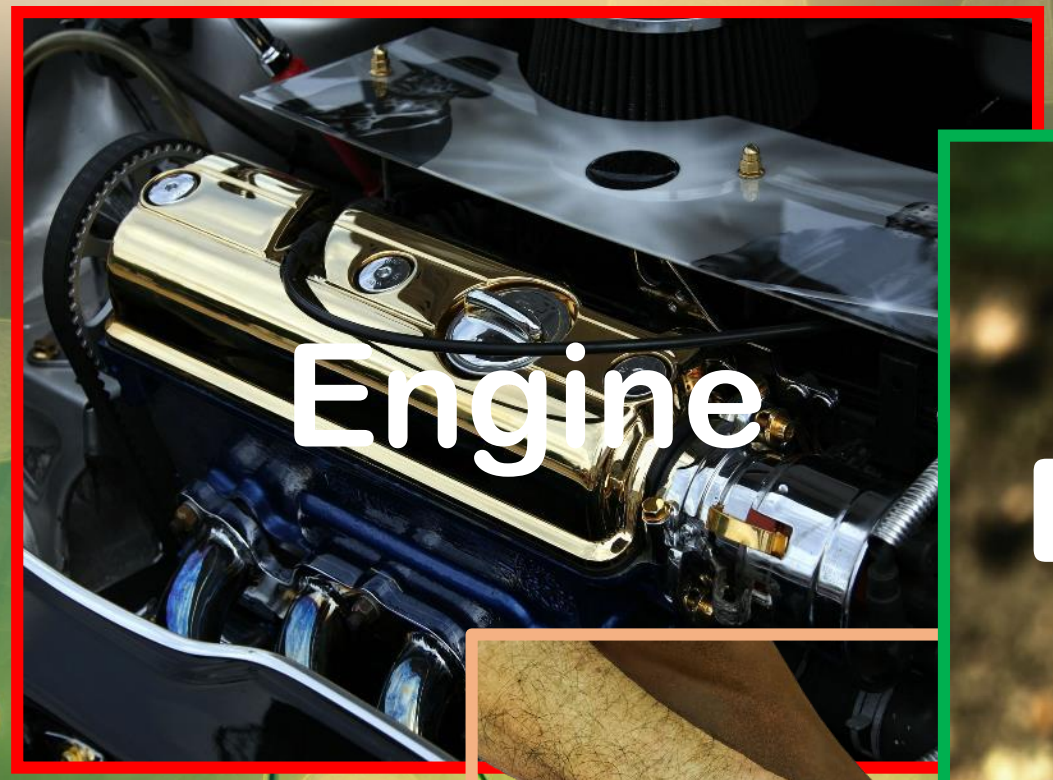
60%
CIPD 2013

70%
University of Bristol 2015

65%
PMI 2019

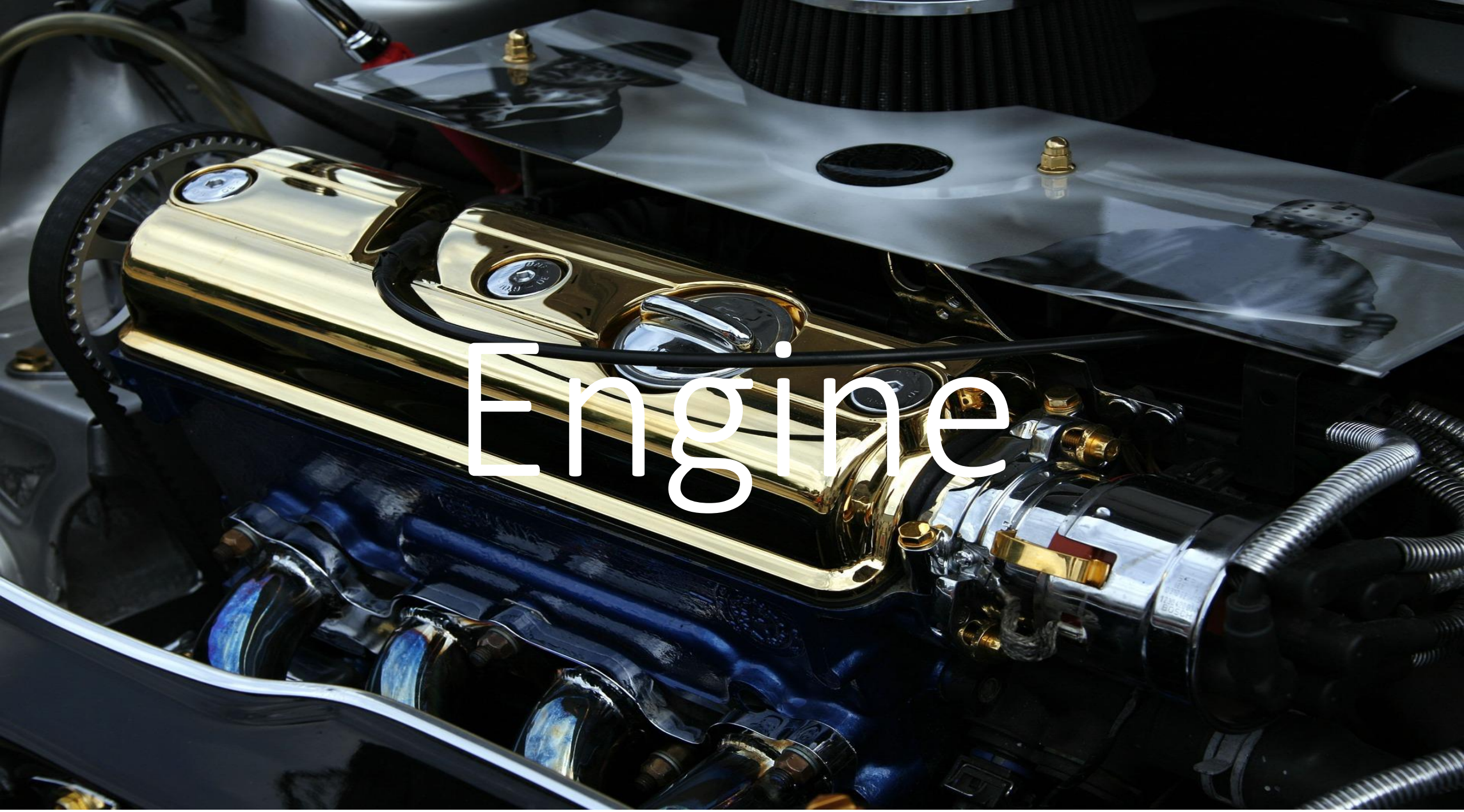
45%
PMI 2017

Do you know how your businesses are performing today?


Engine

Equilibrium

Engagement


Engine

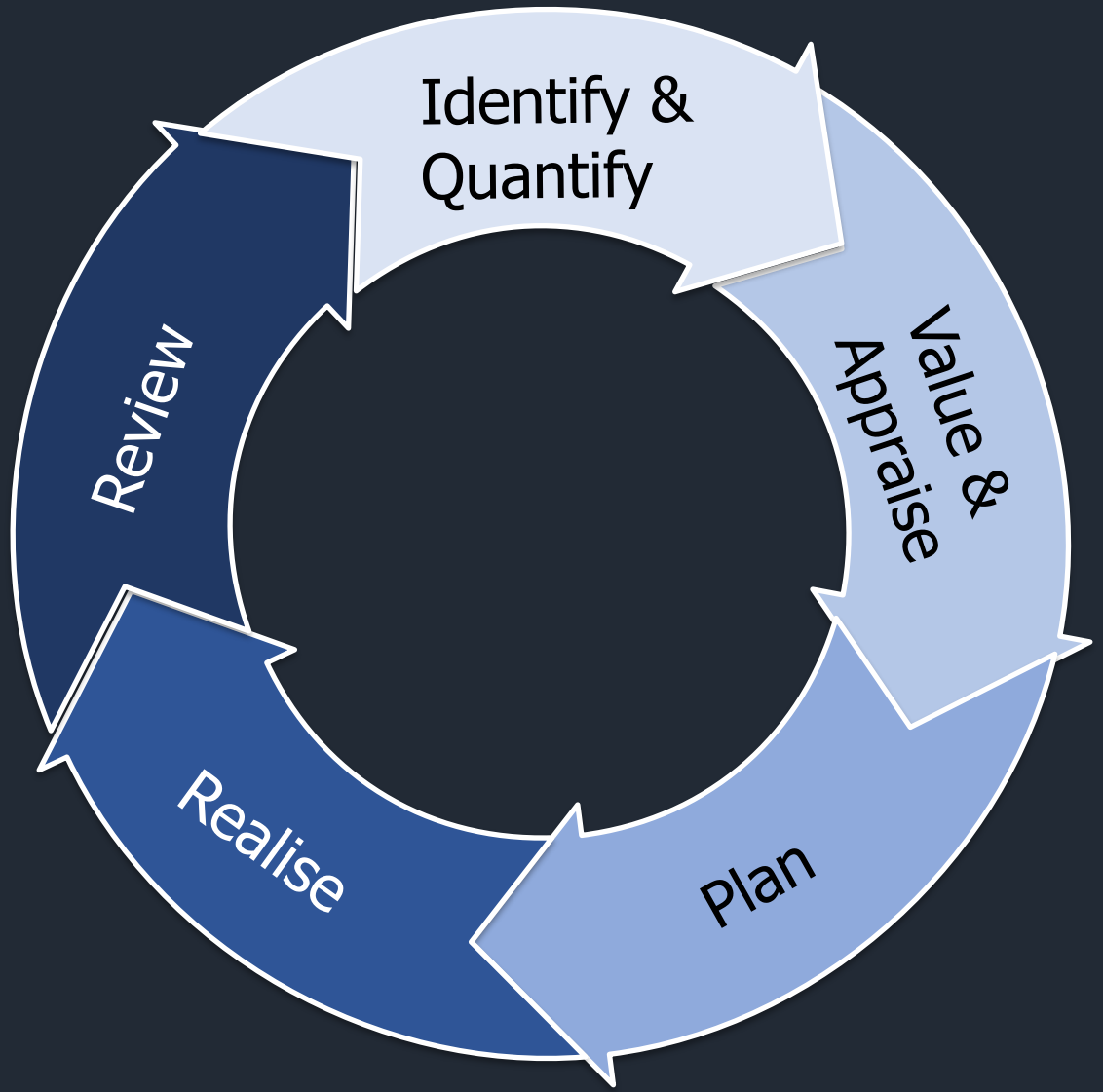
Infrastructure & Projects Authority (IPA)

Principles are applicable to organisations big and small, public and private

BIG!

