
Constructing Benefits Profiles, Stakeholders Map and Blue Print as basic prerequisites to the proper construction of portfolio of projects and entire Programme Plan.

I. Introduction.

Programme management – structured, disciplined and yet creative, and freedom of choice loving, methodology. It asks you to reach your vision through the paths you don't see at the beginning, through the paths you have to constantly seek, through the paths, which you choose, knowing your capabilities, seeing the desired benefits and making changes required to reach your goal.

When I thought of the motto for this workshop I could not resist the temptation to cite one of the greatest Polish poets from the XIX th century, whose soul was so open for freedom and nature, for beauty and harmony, for struggle and results for efforts and benefits, for life itself.

“Just few more heavy clouds
Not broken by my horse's nostrils;
Just few more steep mountains,
And then – just the Sun and harmony!...
Just few more feathers form my helmet
Sucked by the vacuum winds and
into the winds' abyss thrown
Just one more broken arrow,
One lightning, one thunder –
And then – not any more. “

And then just the path towards the never reached excellence. Never ending journey towards new goals and new destinations. Satisfaction from the changes which brought benefits. New organizational paradigm, new capabilities, new challenges. This is what programmes are all about.

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II. Constructing Benefits Profiles, Stakeholders Map and Blue Print as basic prerequisites to the proper construction of portfolio of projects and entire Programme Plan.

Programme management is about structured change. What is the most important for our goals to be achieved? It is knowing why, because and who will deliver what and who and how will measure the profits of changes exemplified in desired benefits.

We have the method (MSP) to help us. We have the processes to follow, we have the system. And yet we struggle all the time fighting constraints, change resistance and constantly undermining the power of key and major stakeholders.

How to run programmes then? What to remember most? Where to begin? How and when and why change programmes during their life time? What are the key words to understand, key activities to perform and KPI to watch?

From my experience there are few key phrases and their context within and outside the programme. These are: Benefits profiles, Stakeholders map and Blue Print. There are many others which are almost as important but there will neither be any time to touch upon them nor to show interdependencies between all of them. But we have to start from somewhere in order to be able to move forward later on.

So on the next slides we shall see the background for building these three “components” into the programme and then we shall see how to use them within the programme during its life time.

In the Power Point slides you will have more information to stress the importance and meaning of structured change management processes within each programme. You can go through these slides and hopefully grasp the basic meaning of them.

Benefits Profiles, Stakeholders Map and Blue Print Tutorial

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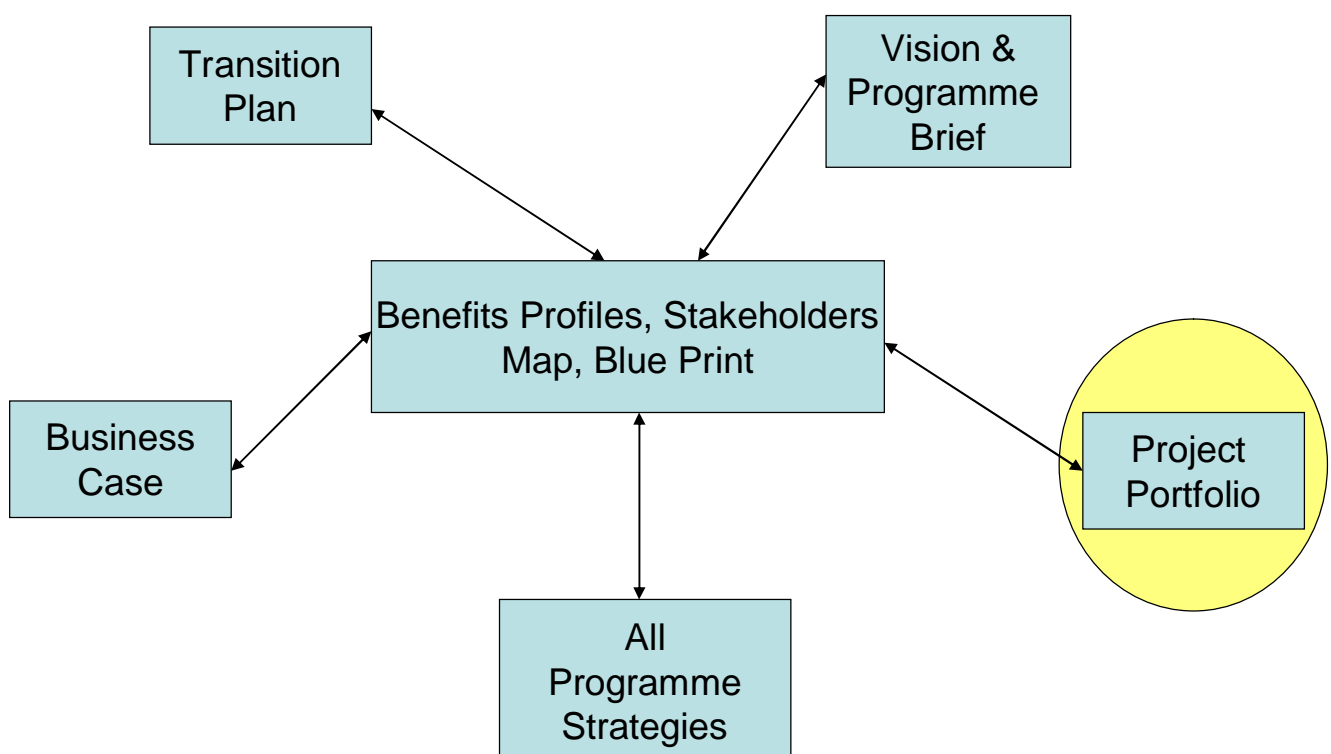
Best Practice User Group

