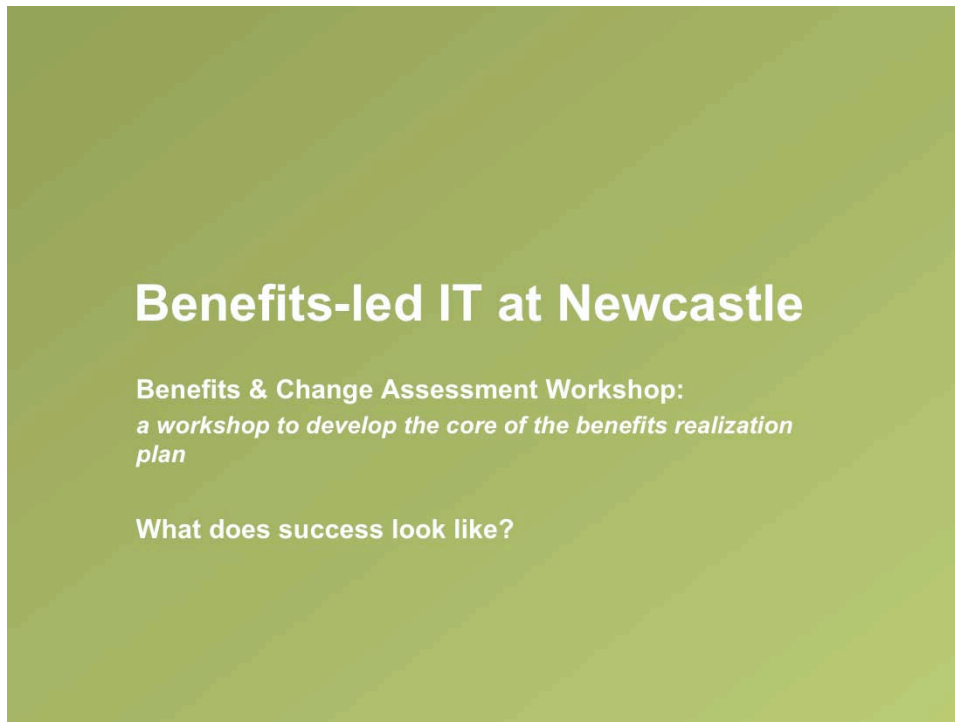


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The workshop should include the project sponsor, core members of the project team and key stakeholders or representatives of key stakeholder groups.

It is best to set aside half a day or at least 3 hrs.

The workshop needs to be in a spacious room, with plenty of room for participants to move about. There should be a large wall that can be used for developing the benefits network.

You need a large supply of post-it notes and fibre tip pens for writing on them. There should also be a flip chart for recording general ideas and issues raised during preparation of the network.

After introductions the facilitator and project sponsor between them need to introduce the workshop, explaining the purpose and approach. Slides 2-4 can be used to help set the scene. The sponsor should outline the drivers and high level objectives for the proposed investment.

Drivers: 'why do we need to change?'

Objectives: 'what improvement do we want to achieve?' i.e. what are the overall objectives of the proposed investments.

□

Definitions (#1)

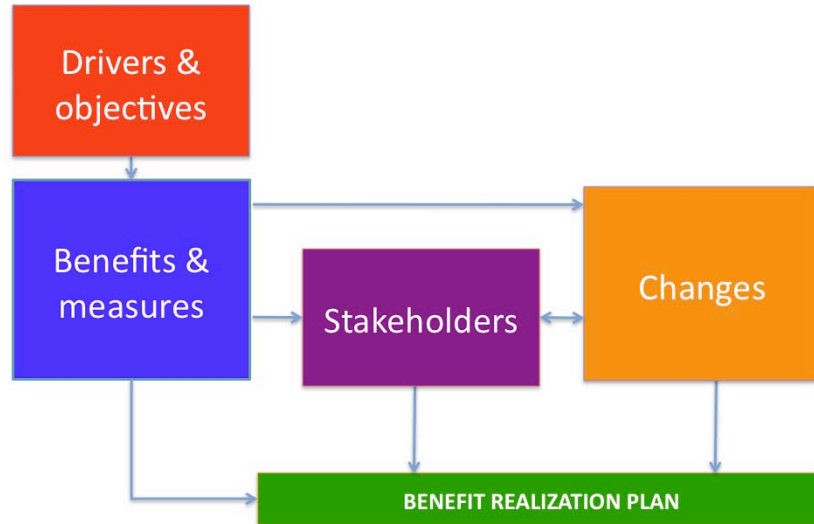
- Business benefit
 - An advantage on behalf of a particular stakeholder or group of stakeholders.