Small!

Benefits Management Process

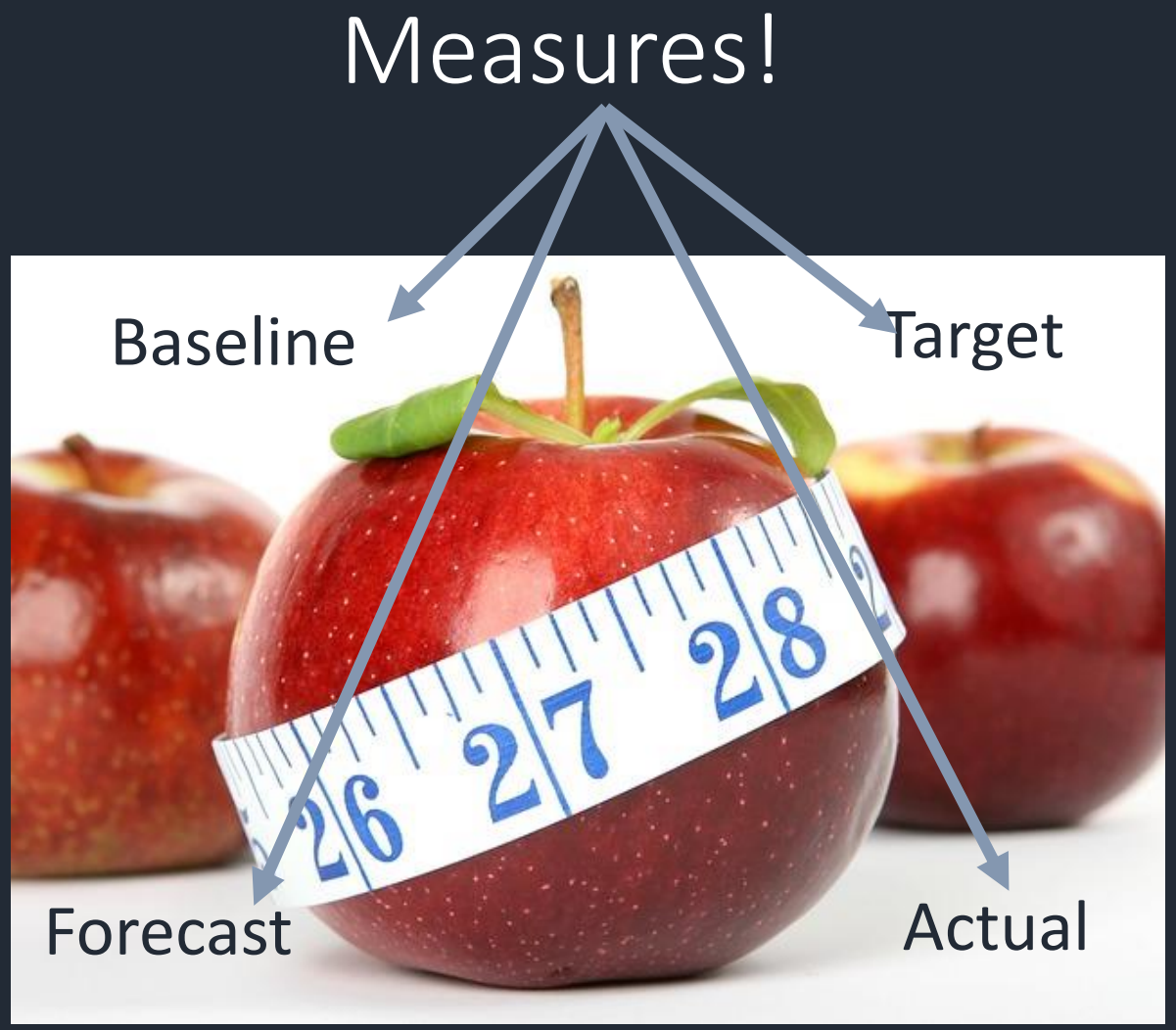


1. *What are the benefits?*
2. *What are they worth?*
3. *How do we realise them?*
4. *How are we doing?*
5. *What should we change?*

