



PRINCE2[®]
Programme
Management

Transformationen meistern

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Best Practices
für Alignment von Strategie & Umsetzung

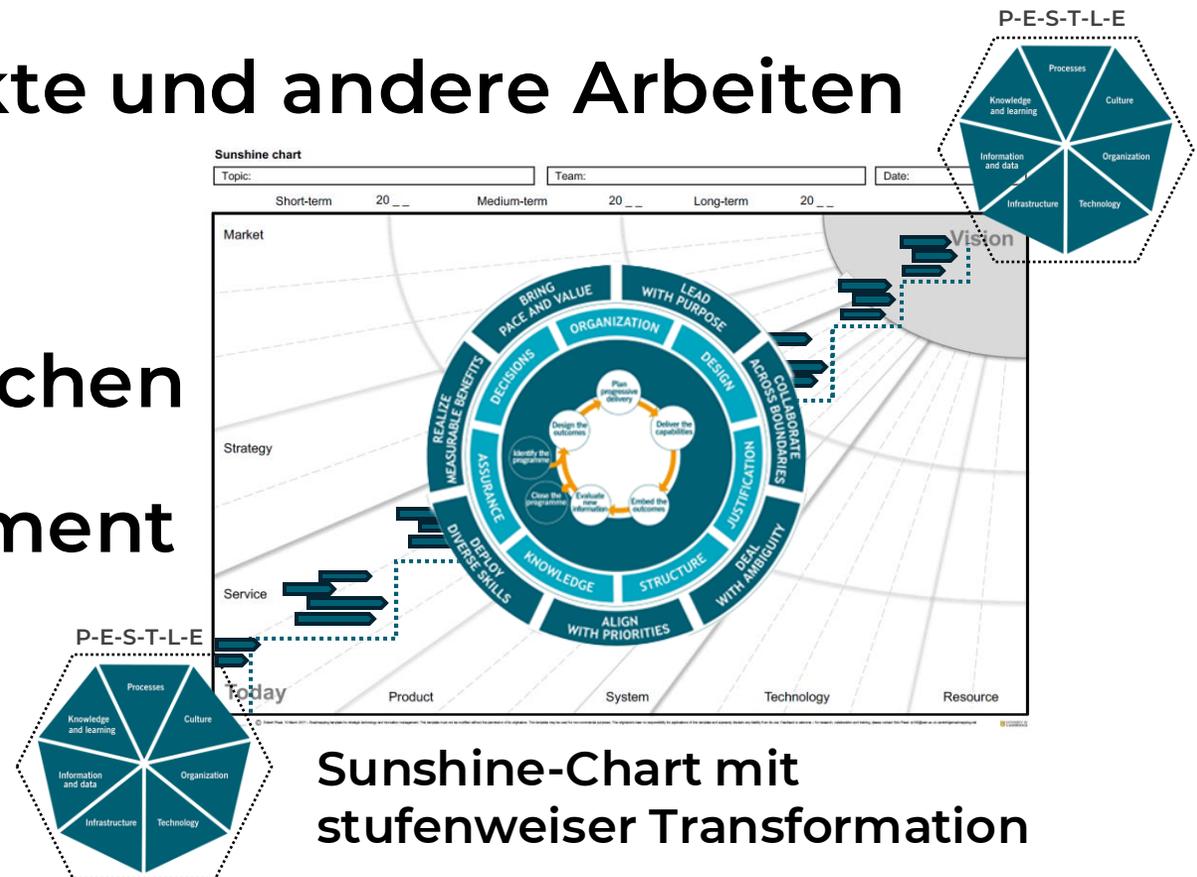


Agenda

- Programmngmt. in a nutshell
- Architektur
- USPs und Schwerpunkte
- Organisation & Governance
- Design
 - Vision
 - Zielbilder
- 7 Kardinalfehler
- Q&A

PRINCE2 Programme Management

- Strukturierter Ansatz für Transformationen
- Richtet verbundene Projekte und andere Arbeiten an der Strategie aus
- Fokus auf schrittweiser Nutzenrealisierung in Tranchen
- Programm-Risikomanagement
- Stakeholder-Management
- Anpassbar und universell



Best Practice - Übersicht

PRINCE2[®] Programme Management

MSP is an adaptable set of programme management approaches providing a fully integrated framework of principles, themes and processes.

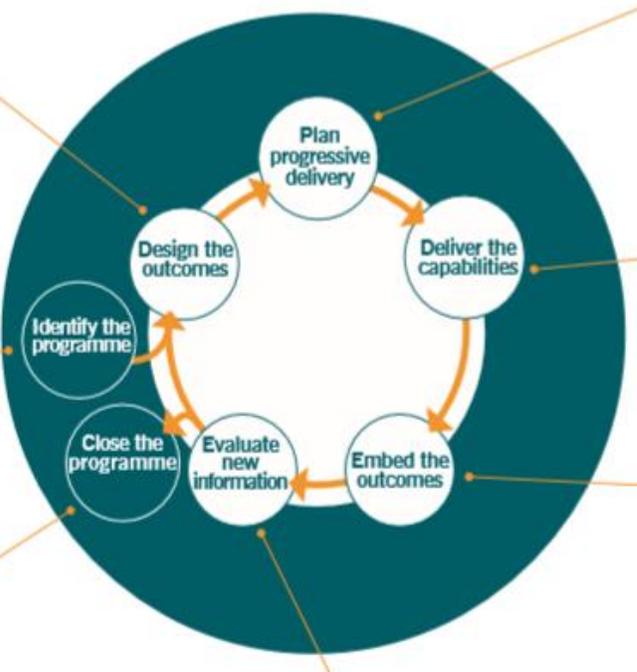


Principles
The guiding obligations that are continually required to achieve value from programme management.

Themes
An essential aspect of governance... (all of delivery)

KEY ROLES

- The **governing board** is the governance board with delegated authority to direct the programme. It includes senior leaders who are accountable to the objectives of the respective investing organizations.
- The **programme board** is the governance board with delegated authority to drive delivery of the outcomes of benefit of the programme within the defined constraints. Members of the programme board include (as a minimum), the sector responsible board (SRB), the programme manager, business change manager (BCM) and the leader of the programme office.
- The **SRB** has overall and ongoing accountability for the successful delivery of the outcomes of the programme.
- The **programme manager** is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRB.
- The **BCM** is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organization(s) in support of the realization of outcomes of benefit on behalf of the SRB.
- The **programme office** is a governance supporting office, led by the programme office lead, with primary responsibility for managing delivery and capacity controls for the programme.



