



Overview

Navigating the essential building blocks of MSP

Why invest in programmes?



Why isn't project management sufficient?

What are the benefits for the investing organization(s)?

Thoughts on multiple reasons (not types).

MSP definition of a programme

A temporary structure (designed to lead)

- Although is closely linked to business as usual operations and may span many years

Multiple, interrelated projects and other work (in order to)

- Not necessarily just projects, nor just one mode of delivery

Progressively achieve outcomes of benefit (for)

- Incremental cycles with landing points where it would be 'safe' for the organization to stop. Enterprise agility. Not an agile method.

One or more organizations.

- MSP recognises the investing organization(s) noting that investments are often made by multiple stakeholders but the key point is that programmes are typically not bounded by one organization/part of an organization and require collaboration across boundaries

Common programme challenges

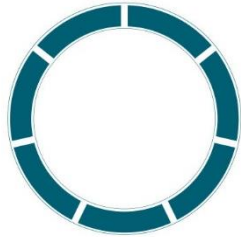


What challenges do your programmes face?

Programme environment



Three lenses of the MSP framework



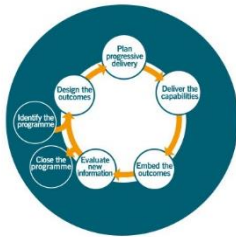
Principles

Universal, empowering, self-validating



Themes

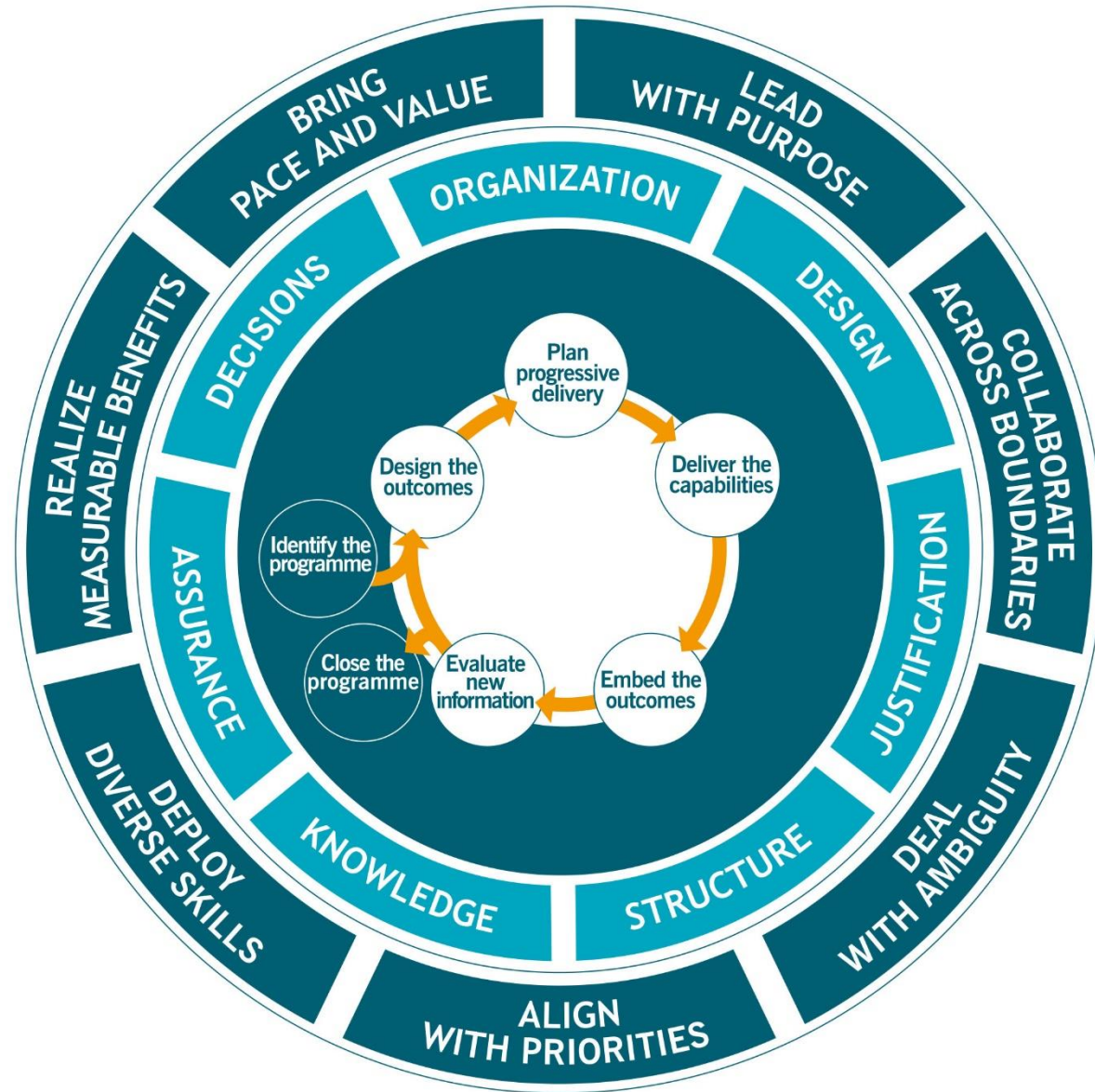
Essential governance and controls



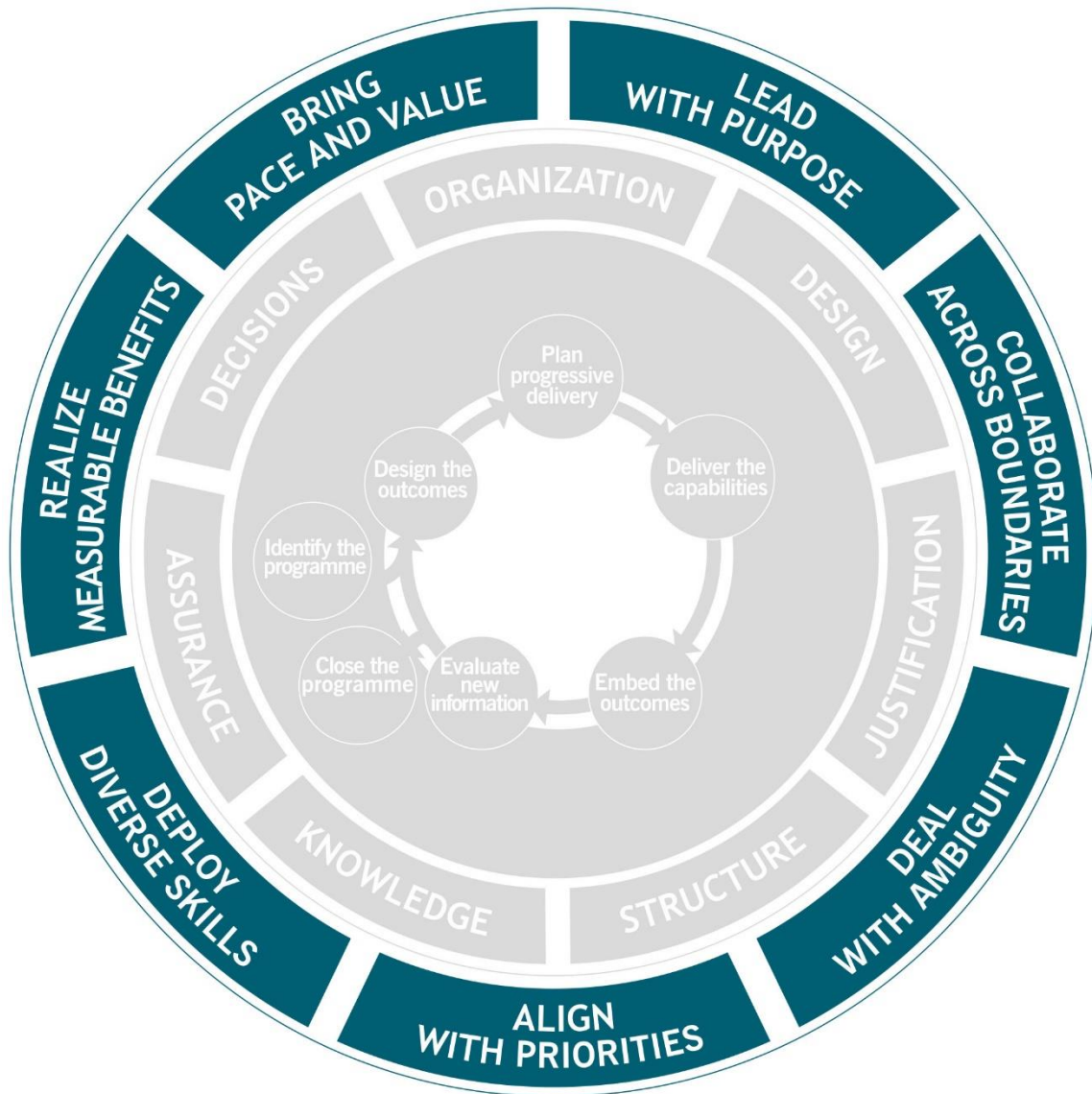
Processes

Incremental lifecycle that is flexible and adaptable yet enables an orderly progression with clear decision criteria.

