

# Benefits Thinking Movement

Throughout 2016, PMI, through the Global Executive Council, assembled a group of **NextPerts**—individuals who are rising stars in their organizations—to develop actionable techniques to address benefits realization management (BRM). The group focused on ways to identify, measure, deliver, and sustain benefits to ensure project-based strategic initiatives impact the business as intended.

*The group identified the techniques on the following pages that can be adopted, adapted, and embedded into organizational routines.*



# Identify, Execute, and Sustain Benefits: Ways to Start a Movement in Your Organization

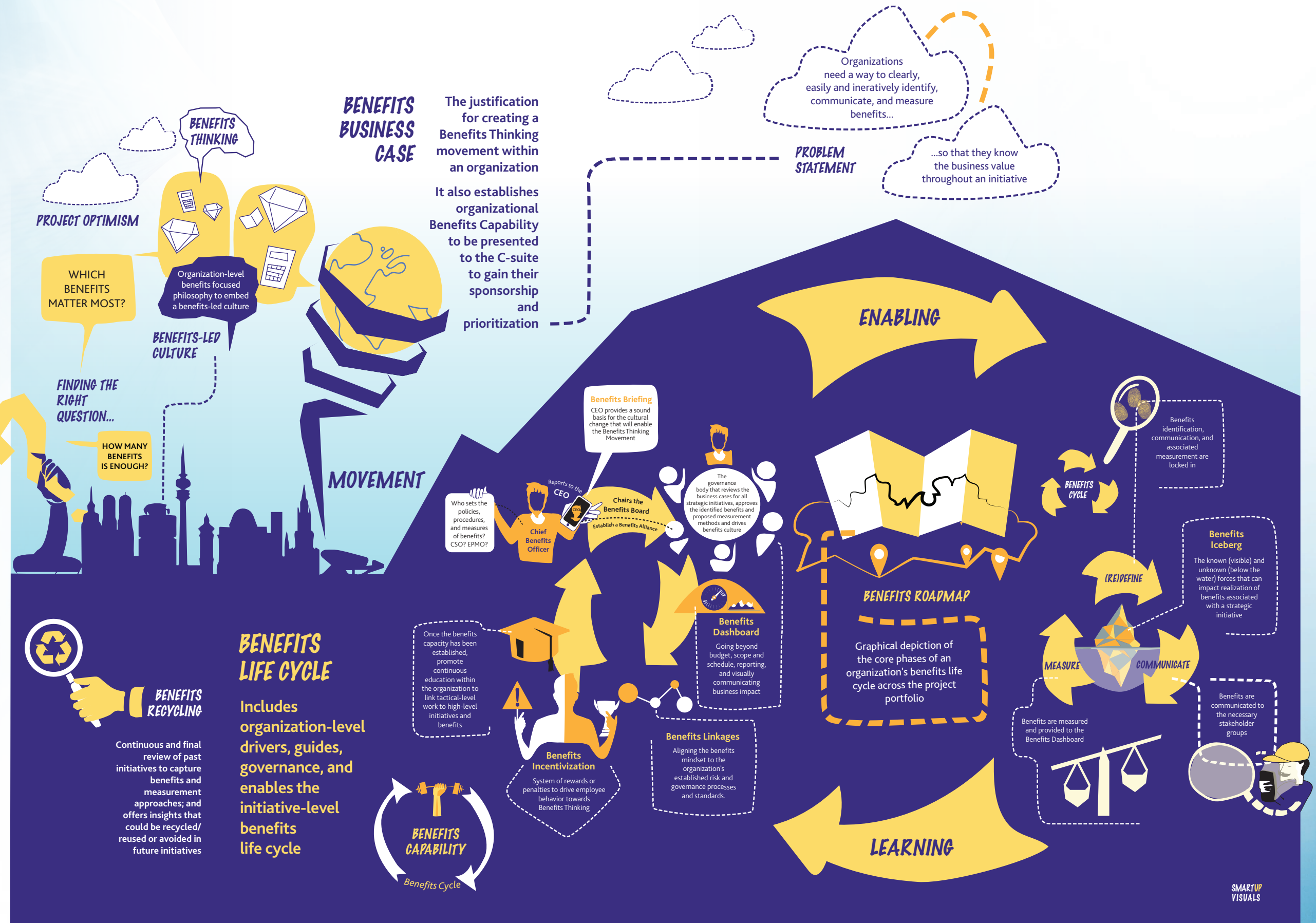
Taking a design thinking approach that develops solutions in line with customer experience, the process the group identified starts with a strong business case. This provides justification for creating a benefits-focused culture to quantify and calculate the need for a long-term view beyond the project. Forming a Benefits Thinking Movement within an organization can help establish organizational benefits capabilities that can be presented to the C-suite.

**Identify:** Consider the role of a Chief Benefits Officer (CBO) to set the policies, procedures, and measurement of benefits. This role could be fulfilled by an existing Chief Strategy Officer or EPMO equivalent body. The governance body forms a Benefits Alliance that:

- Reviews the business cases for all strategic initiatives
- Approves the identified benefits and proposed measurement methods
- Drives benefits culture in collaboration with end-user business units

**Execute:** Use both an enterprise roadmap to anchor proven benefits management practices and common dashboard techniques to expand visual tracking/communication of project status beyond the fundamental budget, scope, and schedule parameters. These are useful methods to consider in charting a course through both project knowns and unknowns (see Benefits Iceberg).

**Sustain:** Establishing a Benefits Mindset starts with chief executives conveying that all projects in the portfolio must reflect strategy and track business benefits realized (see Mindset Shift). Incentivizing behavior of project teams to embrace this culture shift harnesses the core of a change capability in any organization. Continuing on the work of the Benefits Alliance, periodic huddles between project teams and business units not only keep benefits targets on track, but also provides a means to sustain benefits (see Handshake Huddle).





Global Executive Council

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## Benefits Thinking Movement

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