Design the outcomes
Purpose
The purpose of the design the outcomes process is to establish solid foundations for the programme. This means enabling the organization(s) involved to understand the programme vision, benefits, risks and the target operating model, including the gap between the current state and future state, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. This process is revisited at the start of each benefit to either validate the outputs, or adapt them to new information.

Activities
Identify previous learning
Appoint programme roles
Develop the vision statement
Identify and validate benefits
Identify and prioritize risks
Develop the target operating model
Develop the programme strategy
Develop the programme plans
• Stakeholder engagement and communications plan
• Financial plan
• Delivery plan
• Assurance plan
• Benefits realization plan
Develop the business case
Prepare for next process
Approve to proceed, or close

Plan progressive delivery
Purpose
The plan progressive delivery process builds on the programme design. It plans the programme, structuring the projects and other work into benefits of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether or not to proceed with programme delivery.

Activities
Validate required resources
Complete programme strategy
Continue to develop and validate programme plans
• Stakeholder engagement and communications plan
• Financial plan
• Delivery plan
• Assurance plan
• Benefits realization plan
Confirm business case
Prepare for next process
Approve to proceed

Deliver the capabilities
Purpose
The purpose of the deliver the capabilities process is to oversee programme delivery, ensuring projects and other work are carried out appropriately; it monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model.

Activities
Identify required resources
Conduct planned activities
Manage the benefits
Validate execution of programme strategy and plans
Prepare the business for change and plan transition
Prepare for next process
Approve to proceed (or close)

Embed the outcomes
Purpose
The purpose of the embed the outcomes process is to ensure that the investing organization(s) make the required changes to adopt new ways of working and realize benefits. This process incorporates the planning and management of the transition from old to new ways of working and the achievement and embedding of outcomes. This needs to be achieved by ensuring the operational stability and performance of business operations is not jeopardized.

Activities
Embed the transition
Adopt the capabilities
Capture learning
Sign to realize and measure benefits
Approve to proceed, or close

Evaluate new information
Purpose
The purpose of the evaluate new information process is to ensure that the governing board and programme board is supported by high quality, up-to-date and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers them and principles.

Activities
Analyse benefits performance vs plans
Analyse current state vs target operating model
Review programme environment
Prepare for next process
Approve to proceed, or close

Close the programme
Purpose
The purpose of the close the programme process is to end the programme in a controlled way, extracting as much value from the programme regardless of the reason for doing it. This includes ensuring that the investing organization(s) are ready to maximize the benefits to be realized from the programme work completed by continuing to measure benefits and taking steps in BAU to minimize benefit erosion.

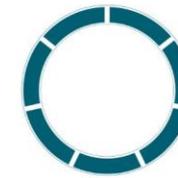
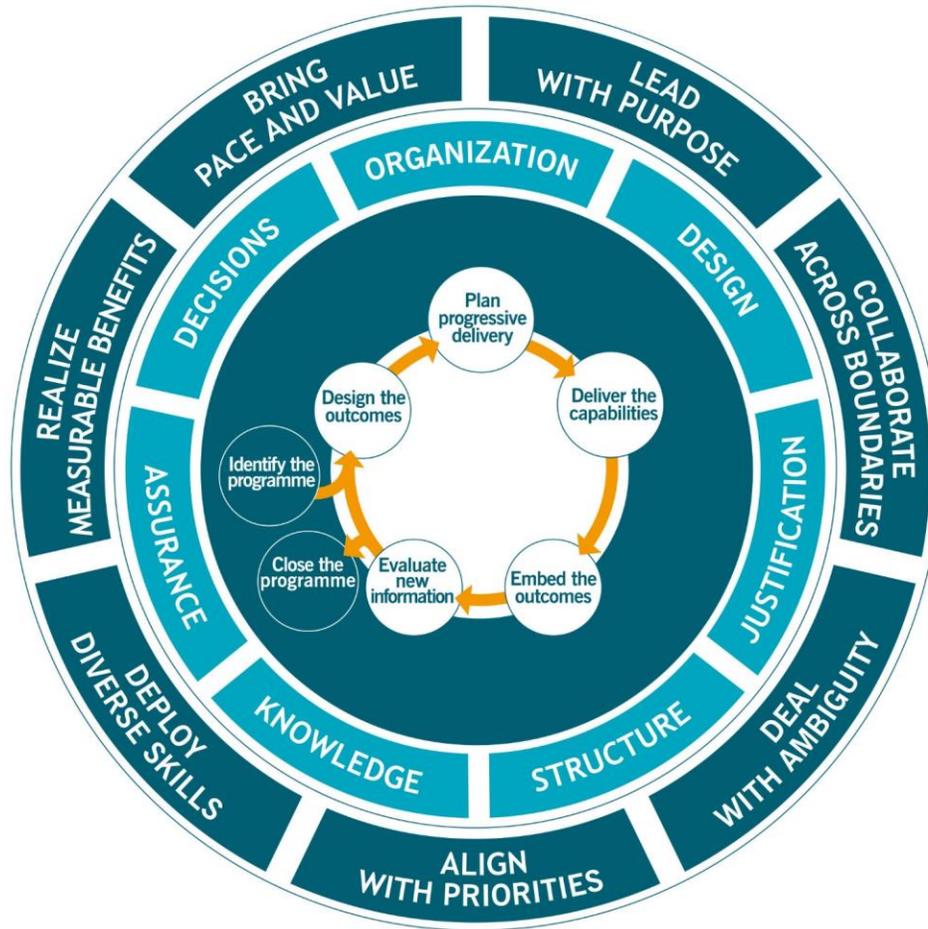
Activities
Prepare for closure
Handover residual work
Finalize information
Disband programme organization and close

Identify the programme
Purpose
The purpose of the identify the programme process is to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks) and aims to turn the initial idea into a tangible business concept. The goal is to do the minimum work necessary to be able to decide whether further work on the programme is worthwhile.

