



THE PMO ACADEMY CHANGE FORUM

BENEFITS MANAGEMENT TOP 10

1. Ensure programme benefits are clearly linked to business strategy.
2. Make sure Benefits Owners are clear on what benefits they are signing up to deliver, and when.
3. Embed benefits targets in operating plans and performance contracts.
4. Identify the right mix of benefits – financial and non financial – and clearly define measurements. Remember, if a benefit can't be measured, it's rarely a valid benefit.
5. Identify risks to benefits delivery during programme planning, and actively manage them. Cost increases can threaten delivery of financial benefits, so make sure benefits are reviewed whenever there is a business case refresh or significant cost increase.
6. Identify dependencies on benefits realisation, from other initiatives, business plans. At the same time, beware of “enabling programmes” – initiatives that do not deliver value in their own right but are building blocks for other benefits carrying programmes.
7. Track benefits progress throughout the programme and schedule regular benefit reviews. Use a benefits map to show progress.
8. Maintain alignment and senior management commitment to benefits. At each Steering Committee, a key decision to proceed should be based on the programme's continued alignment with business strategy, and the likelihood of future benefits realisation.
9. Make sure programme managers formally handover responsibility for benefits ownership on programme closure.
10. Take a portfolio view of benefits management to avoid double counting, and to ensure that those programmes likely to deliver the most value obtain resources and funding.