Middle East, 14th June 2007

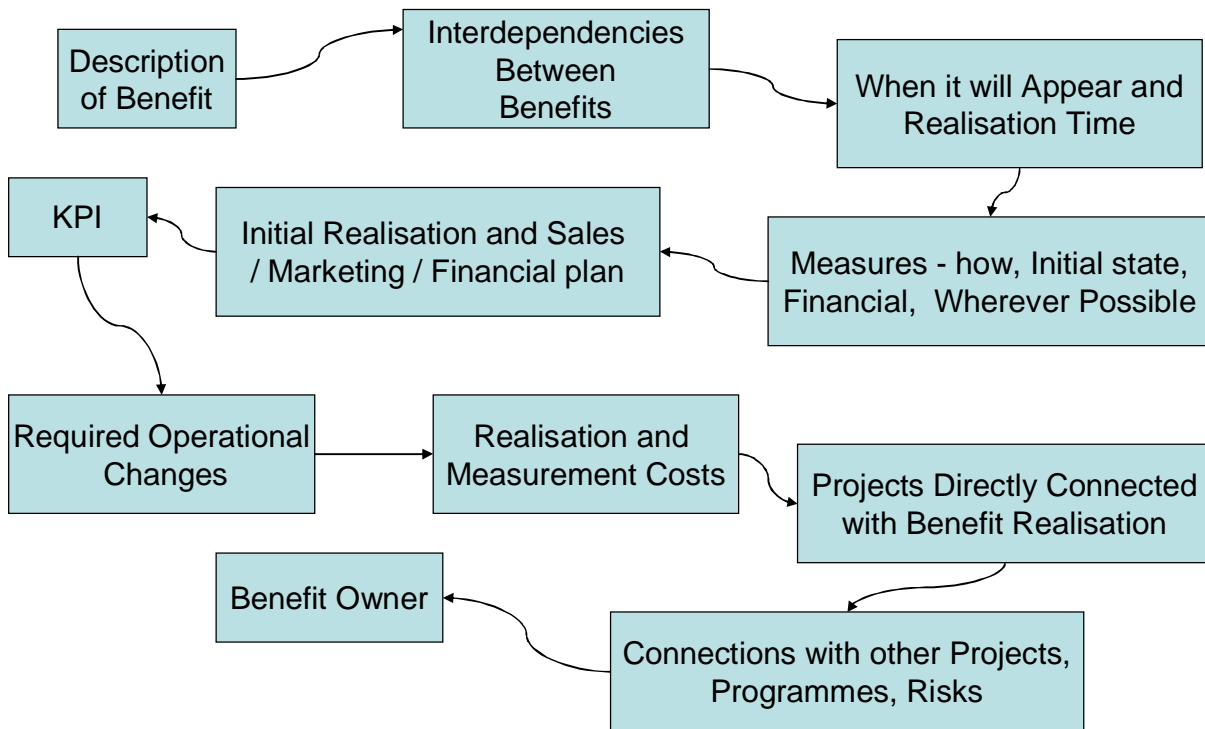
Project Management, Programme Management, Risk Management

PRINCE2™, MSP, M_o_R®

Connections with other programme definition elements



Benefits Profiles



Stakeholders Analysis / Map

C= CURRENT COMMITMENT
R= REQUIRED COMMITMENT

| STAKEHOLDER GROUP | PERCEIVED BENEFITS | CHANGES NEEDED | PERCEIVED RESISTANCE | ANTI | NONE | LET | HELP | MAKE |
|-----------------------|------------------------------------|-------------------------|------------------------------|-------|------|-------|-------|------|
| RESIDENTS ASSOCIATION | INCEREASED SECURITY | UNDERSTAND BENEFITS | NONE | | | C → R | | |
| WARD MEMBERS | IMPROVE FACILITIES REDUCE CRIME | ACTIVE IN PRESS SUPPORT | NONE | | | | C → R | |
| RAMBLERS ASSOCIATION | NONE | UNDERSTAND BENEFITS | HIGH POSSIBLE ACTION ON SITE | C → R | | | | |