The MSP integrated framework



Navigating the Principles



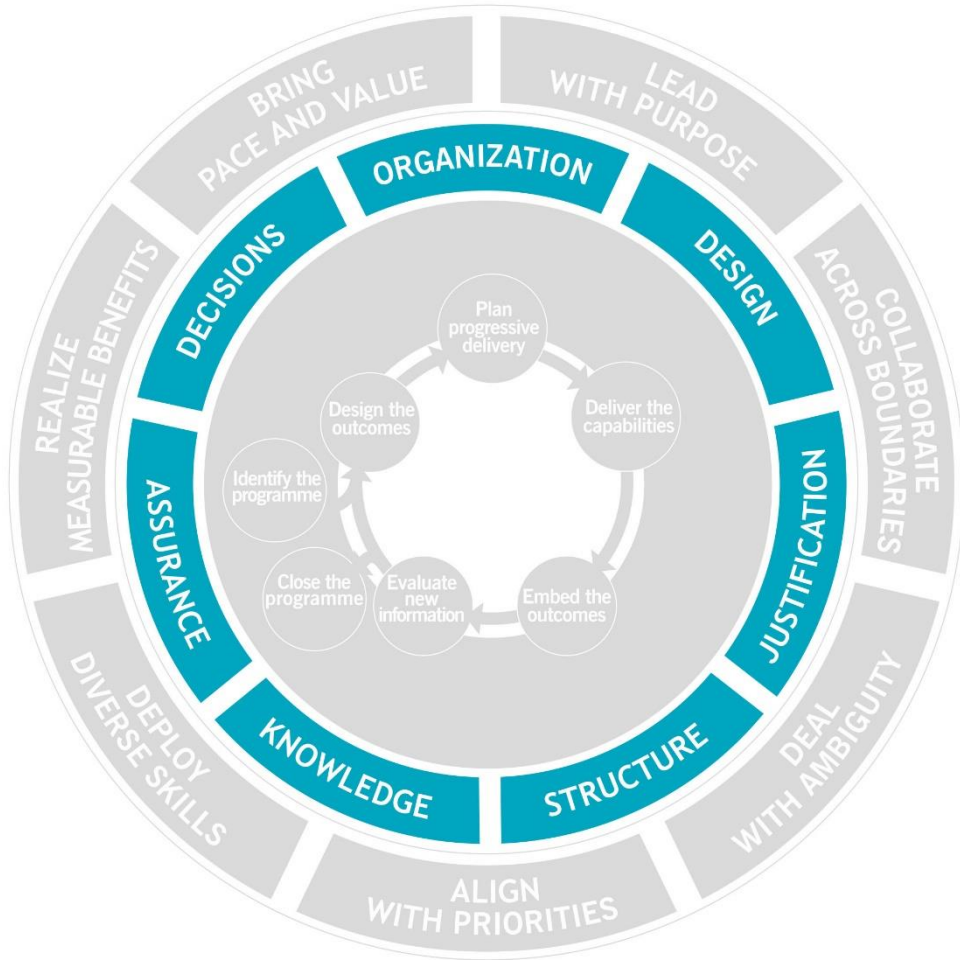
Guiding obligations

Continually required

Ch2 - how each theme relates to each principle

Each theme chapter (4-10)
- key relationships between each principle and the theme

Navigating the Themes



Essential aspect of governance

Needed to apply principles and embedded in processes

Documented in approaches in programme strategy (why and what). Programme plans (who, when, how)