Activities
Confirm organization structure
Confirm SRB
Confirm programme mandate
Develop programme brief
Establish initial programme strategy and plans
Prepare for next process
Approve to proceed (or close)

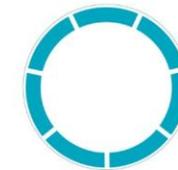
PeopleCert Group, 2024: (PeopleCert Group, 2024)

Architektur: 3 x 7 Komponenten



Principles

Kritische Erfolgsfaktoren



Themes

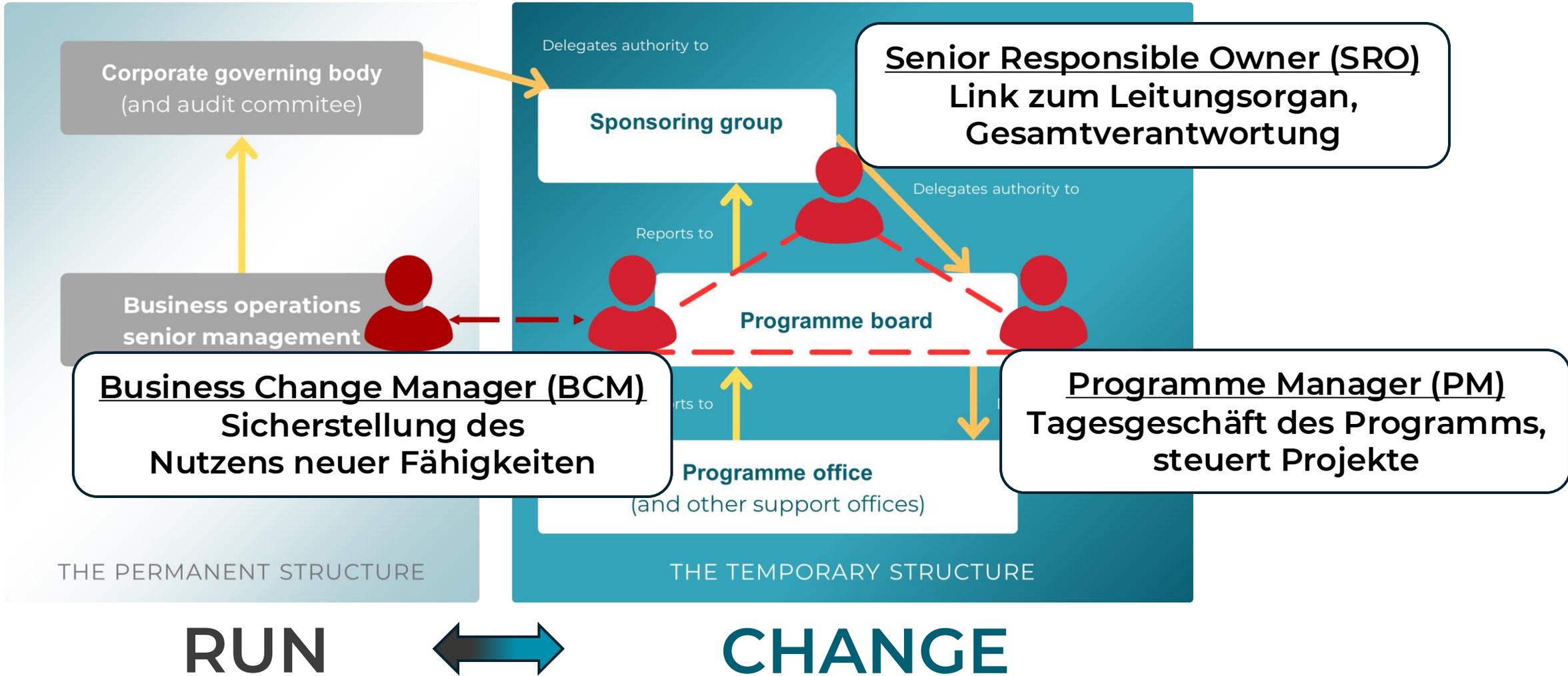
Die wesentlichen Governance-Aspekte



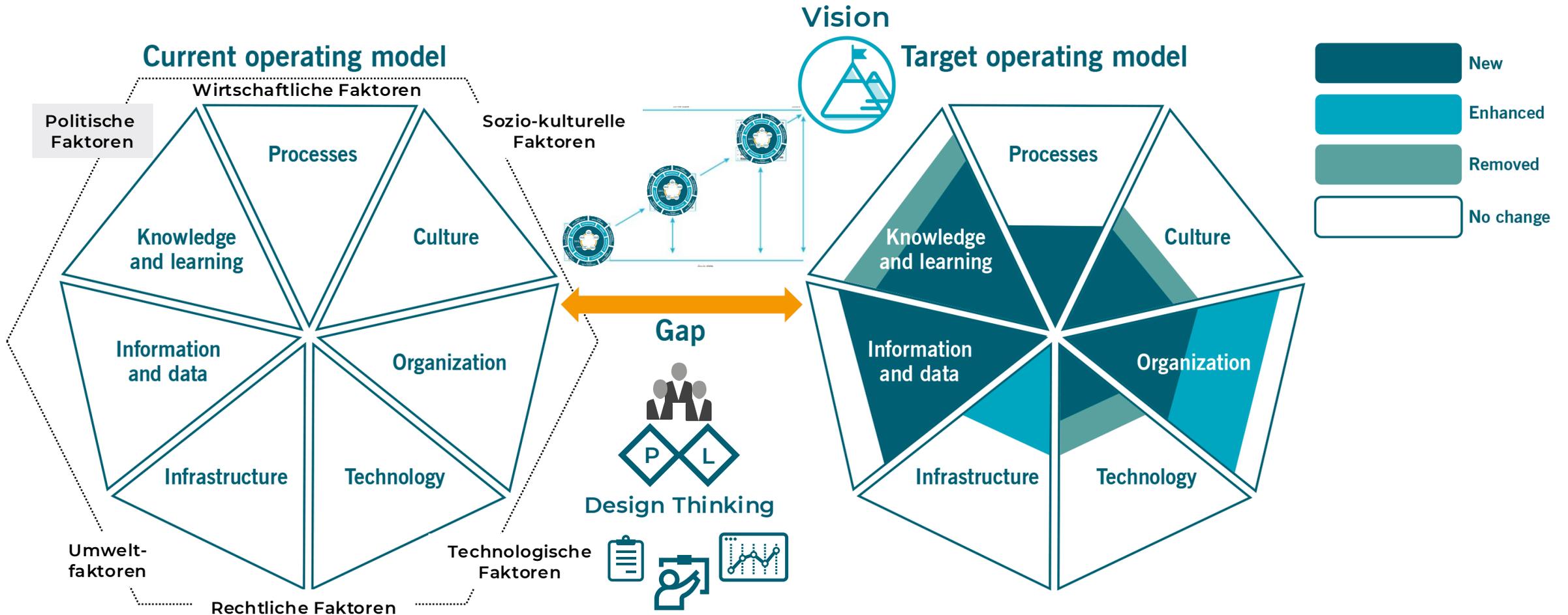