ANTI = Stakeholder is against the change

NONE = Stakeholder is passively negative about the change

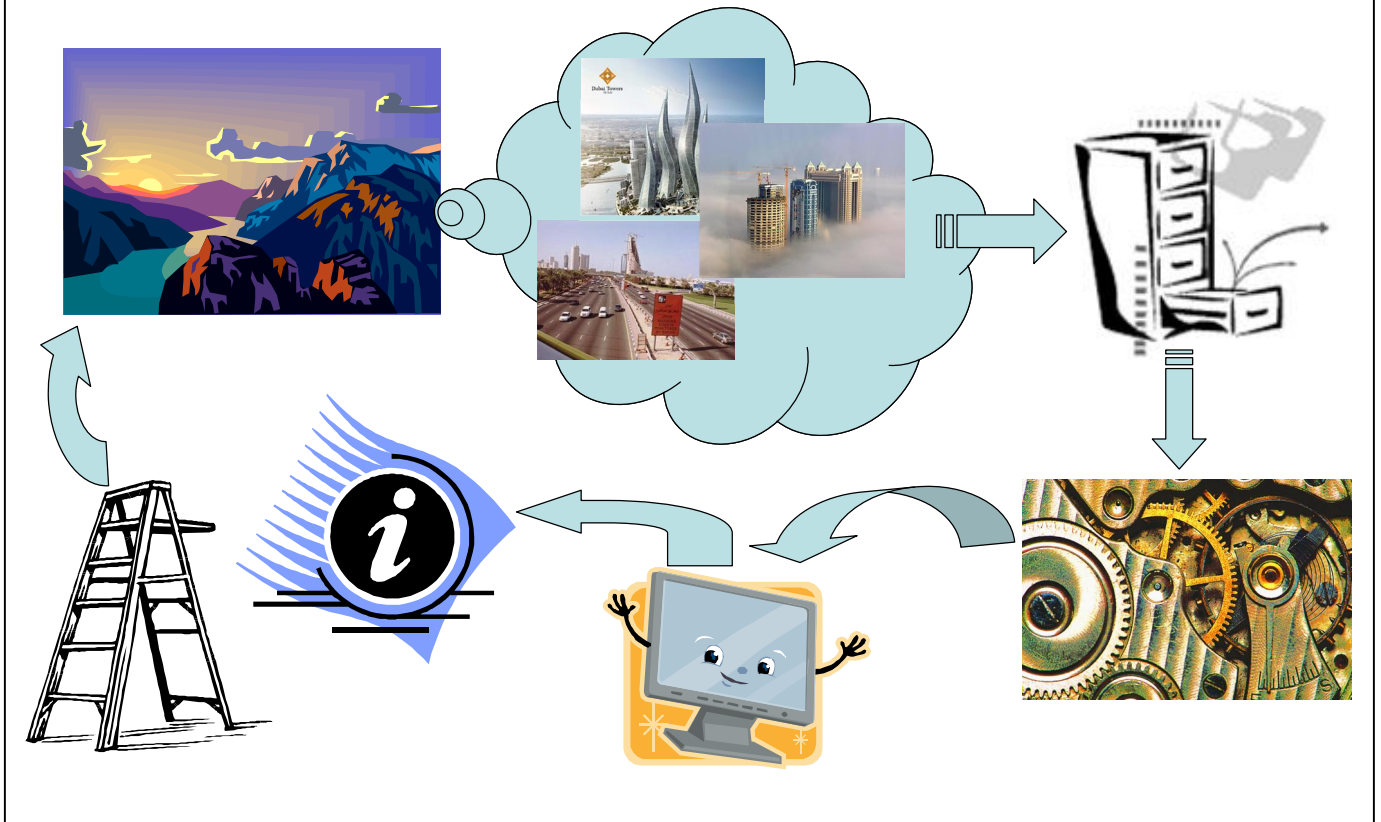
LET = Stakeholder is neutral: he will allow the change to happen, but have no strong feeling for or against

HELP = Stakeholder understands the benefit and will help facilitate the change

MAKE = Stakeholder is actively promoting the change

Example project: Alley-gating in Beswick and Clayton
Project Management Handbook, Manchester City Council, v.2.0 September 2005

Blue Print



„TQM of Competences” in change processes, focused on building programme and project culture and environment.