Define compulsory documents

Define focus of roles within theme

Navigating the Processes



Structured set of activities

Define inputs and outputs to achieve the objective of the process

Defines RACI for each activity

Maps how themes fit in each process

Appendix and glossary



Appendix: Programme information

- Purpose
- Contents
- Notes

Glossary: Definitions of terms

Glossary

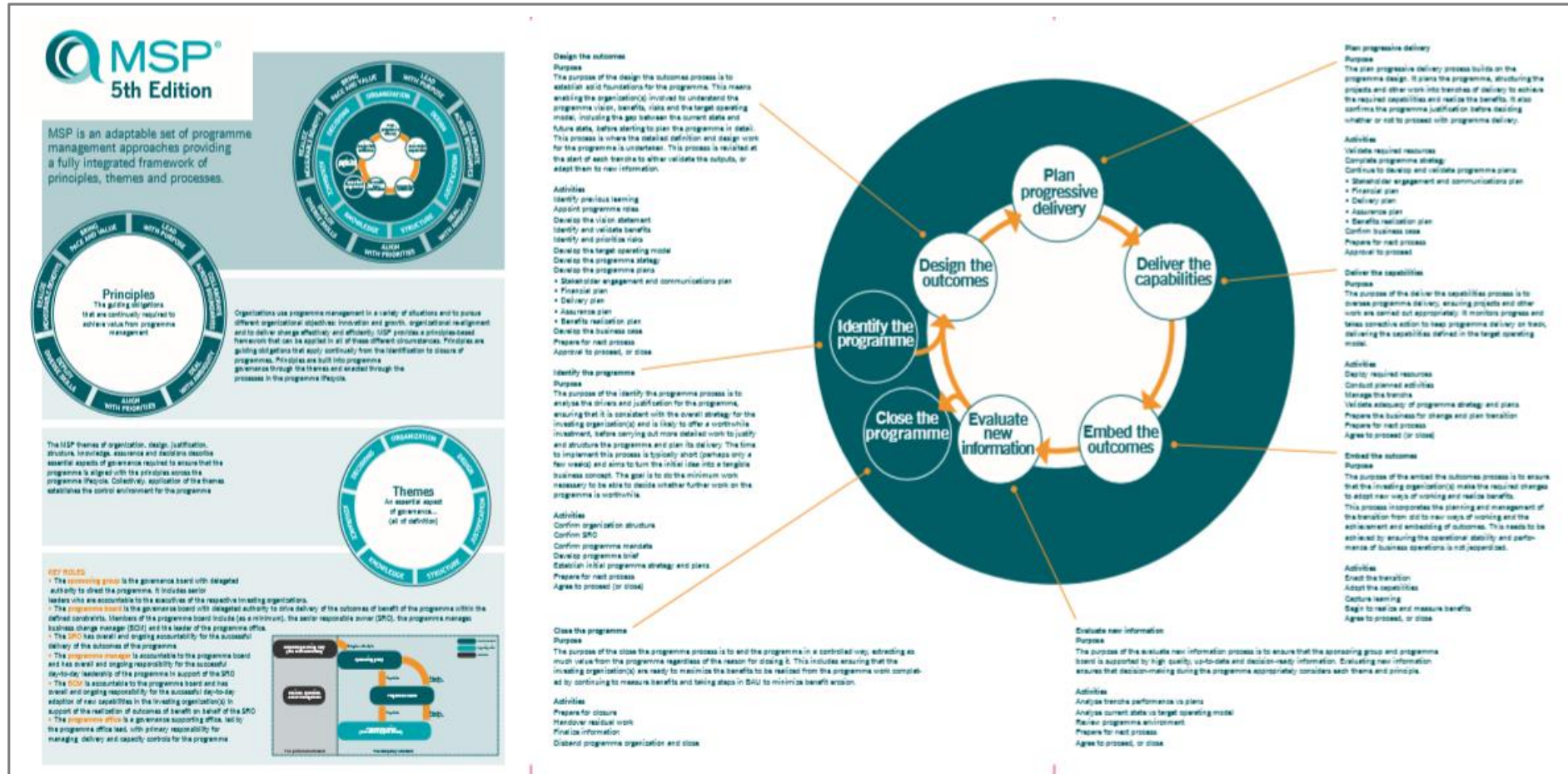
This glossary contains those terms that have a specific meaning in a programme using MSP.

It excludes the documents created as a result of implementing the MSP integrated framework. These are listed in alphabetical order in Appendix A.

[aggregated risk](#)

The combined effect of risk to the programme objectives when risks are viewed collectively rather than individually. This could include the outputs of particular scenarios or risk combinations.