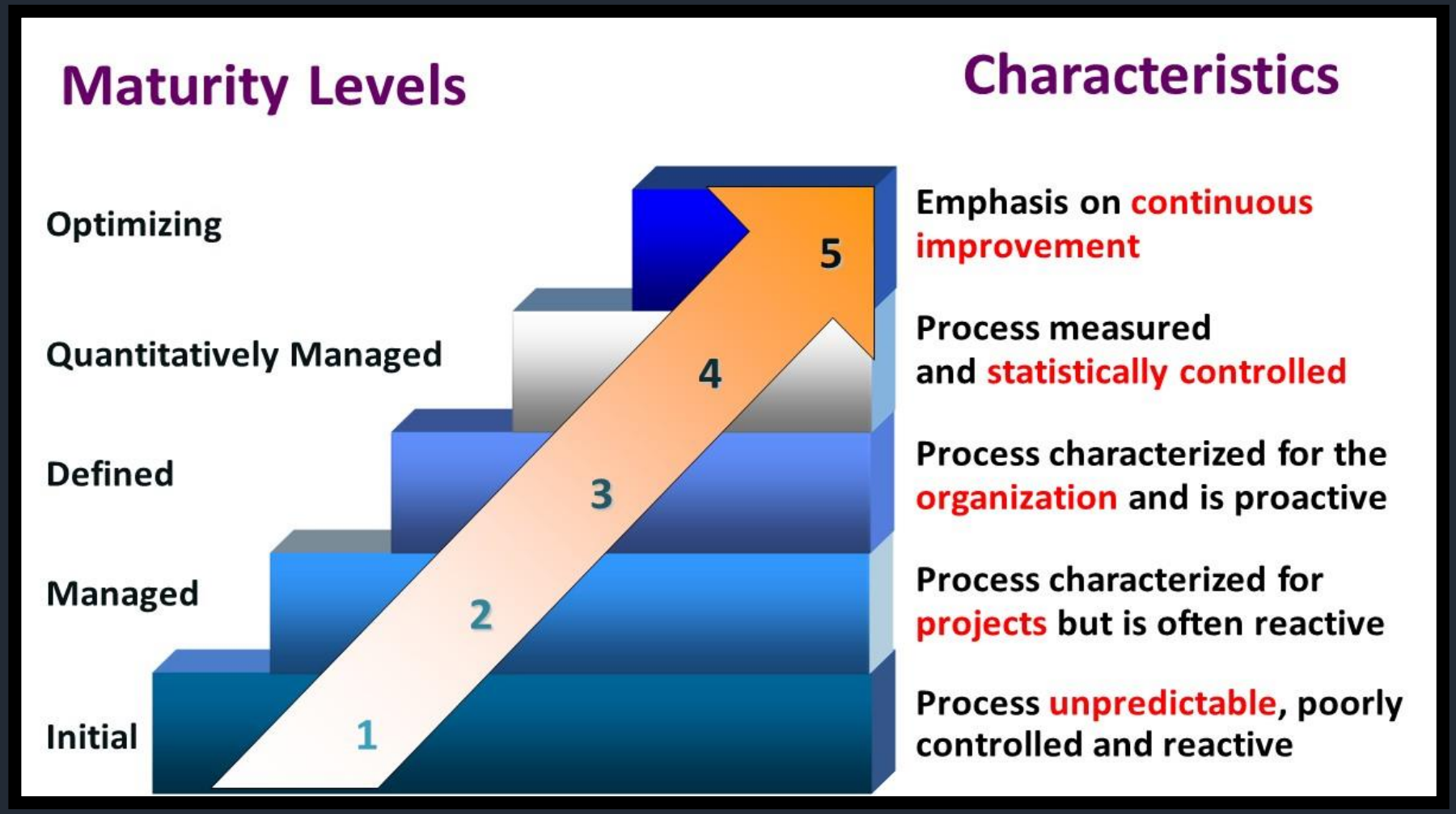
APMG International™ Managing Benefits

Objectives & Benefits

S	Specific
M	Measurable
A	Assignable
R	Realistic
T	Timely



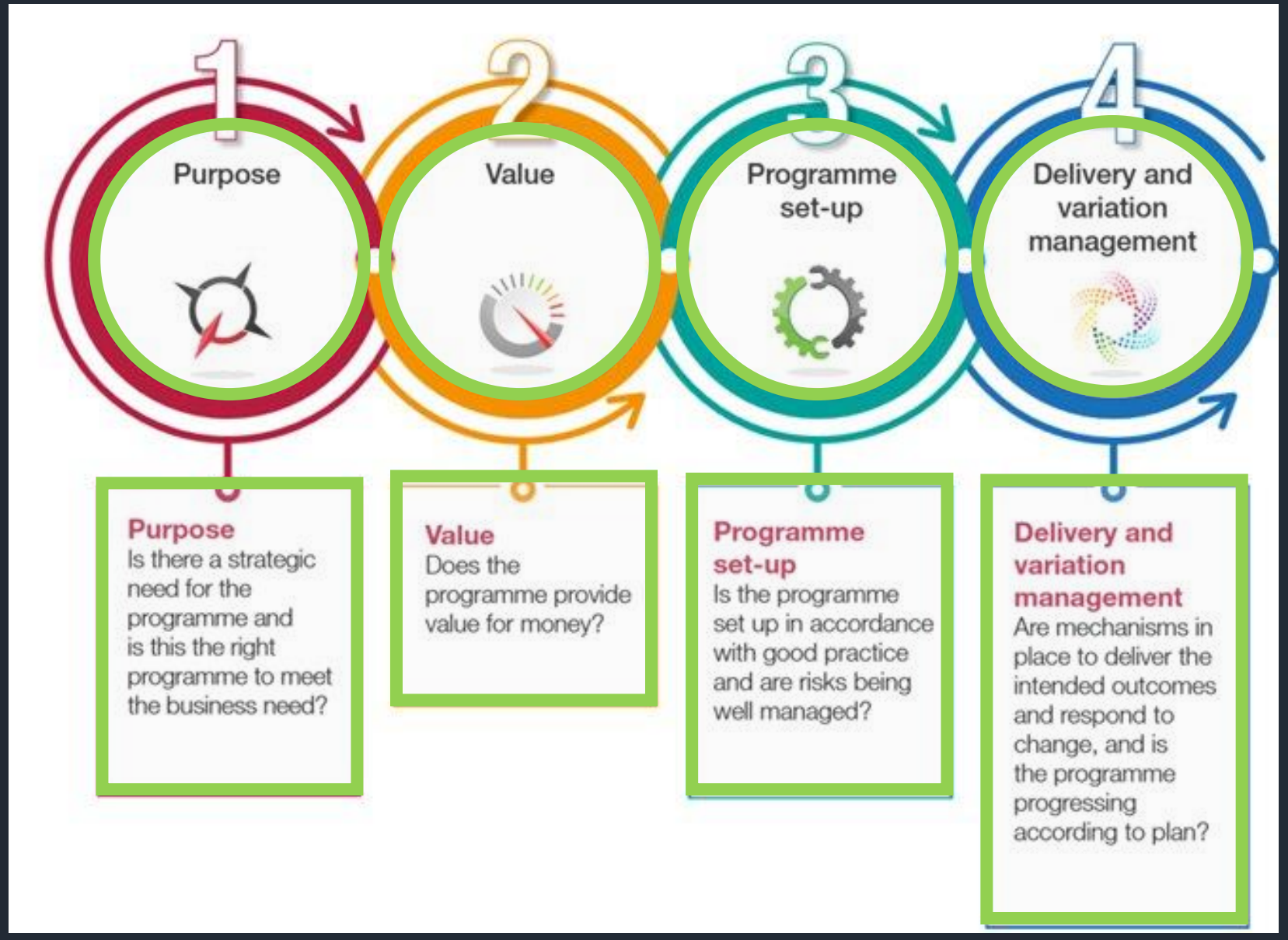
Benefits Management & Capability Maturity



Source: P3M3 Maturity Model [Axelos]

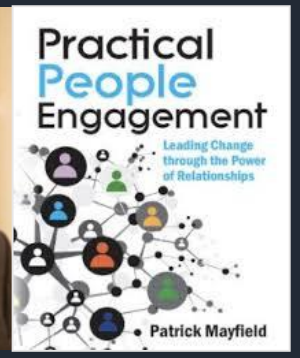
AXELOS GLOBAL BEST PRACTICE

National Audit Offices (NAO) - Learning lessons

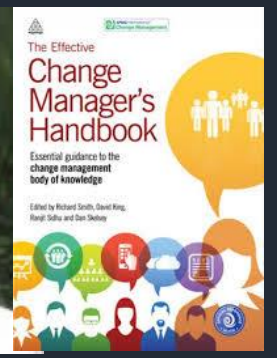


NAO National Audit Office

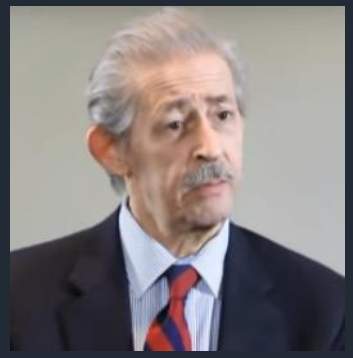
APMG, Soft Skills Training & Certifications



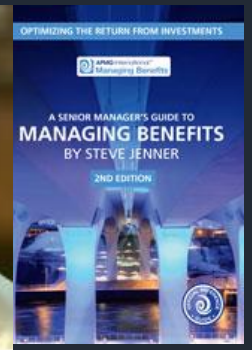
APMG International™ Stakeholder Engagement



APMG International™ Change Management



APMG International™ Better Business Cases

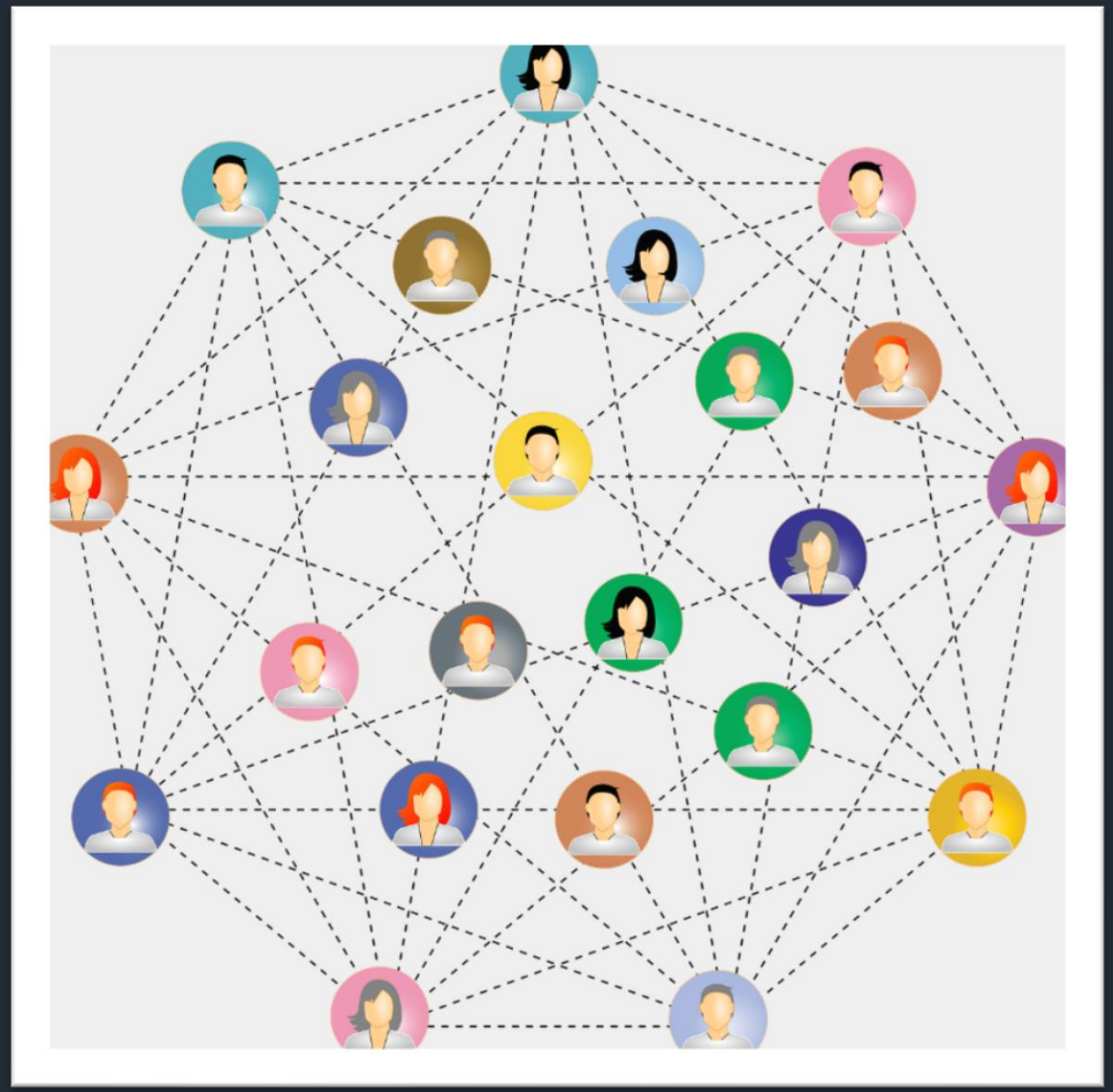


APMG International™ Managing Benefits

APMG International™ Facilitation

Source: [APMG International Products and Certifications]