- Stakeholder(s)
 - An individual or group of people who will benefit from the investment or are either directly or indirectly involved in making or are affected by the changes needed to realise the benefits



□

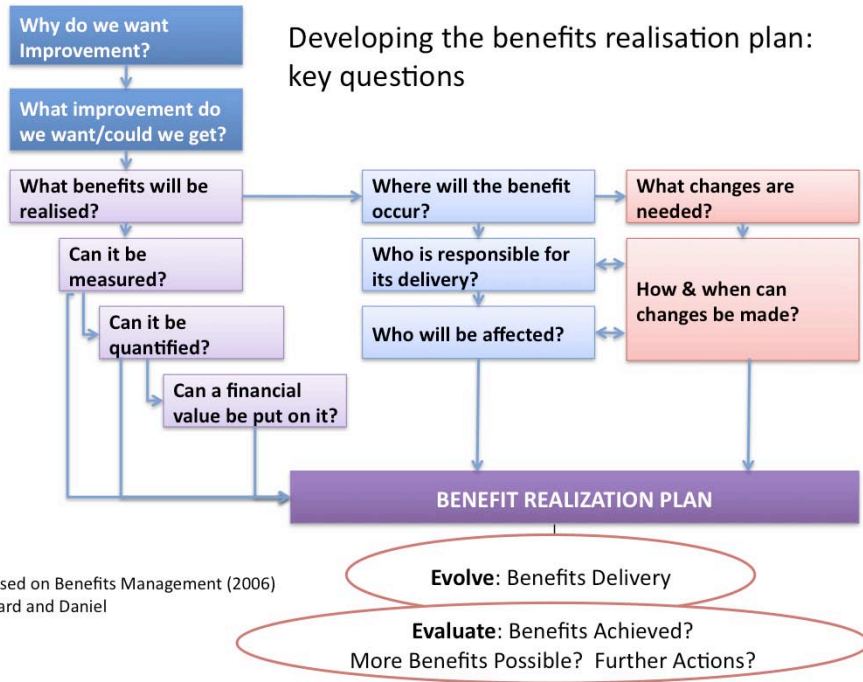
Developing the benefits realisation plan



Based on Benefits Management (2006) Ward and Daniel

The slide shows key elements of the benefits realisation plan

Developing the benefits realisation plan:
key questions



Based on Benefits Management (2006)
Ward and Daniel

The slide provides a set of questions that define what goes into the benefits realization plan

□

Benefits Dependency Network

Linking the 'why' to the 'how'

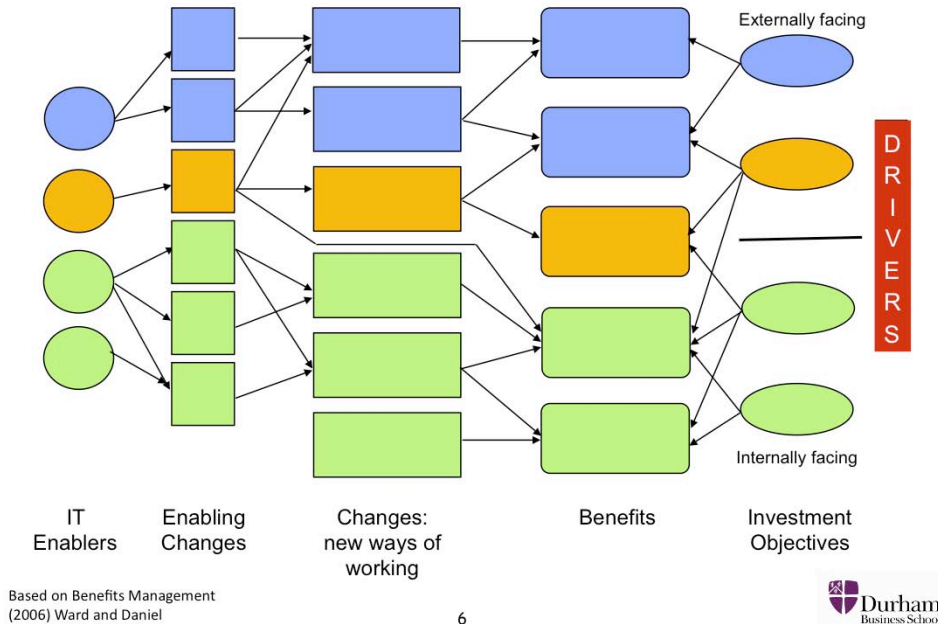
What are the benefits and how do we realise them?

What is the purpose of a Benefits Dependency Network?