Fold out summary

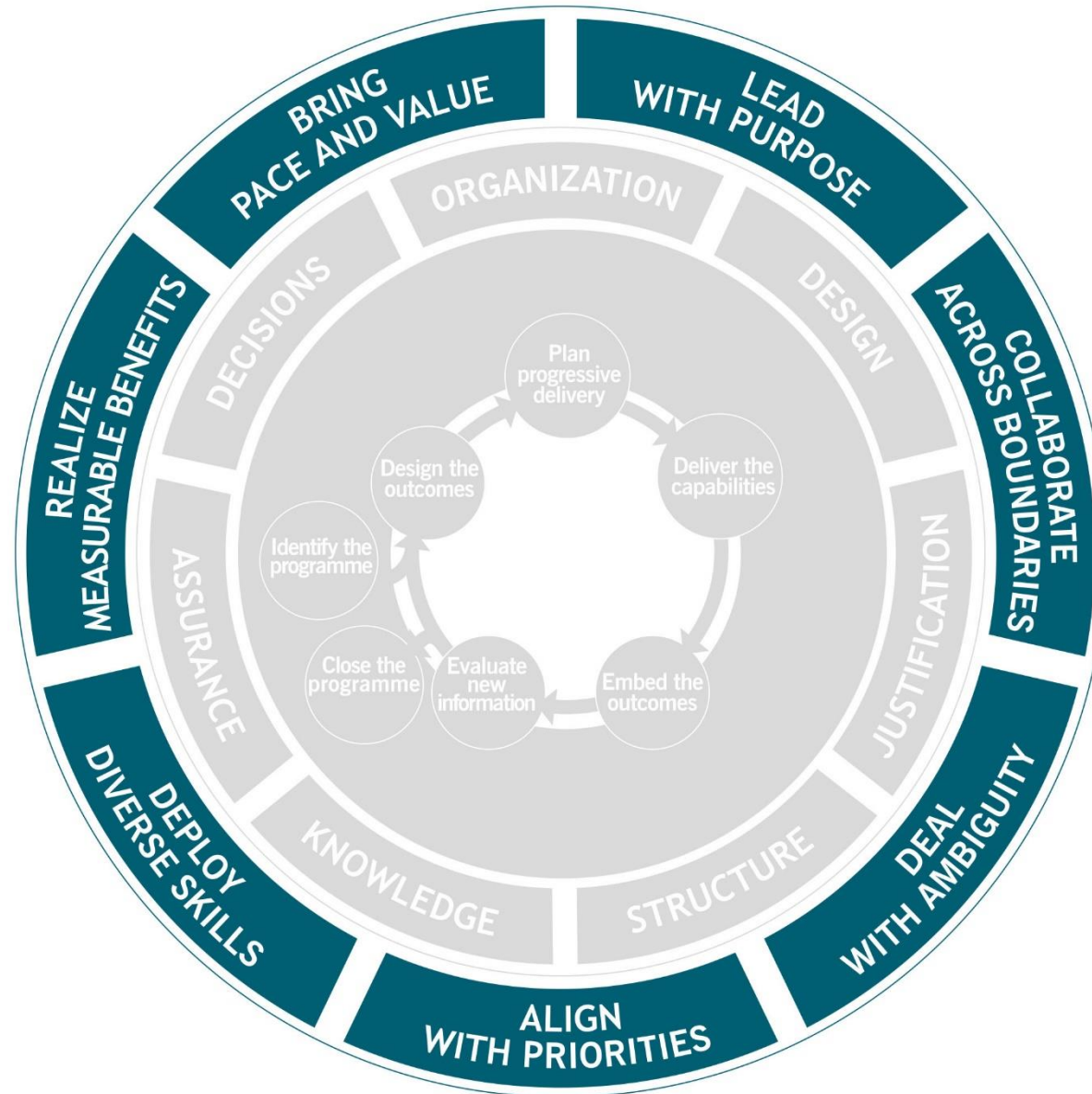




Principles

The guiding obligations
Universal, self-validating and empowering

MSP Principles





Organization

How programmes are organized
How stakeholders are engaged

Governance

- “The framework of authority and accountability”
- Governance approach
- Questions:
 - Boards, support offices
 - Accountabilities, responsibilities
 - Risk appetite
 - Limits of authority

Risk Appetite

“The amount of risk the investing organization(s) is willing to accept...”