Networking - Sharing Knowledge, Problems & Success Stories



NAO National Audit Office

APMG International

PMI Project Management Institute

Infrastructure and Projects Authority

Transport for London

MAJOR PROJECTS ASSOCIATION

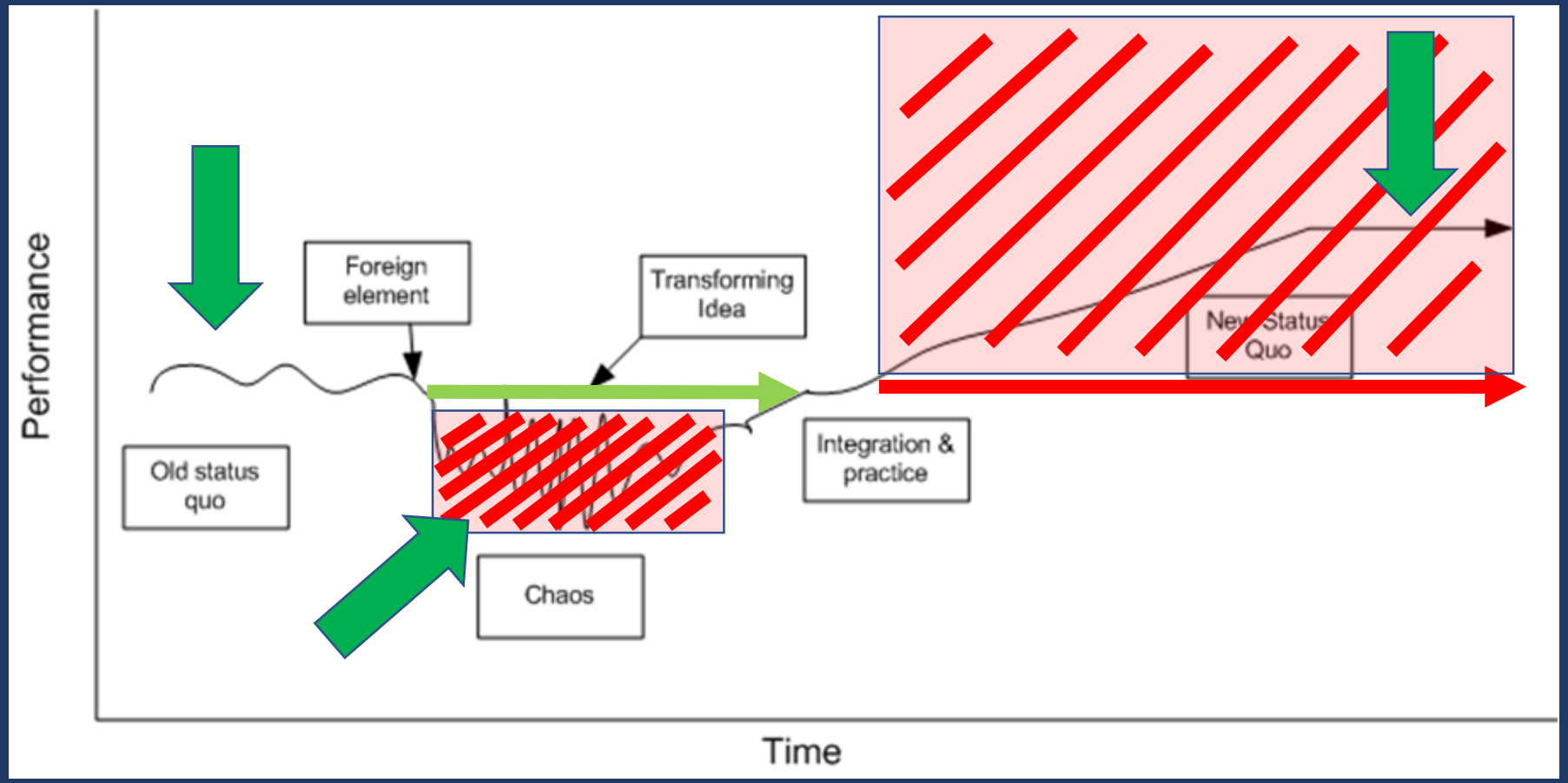
AXELOS GLOBAL BEST PRACTICE

apm association for project management

THE CHARTERED BODY FOR THE PROJECT PROFESSION

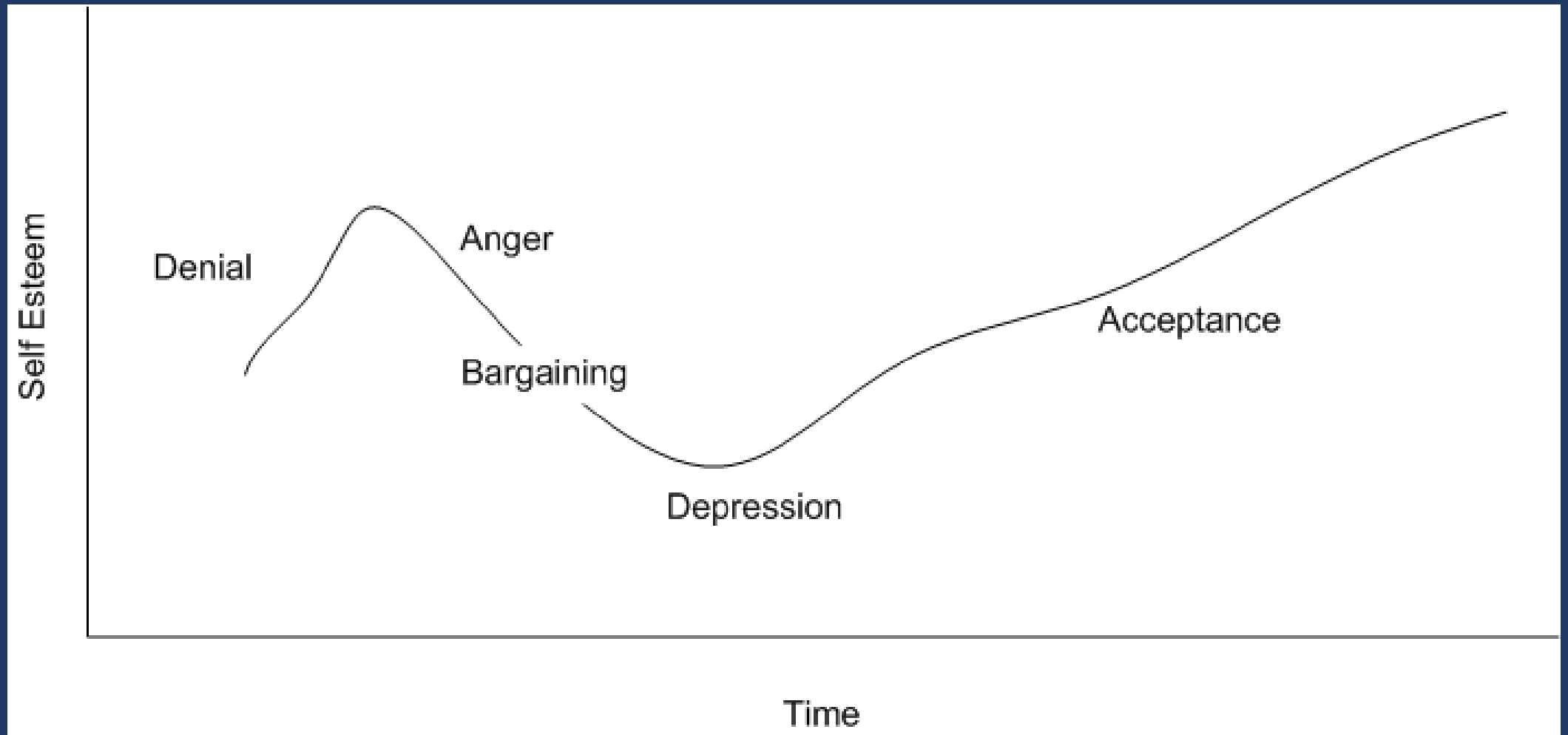
Engagement

Change Challenge – Organization Level



Satir et al. [1991]

Change Challenge – Individual Level



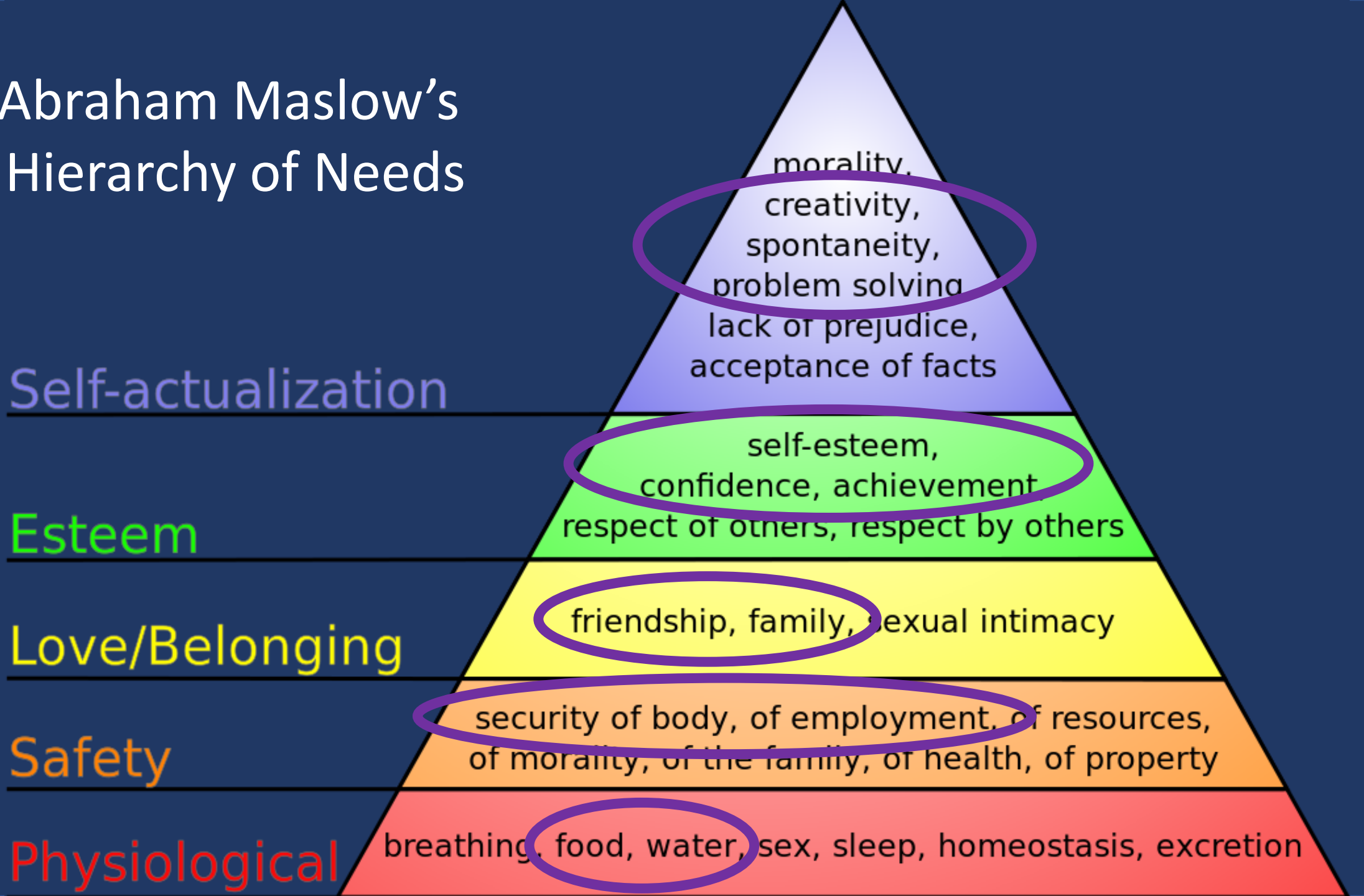
The process of change & adjustment.
Adapted from Kubler-Ross (1969)

Adams, Hayes & Hopson (1976)