Processes

Der Lebenszyklus

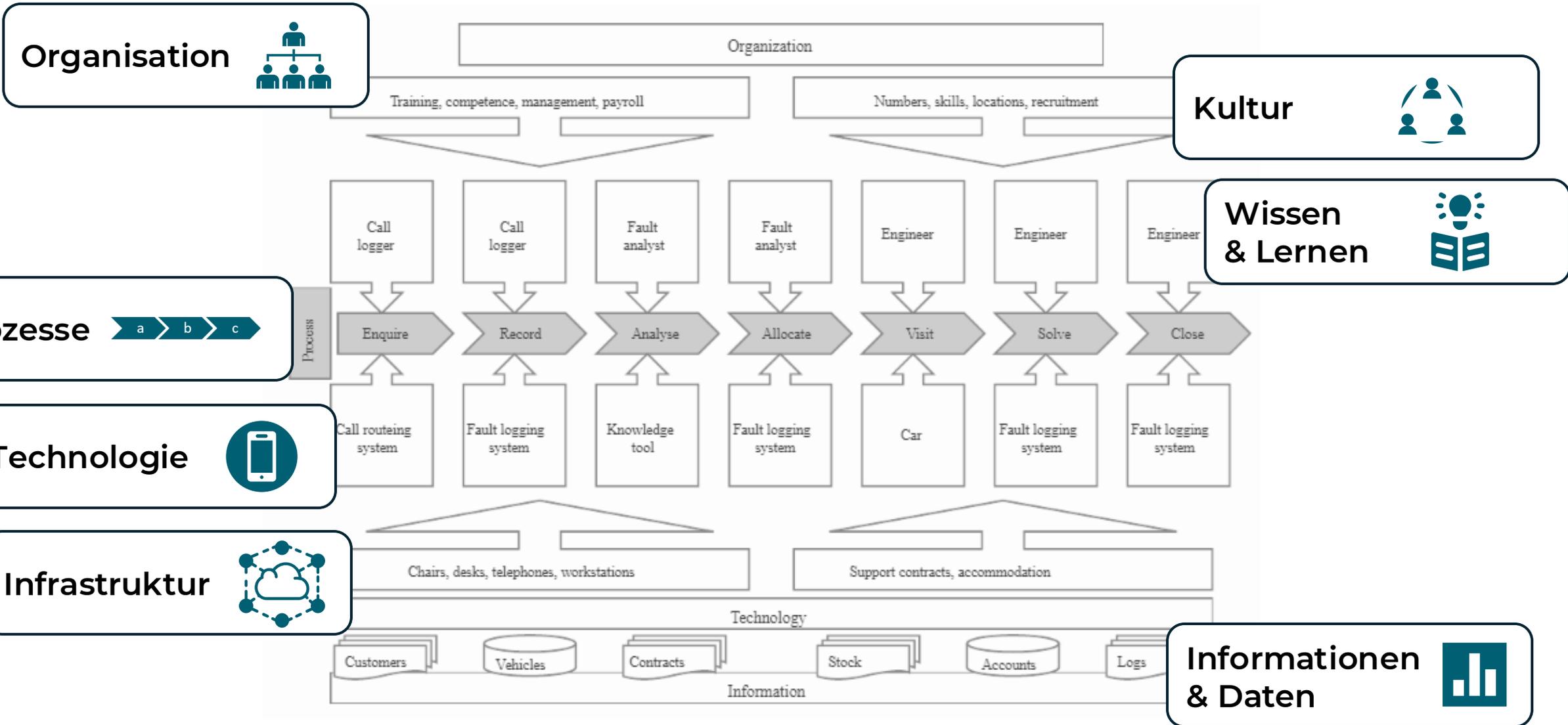
Governance und eine „Triade“



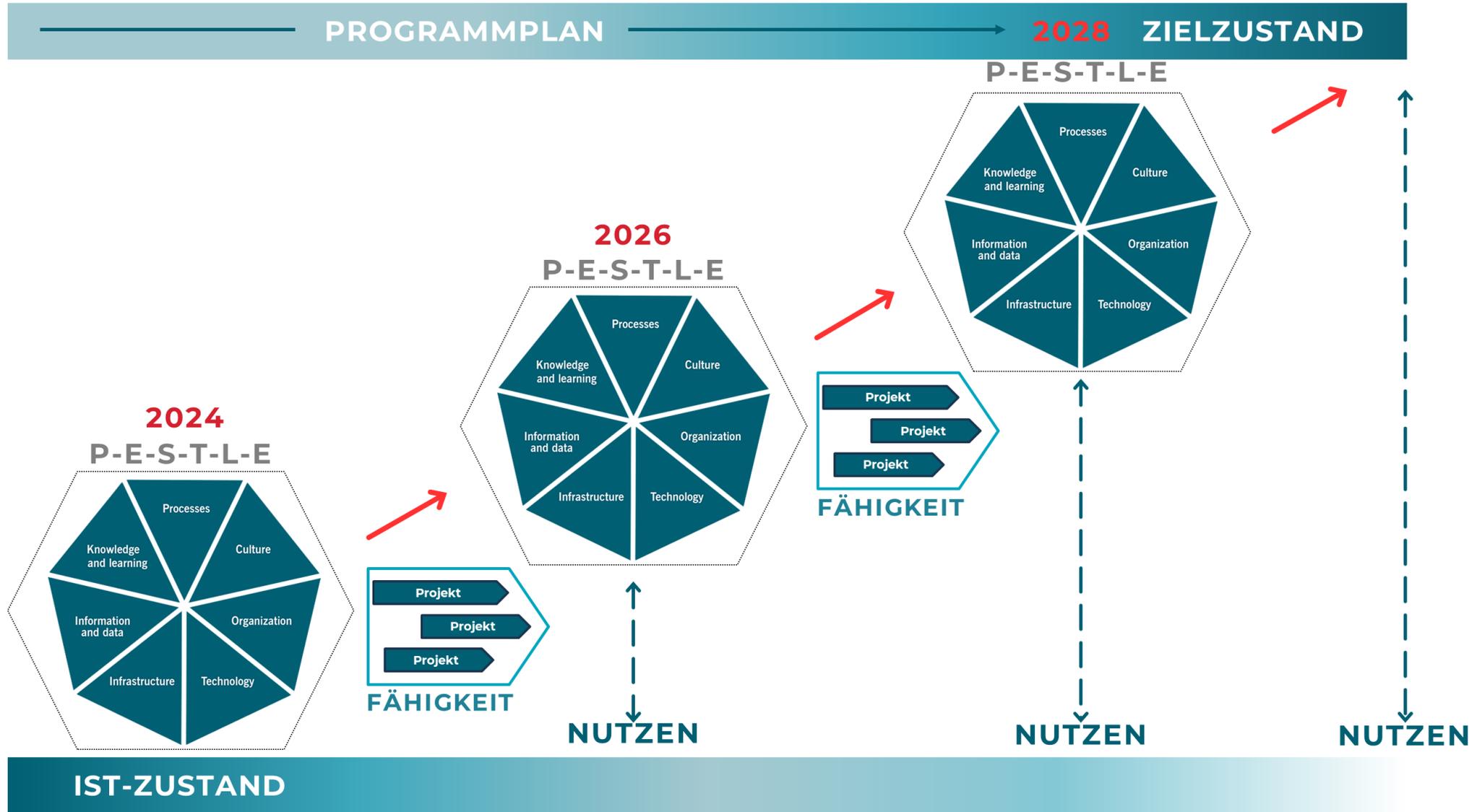
Design: Vision & Zielbilder



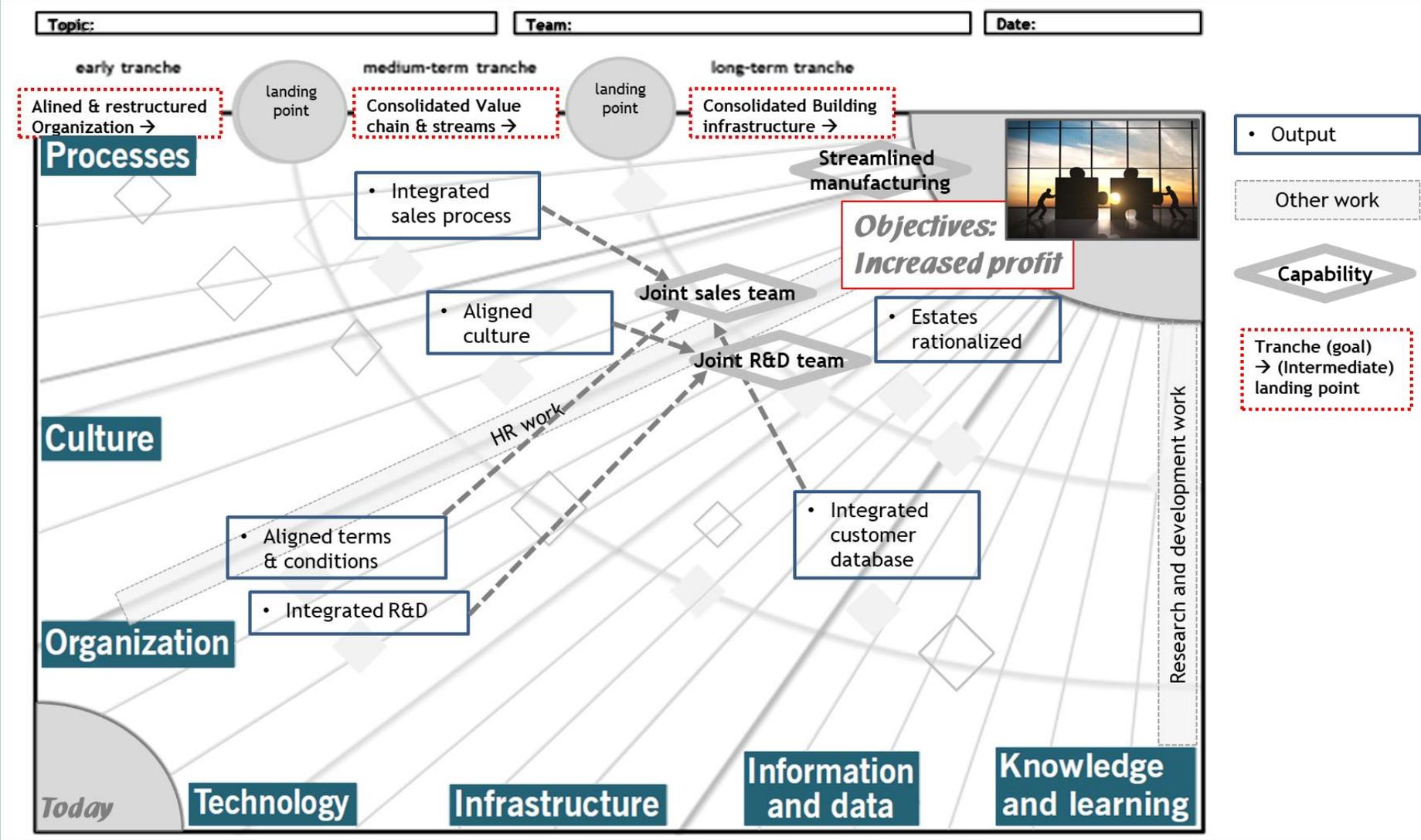
Design: Target operating model (TOM)