- Enables limits of authority
- Reflects corporate risk appetite
- Expressed as tolerances (thresholds)



Boards, roles and supporting offices

Sponsoring Group

Programme board

Programme office

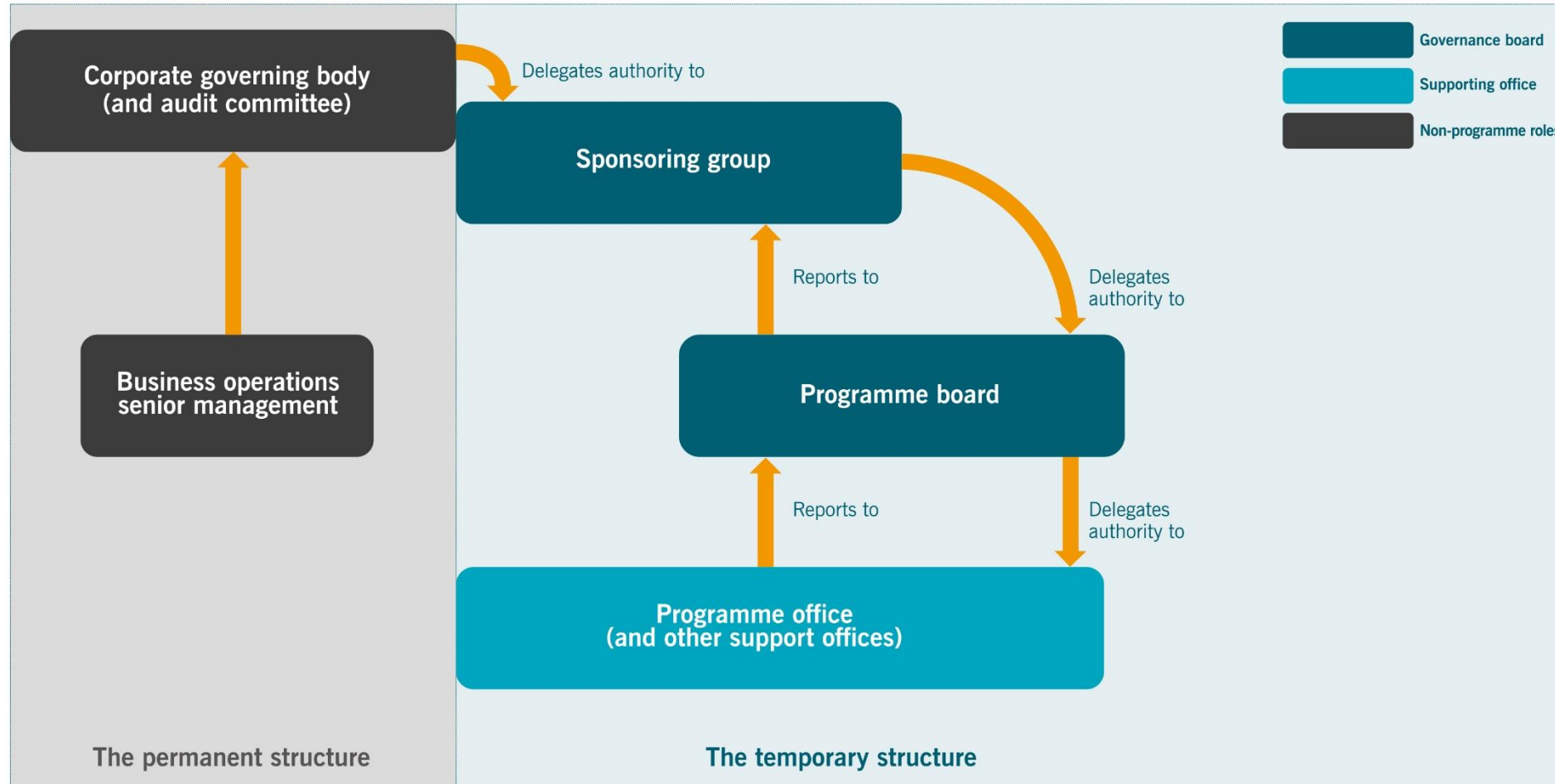
Senior responsible owner

Programme manager

Business change manager

And additional support
offices and roles...

Boards and supporting offices



Sponsoring group



- Senior leaders ... accountable to executives of investing organizations
- Responsible for:
 - Alignment
 - Achieving outcomes
 - Setting priorities
 - Continued endorsement
 - Appointing SRO, and delegating authority

Programme board



- Driving delivery of the programme...
- Includes:
 - SRO
 - Programme manager
 - BCM
 - Programme office lead
 - And other representatives

Programme office

- Managing delivery and capacity controls
- Group of specialists to assist SRO and programme board
- Support programme manager and BCM
- Additional specialists may be required