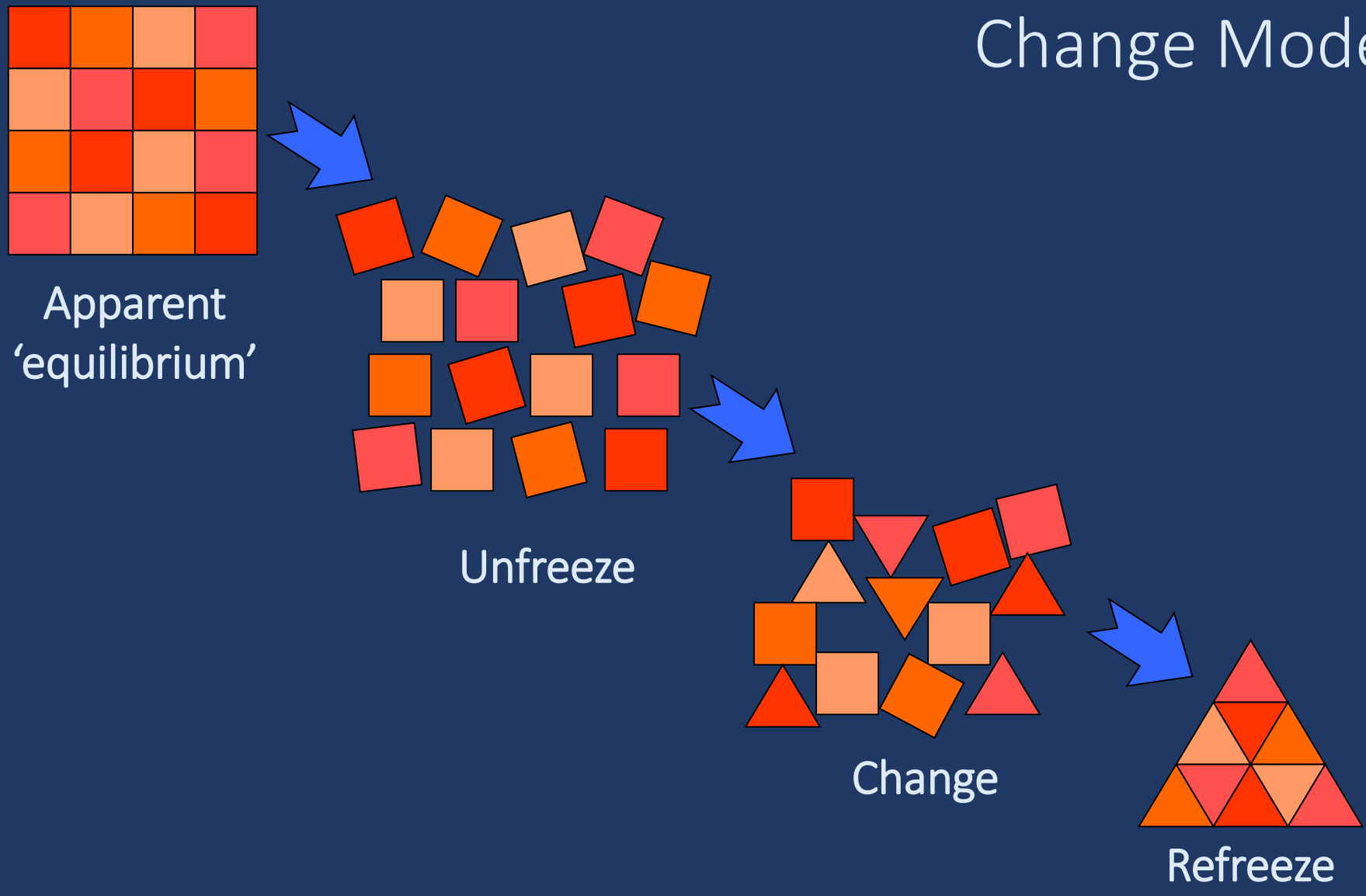
Evolutionary change

Transformational change

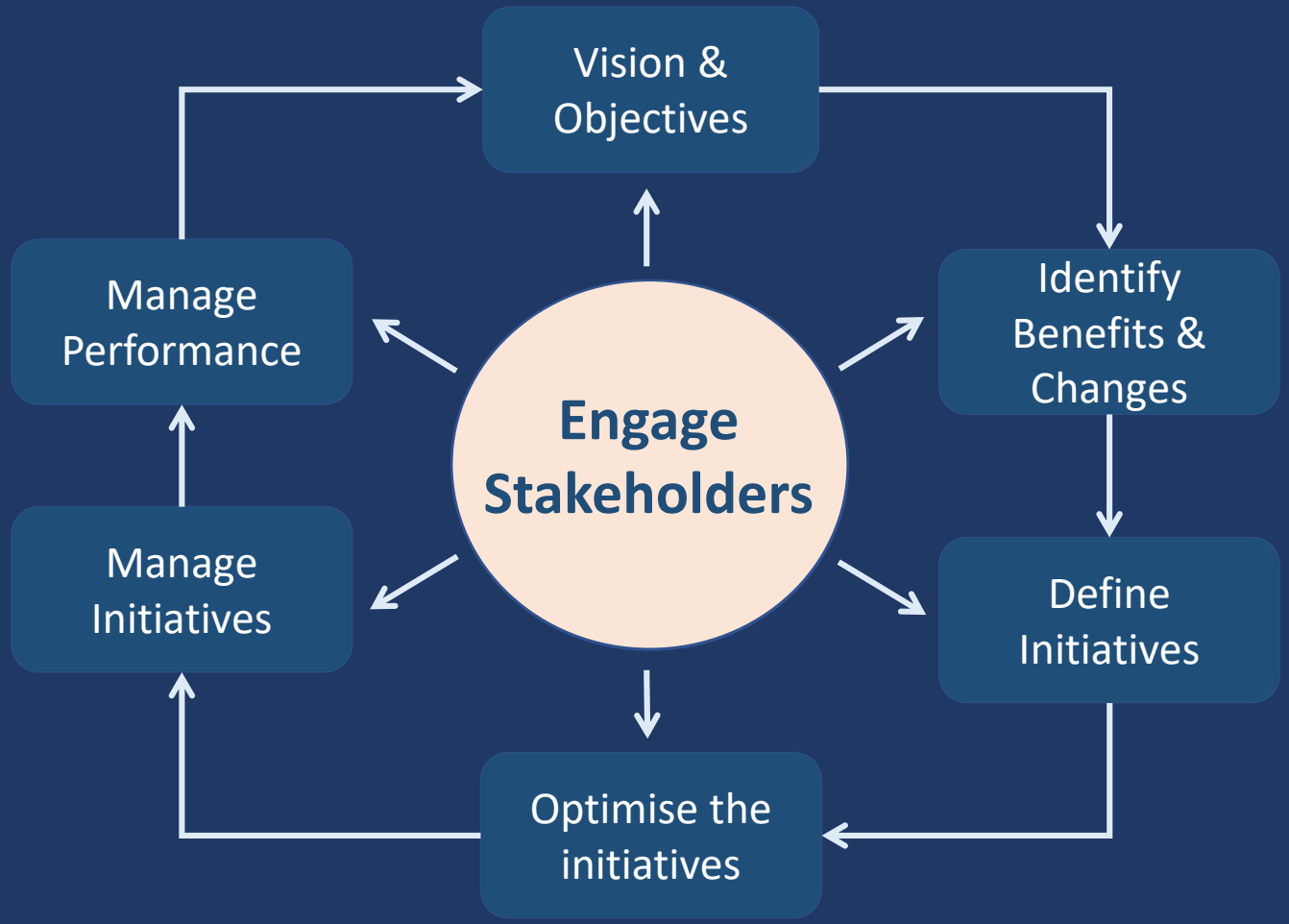
Abraham Maslow's Hierarchy of Needs



Kurt Lewin's Freeze/Refreeze Change Model



Stakeholders and BRM



Benefits Identification - Workshop

All must contribute

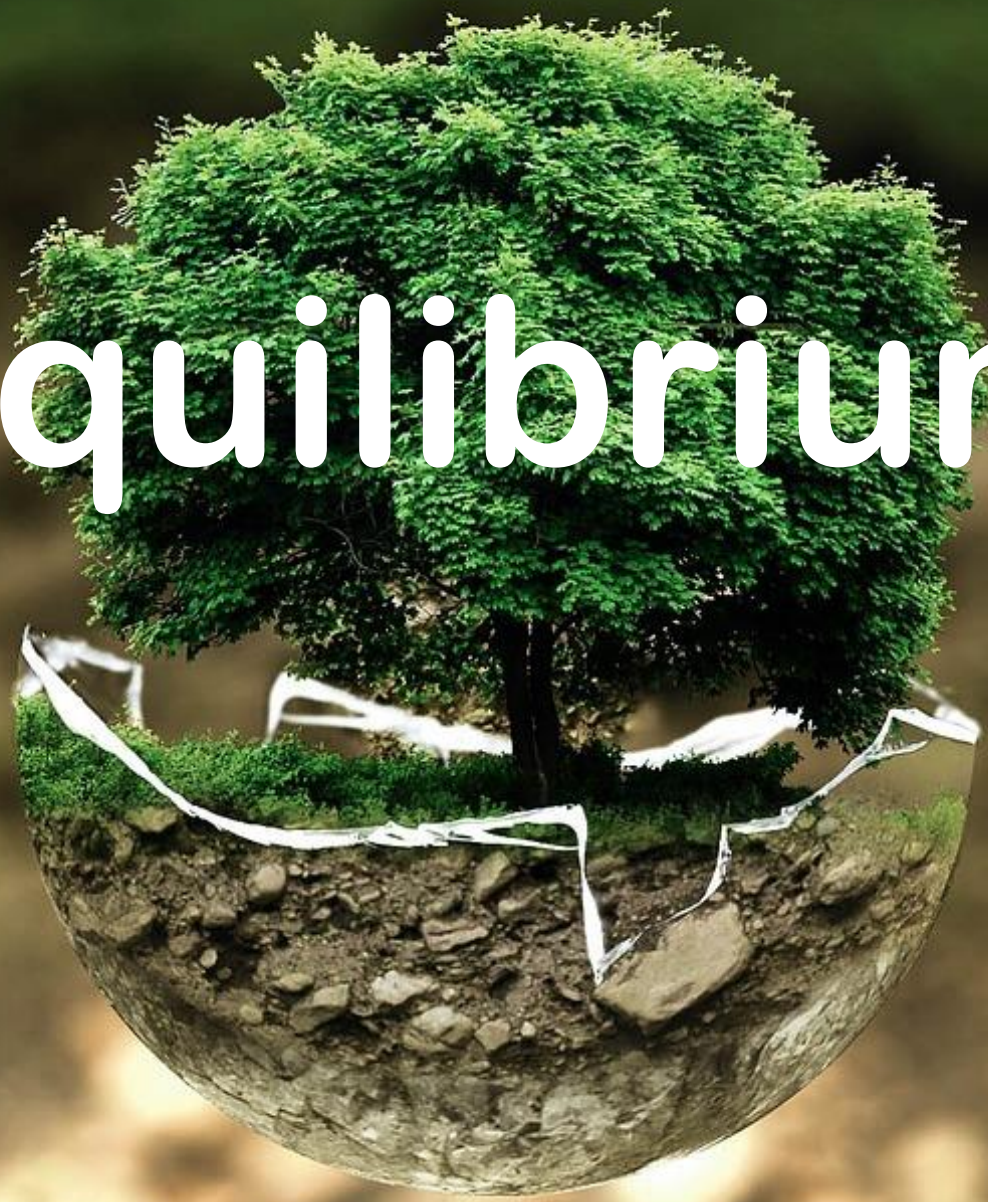
All Ideas

Challenge

Consensus

Be Challenged

Equilibrium



Setting the scene for success

Benefit

When we identify benefits we invite and encourage the identification of disbenefits