Fähigkeiten & Nutzen: step-by-step



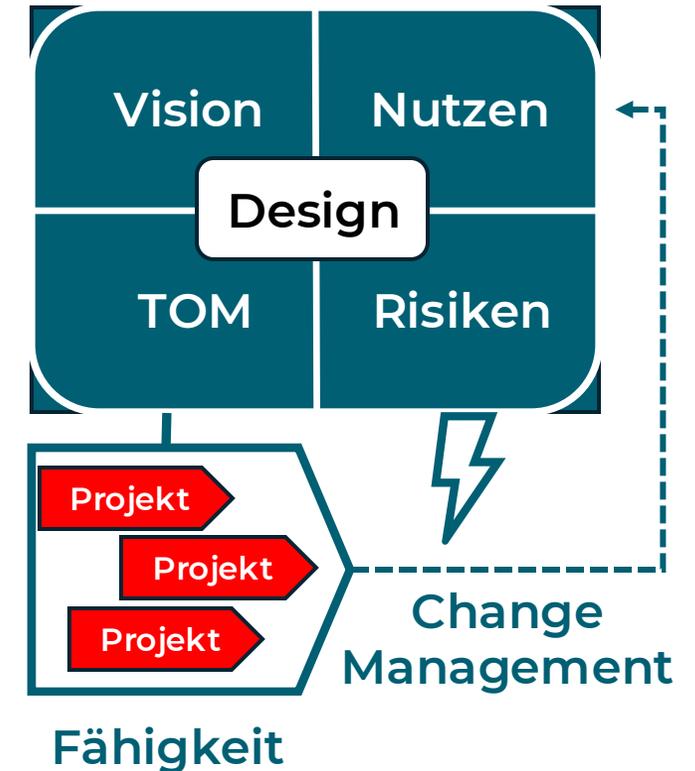
Design: Sunshine Charts



7 Kardinalfehler

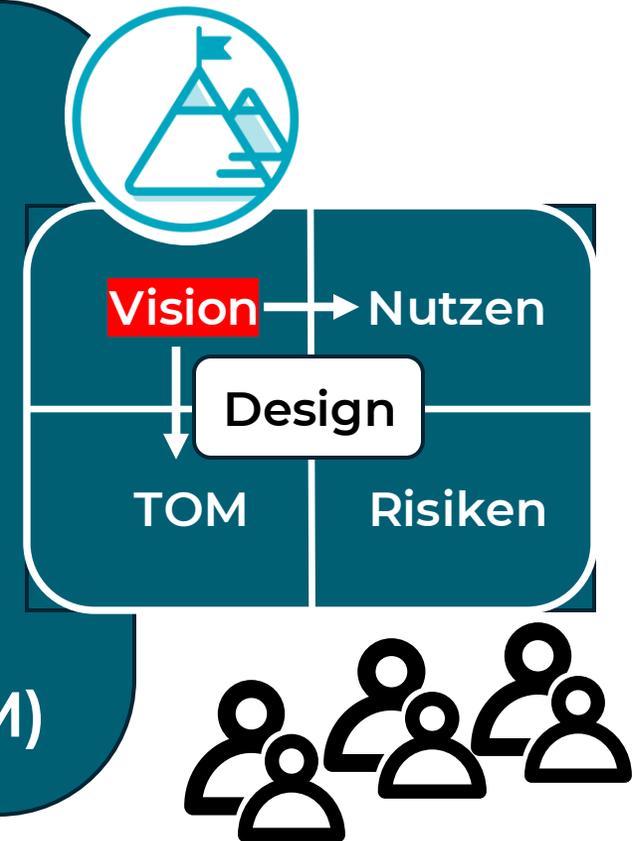
1. Programm wie ein Projekt managen

- Kein erweitertes Projektmanagement
- Kein Ersatz für Projektmanagement
- Kein Ansatz, der nur auf Lieferung fokussiert



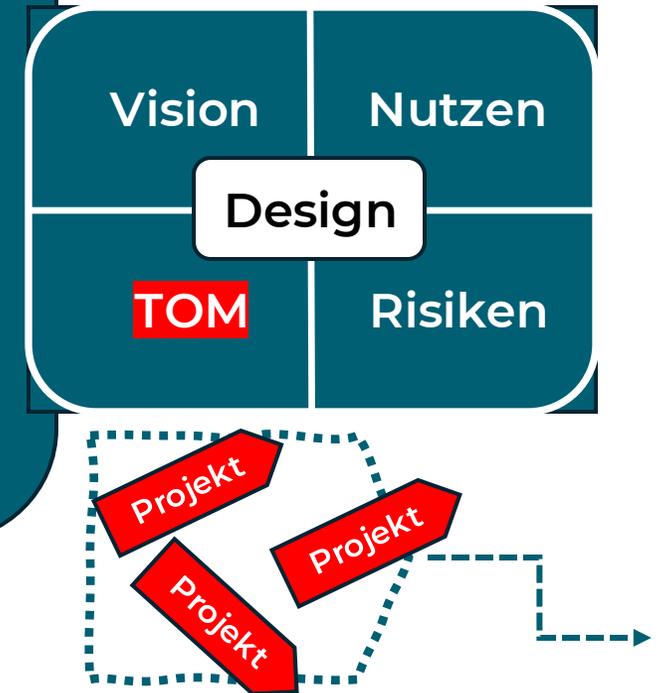
2. Vision vernachlässigen

- Kein „lip service“
- Kein Management-Sprech
- Keine to-do-Liste → „Projekt-Aktionismus“
- Kurz & knapp
- Konsistent mit dem Zielbetriebsmodell (TOM)



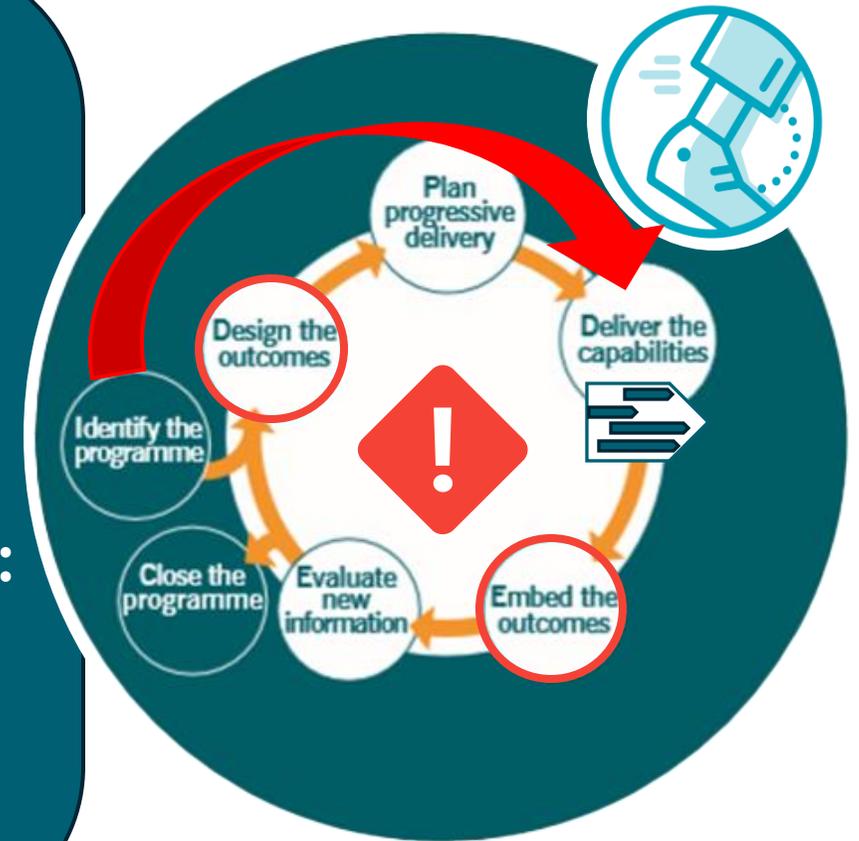
3. Ohne Zielbetriebsmodell arbeiten

- Ohne Zielbild (TOM) keine Orientierung
- Ohne ganzheitlichem Verständnis und Architektur keine klare Fokussierung auf Outputs und Fähigkeiten möglich
- Projekte ungerichtet und ad hoc