To link the investment objectives and their resulting benefits in a structured way to the business, organizational and IS/IT changes required to realise the benefits (p 133 – Ward & Daniel)

□

Benefits Dependency Network



The network is developed in the workshop starting from the drivers and objectives outlined by the sponsor.

Participants start by exploring potential benefits. Each participant writes proposed benefits on post-its – one on each post-it. Then one by one the post-its are placed on the wall by the facilitator. It's easy to confuse what goes in each column – the facilitator will have to provide guidance as the workshop progresses. For the benefits its important to keep in mind the definition – who is the stakeholder who gains from each benefit?

Then for each benefit the group considers – changes i.e. the new ways of working which will deliver the benefits. This represents the future state for example of process.

The IT enablers and enabling changes are on-off changes that will enable the new ways of working. This will include training but is likely to include a range of other activities such as changed roles, use of new information, or recruitment of staff with different skills.

Gradually a (messy) picture will emerge. It may be helpful to have two attempts at the network – the facilitator can tidy up the first attempt during a coffee break and then this can be the basis for further development and refinement,

Your Project...

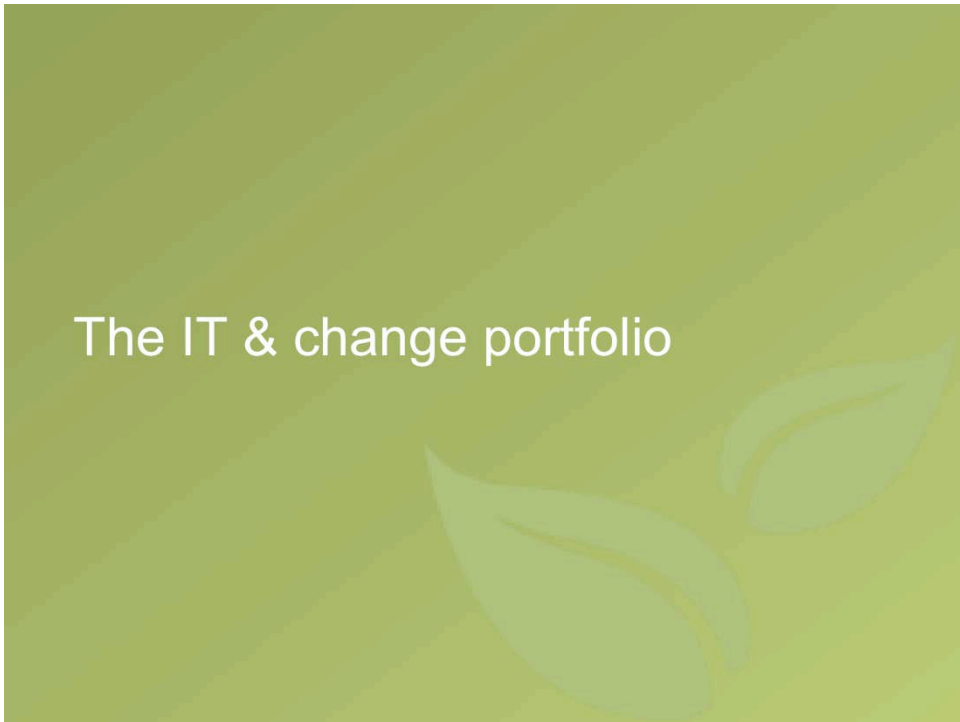
- **What changes are required to deliver key benefits?**
 - What are the implications for ownership / the scope of the project?



At the end of the workshop it is valuable to reflect on understanding of the project that emerges from developing the network.

It is likely that the workshop will result in a changed understanding of the scope of the project and the stakeholder involvement required.

□



It is helpful to revisit the portfolio to confirm the understanding of how the project contributes to the strategic goals of the organisation.

□

IT & Change Portfolio

	Strategic	Exploratory
Transformational change / doing new things	<i>critical to achieving strategic objectives</i>	<i>may be important in achieving future success</i>
Improving the current business	<i>critical to existing business operations</i>	<i>valuable but not critical to success</i>
	Core Operations	Support

Based on McFarlan 1981

□

Your Project...

- **Where does it fit on the investment portfolio?**
- Do the results of the Driver Analysis and developing the Benefits Dependency Network alter your opinion?



Action Planning

- How has developing the benefits dependency network changed / refined your understanding of the investment?
- Were key stakeholders involved?
- Is there clear ownership for the benefits?
- What further work is required to refine and validate the benefits dependency network?
- Who should be involved in the stakeholder analysis and when will it take place? (the next step)
- Is it worth proceeding with the project?



Following the session the network is written up preferably as a diagram and tables of benefits / changes etc. Next steps include stakeholder analysis and drilling down into details of measures and targets related to each benefit.

Benefits: what do we need to know?