Disbenefit

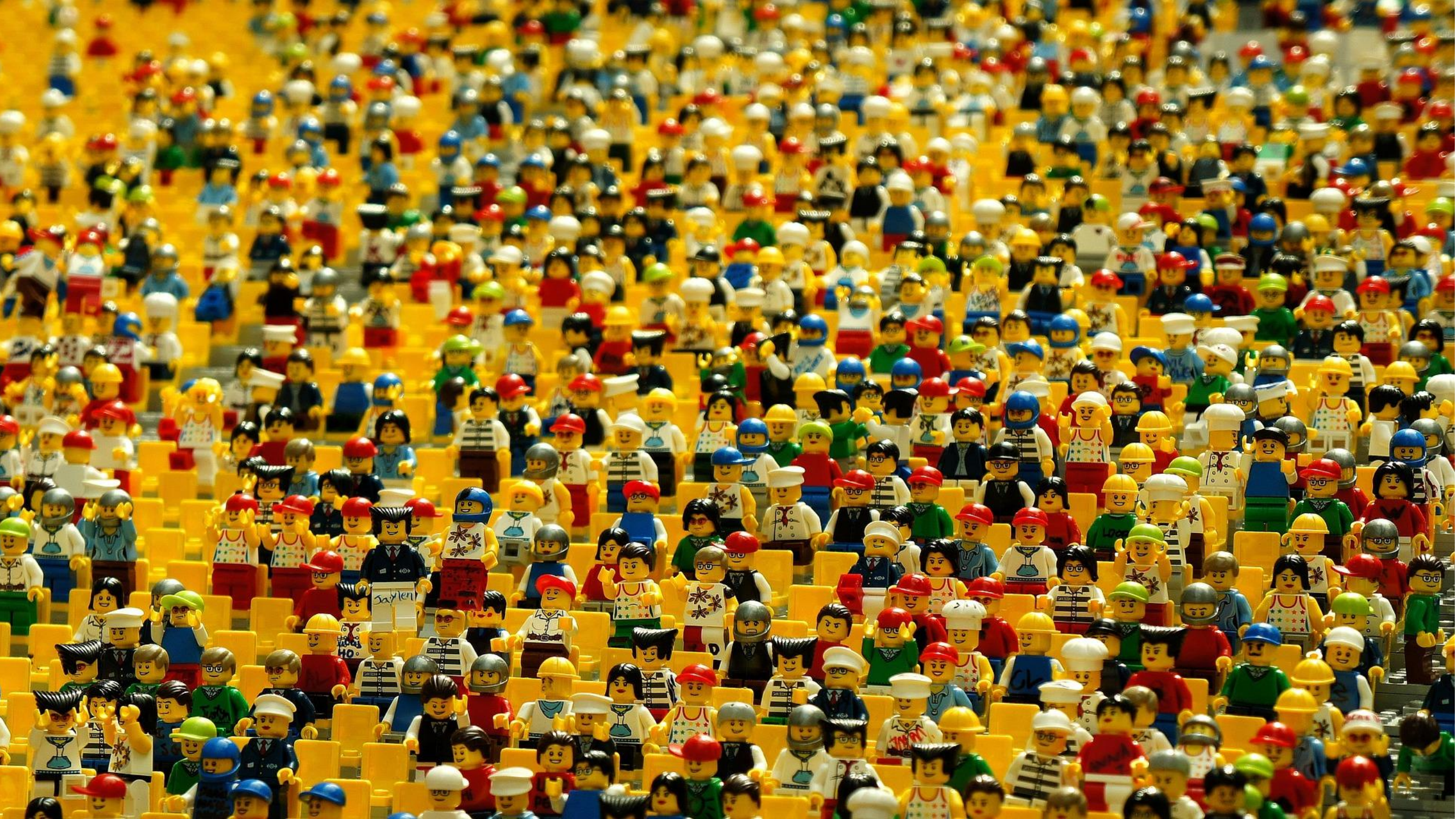
Disbenefits are the reasons our changes will underperform or even fail

We need to surface disbenefits as soon as possible so that we can eliminate or at least mitigate their impact

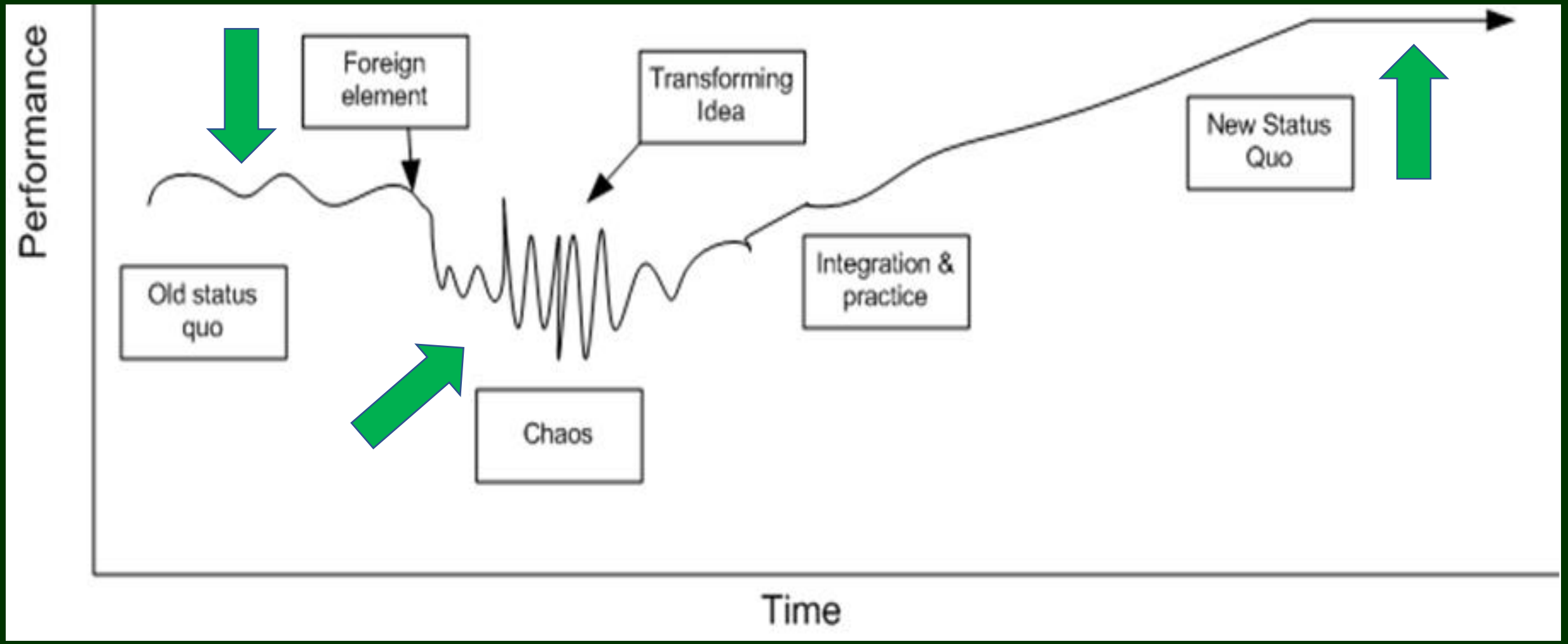
Disclose the change challenges

Implicate!

GIG
ECONOMY
GENERATION
MUCH
ANYWHERE
ABILITY
SEEN
WORKFORCE
BEGUN
FORCED
EMPLOYMENT
PROJECTS
MIGHT
SELECT
REDUCTIONS
SAVE
THING
WHATEVER
AROUND
COMMON
WORK-LIFE
MEANS
INDEPENDENT
ONE
DIRECTLY
SPECIFIC
TREND
BALANCE
INCLUDE
ENVIRONMENT
ENTRANCE
TEMPORARY
SHORT-TERM
WORK
FORCES
PICK
MILENNIAL
GIFT
FINANCIAL
SPACE
INCREASINGLY
REALITY
WORKERS
JOBS
BUSINESSES
CONTRIBUTED
UNABLE
POSITION
INDIVIDUALS
DECOUPLED
LOCATION
PRESSURES
STAFF
PEOPLE
CONTRACT
GIVEN
POOL
INTUIT
LEADING
AMONG
STUDY
DECREASE
IDEALLY
DIGITAL