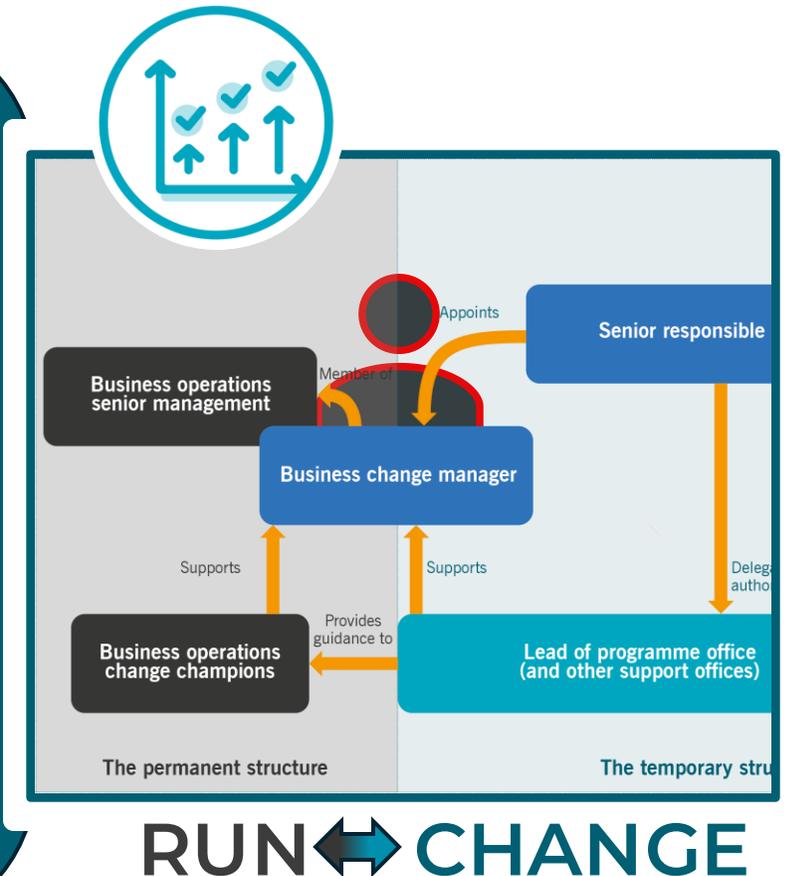
4. Programmablauf ignorieren

- Klarer Programmstart und –ende
- Projekte, aber Design und Transition fehlen?
- Programm besteht aus Tranchen
- Iteratives und inkrementelles Vorgehen:
 - „Unternehmensagilität“
- Tranchenende: Zwischenlandepunkt:
 - Nutzen erreicht und stabil?

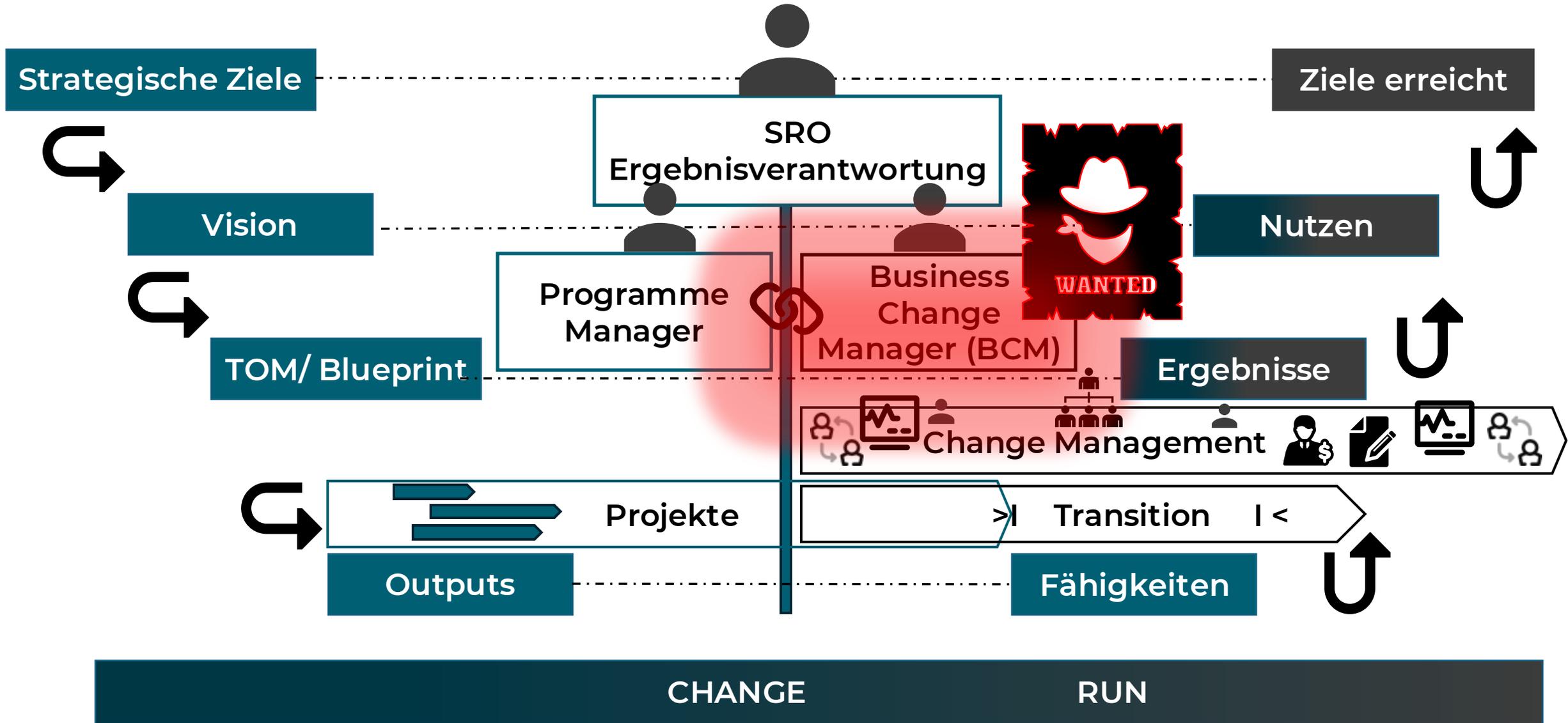


5.1 Change & Nutzen vernachlässigen

- Veränderungen & Nutzen vereinbaren, planen, budgetieren, messen ...
- ...Nicht nur Fähigkeiten (Projekte & Outputs)
- Nutzen entstehen aus Veränderungen, diese entstehen aber nur im Business:
- Klare Ergebnisverantwortung für Business Owner (Business Change Manager) im Programm und für danach verankern