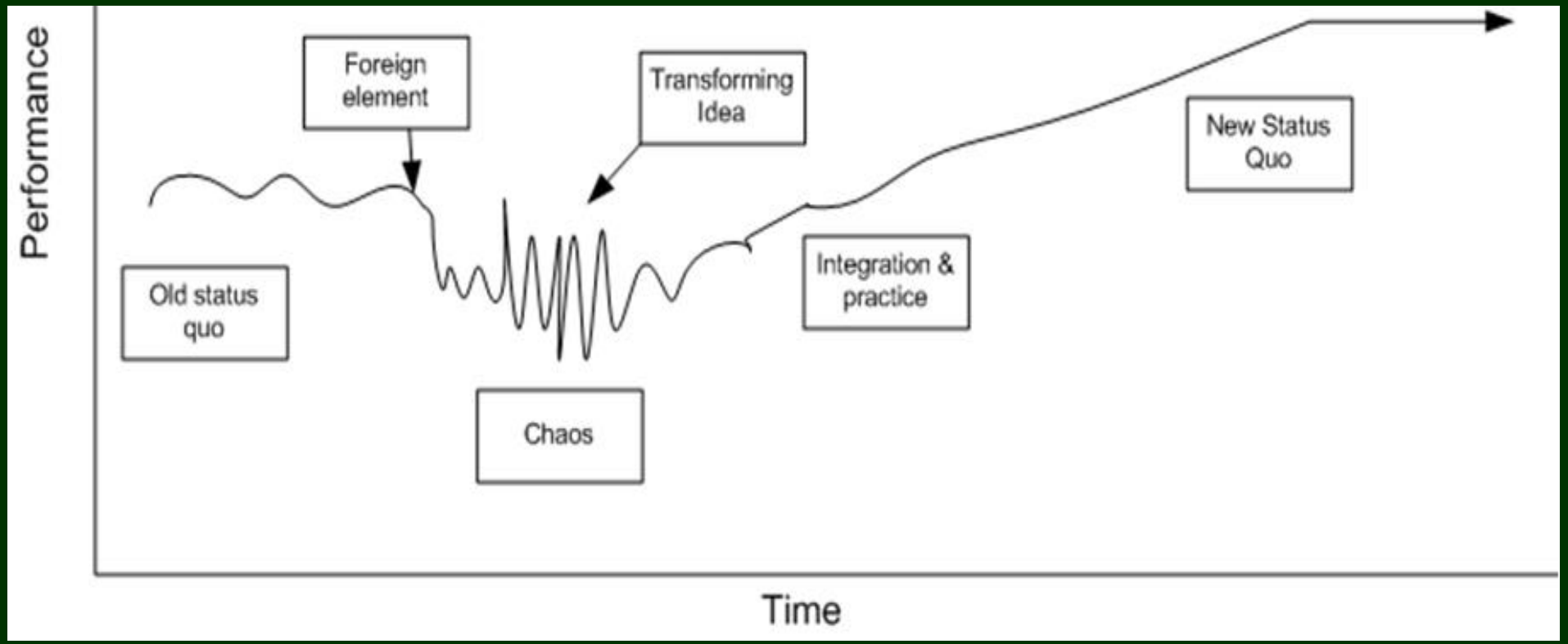
Given that decisions have to made, and that we want to minimise chaos and succeed in change – consider the following:



Electric Vehicles

V

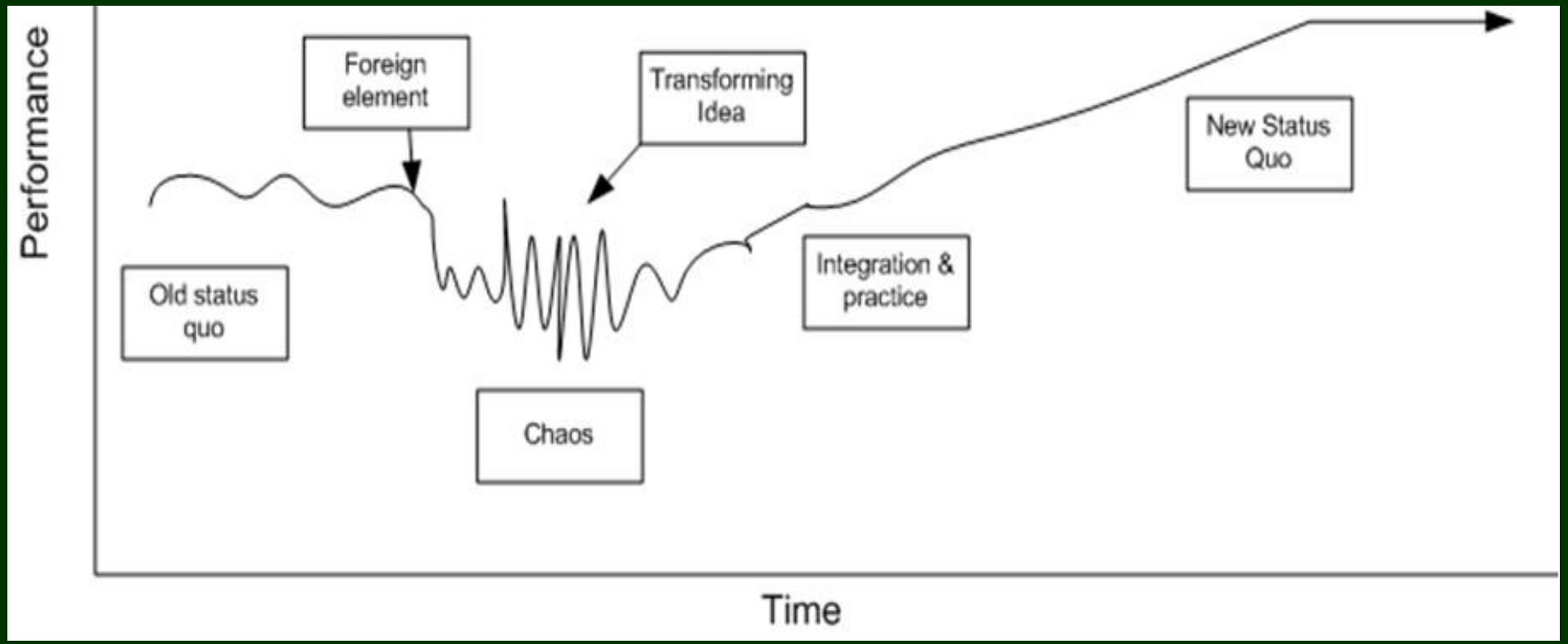
Petrol & Diesel



Coal or nuclear based power generation

V

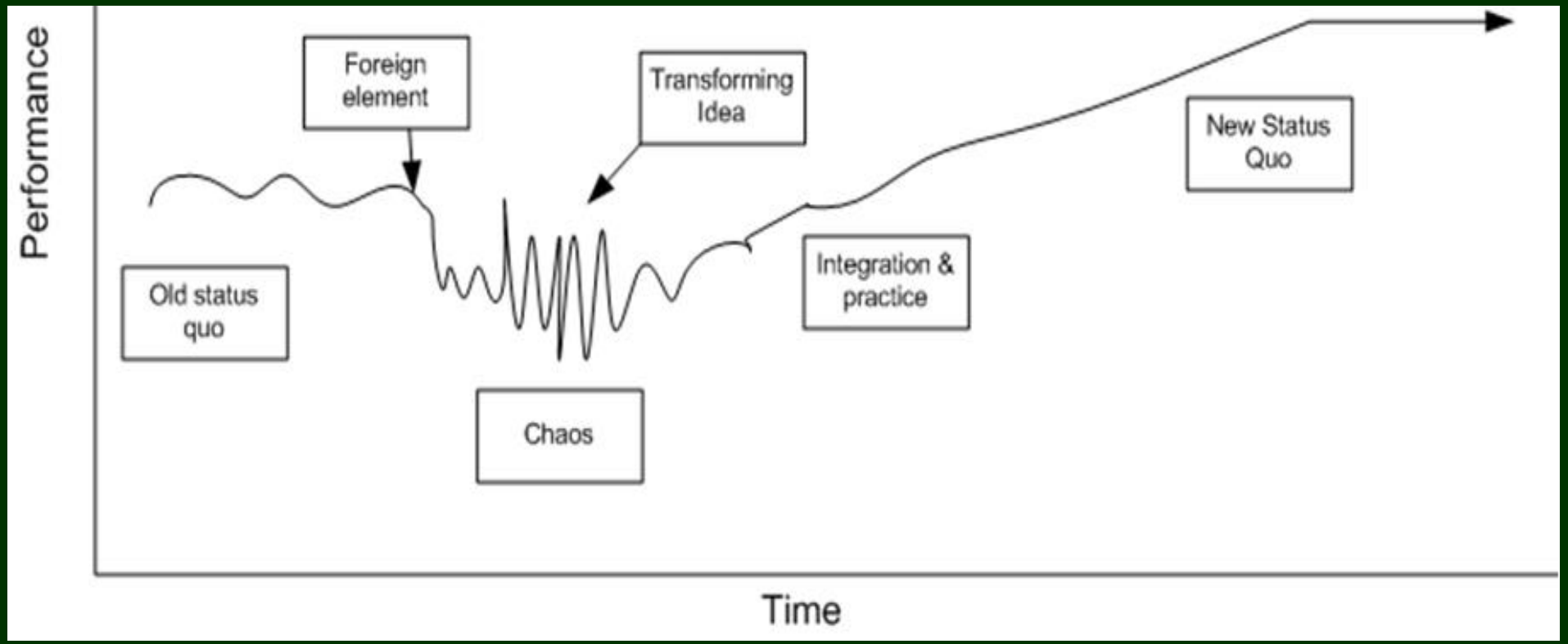
Renewable energy



Chemical Fertiliser & Insecticides

V

Organic Fertiliser & Insecticides

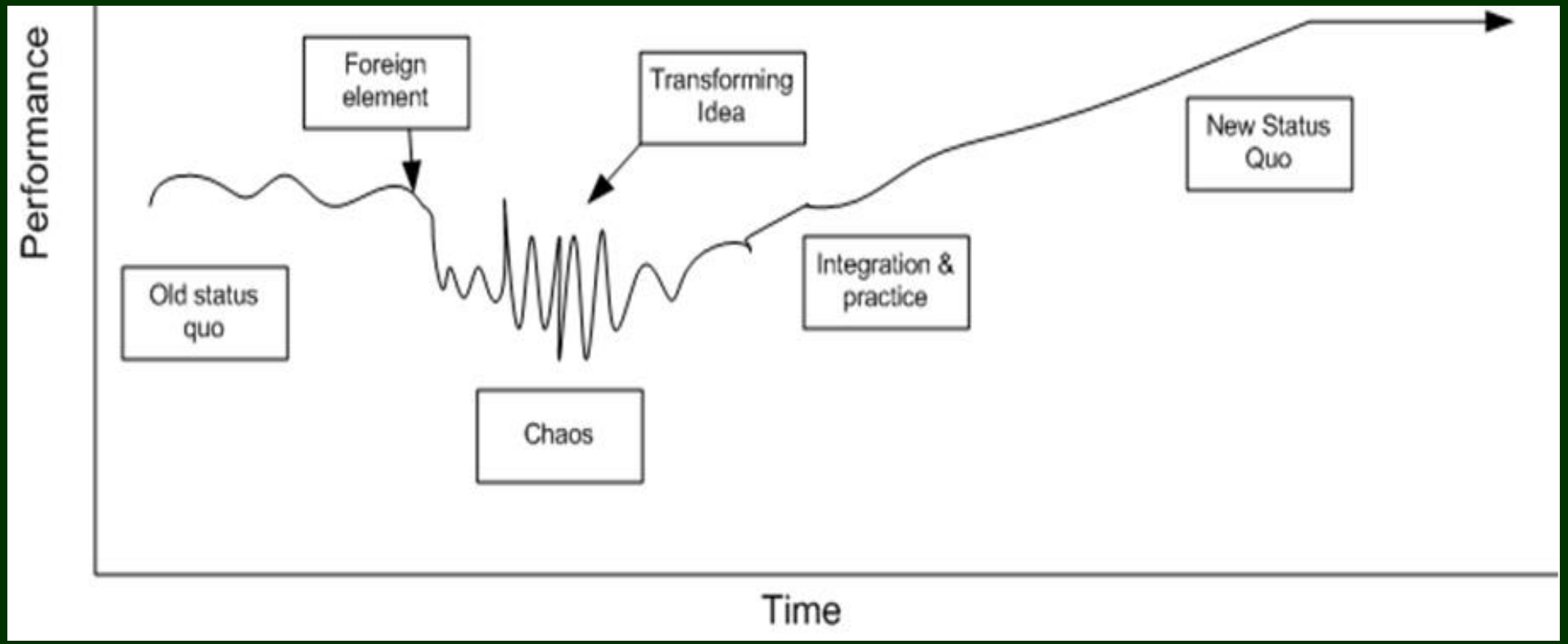


HS2

V

NORTHERN POWERHOUSE RAIL

Northern Powerhouse

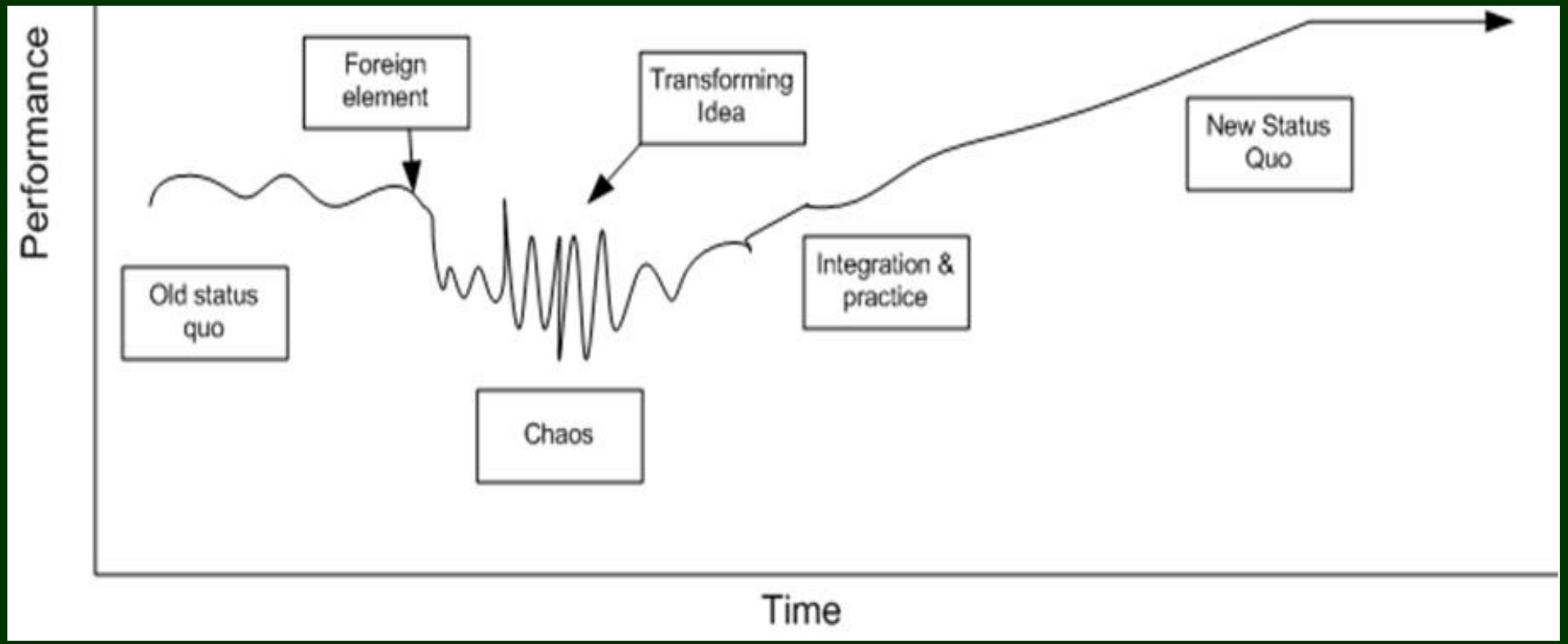


Public
Funded NHS

NHS v Bupa Vitality

CHANGING HEALTH INSURANCE FOR GOOD

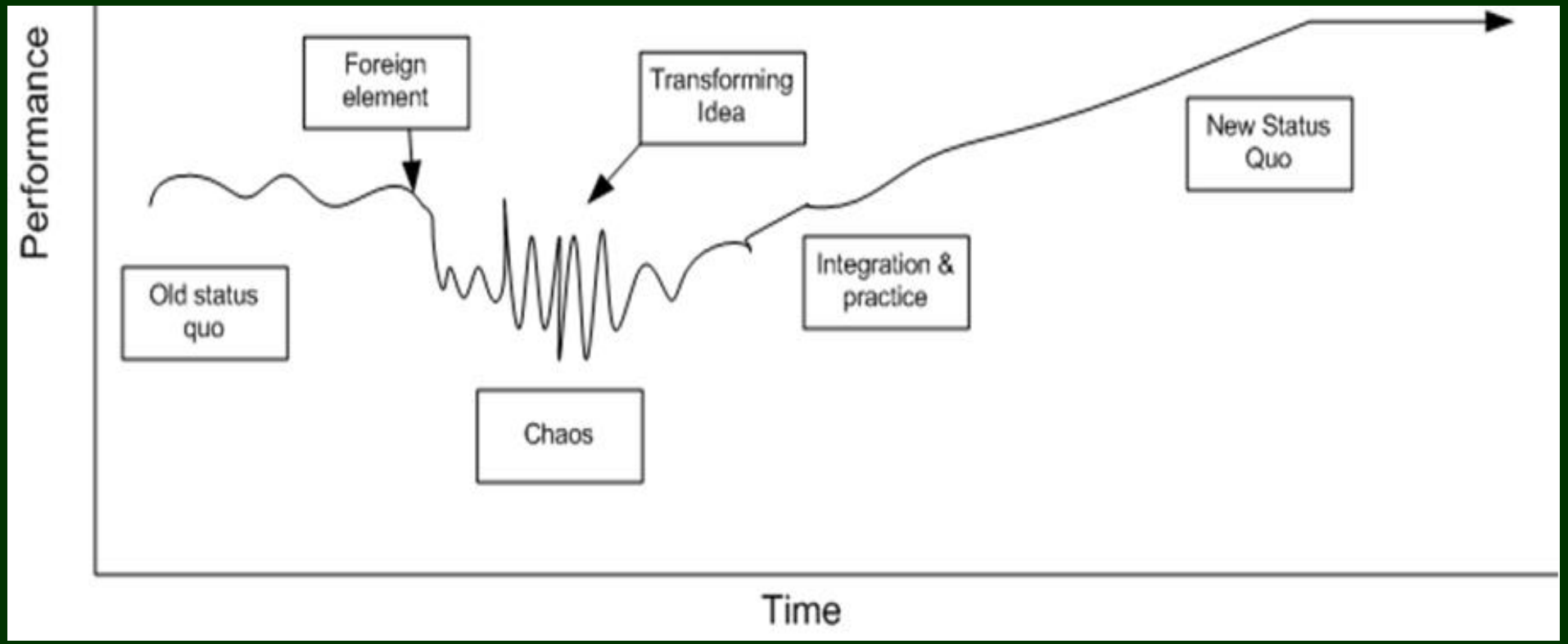
Full or Partial
Privately
Funded NHS

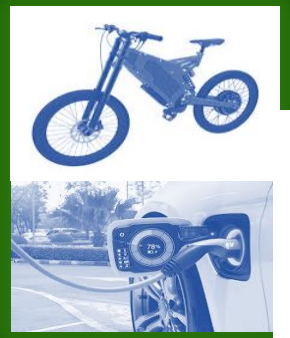


Brown Field Site Development

V

Green Field Site Development





V

NORTHERN POWERHOUSE RAIL

No easy answers to these but the

BENEFITS

must be reconciled with the

DISBENEFITS (negative consequences)

of the decisions and choices we make

Benefits Management principles and practices provide us with the means to do this……

Effective Benefits Management Webinar Series

Benchmarking for improved project performance - Tim Podesta
Benefits – the real purpose of projects webinar - Kenn Dolan
Creating and Capturing Value – More than just cost reduction - Iain Fraser
Introducing the Government's UK Project Delivery Standard - Jai Grygoruk, IPA
Discovery-led Decision Making - Dr. Ben Shenoy
Why better project management can never fix results from poor projects - Alex Chapman
Taking Portfolio Benefits Management to the next level with data analytics - Ian Stuart
Improving Project Hanover - Owen Anthony
Project Data Analytics: How do we leverage experience of project delivery - Martin Paver
Applying PRUB-Thinking to change initiatives - who is accountable for what? - Phil Driver
Valuing benefits: What value are we trying to capture? - Tim Goodspeed
The Government's new Project Delivery Capability Framework - Mark Sutherland (IPA)
Achieving effective benefits management in major projects - Laura & Hannah (IPA/DfT)
Introduction to benefits mapping - Judge Matharu

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Enabling the organisations of today to meet the challenges of tomorrow

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Parallel Session

Benefits Management