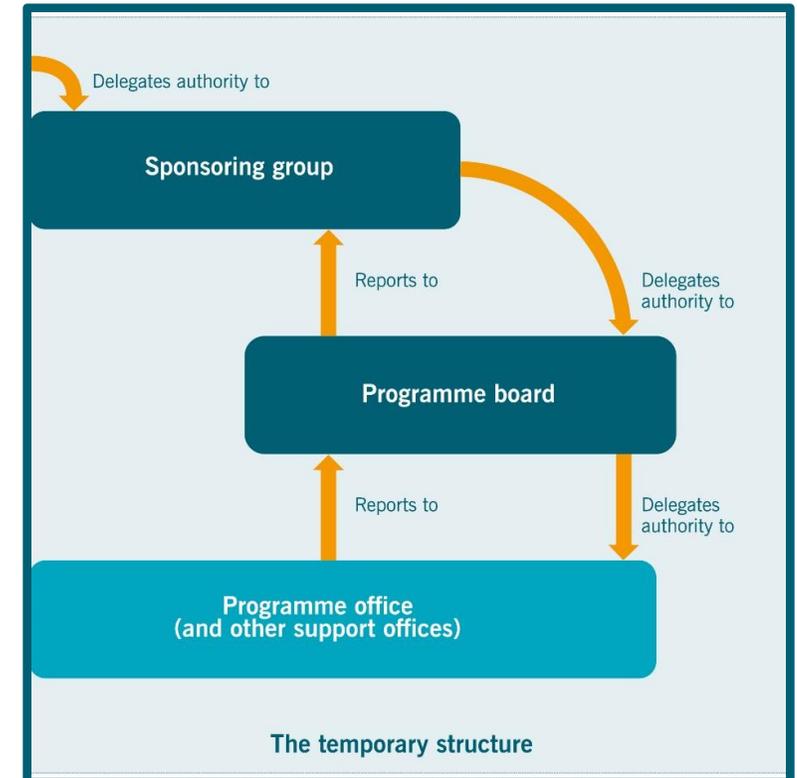


5.2 Change & Nutzen vernachlässigen



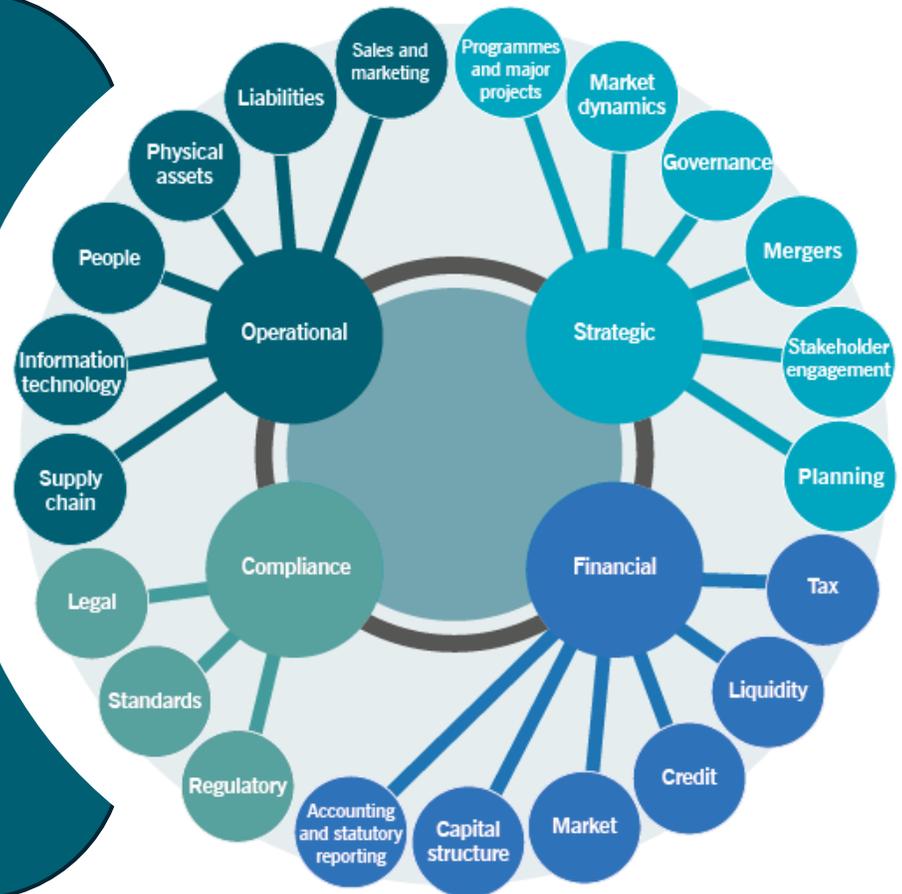
6. Unangemessene Governance

- Zu große Programme Boards und unklare Rollenbeschreibungen („Talking shops“)
- Sponsoren treffen sich häufiger als Programme Board
- Programme Boards diskutieren v.a. Projektbelange und agieren als Lenkungsausschüsse
- Stärkere Einbindung des/der BCM fehlt



7. Projekt-, nicht Programmrisiken

- Oft Diskussion von Projektrisiken mit Bezug auf Lieferung
- Wenig Fokus auf:
 - externe Bedrohungen,
 - strategische Änderungen,
 - Kostenunterschätzungen,
 - sozio-politische bzw. organisatorische Komplexität/Akzeptanz



- Ihre Fragen?
- Anmerkungen
- Turn-around-
Management-Bedarf?



Literatur & Quellen

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