

Management of Portfolio's

QUICK REFERENCE CARD

MoP version 2011 (MoP is a trademark from Axelos)
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Strategic & Organizational Context

BUSINESS AS USUAL

Run the business - change the business

STRATEGIC / BUSINESS PLANNING

Necessary, sufficient, acceptable, achievable, affordable

BUDGETING & RESOURCE ALLOCATION

Money, people, equipment, facilities

PROGRAMME AND PROJECT MANAGEMENT

Standards, limited resources, risk mgt., dependencies

PERFORMANCE MANAGEMENT

Alignment, overall target levels of org. performance

CORPORATE GOVERNANCE

Support effective governance: links with investments, provides a framework, clarity on progress & basis for integrated assurance, clarifies responsibility and accountability, provides an audit trail



SENIOR MANAGEMENT COMMITMENT

- Active engagement in creating decision-making structure
- Publicly championing the value of portfolio management
- Participating in decision-making
- Ensuring compliance with portfolio governance
- Explaining the rationale of decisions to their staff
- Walk the Talk

ENERGIZED CHANGE CULTURE

- A collaborative environment
- Proactive communications
- Clarity about expectations
- Effective processes
- Roles and relationships are agreed
- Monitor organizational energy
- Demonstrate senior management commitment
- Listen and engage

STRATEGY ALIGNMENT

- Regular review at portfolio level and at initiative level
- Benefits are clearly and consistently identified
- Collaborative working with strategic planning
- Early involvement improves quality
- Strategic objectives are supported by driver-based analysis

PORTFOLIO OFFICE

- Organizational status
- An agreed mandate
- Collaborative working with BAU and other departments
- Appropriately skilled and experienced
- Regular measurement of progress

GOVERNANCE ALIGNMENT

- Clearly defined roles, responsibilities and accountabilities
- Portfolio governance is consistent with the wider organizational governance structure
- Agreed escalations process and aligned meeting schedules
- Sub-portfolios are periodically reviewed by the organizational portfolio governance body

Principles

ENERGY SOURCES

- Connection
- Content
- Context
- Climate

Organizational energy

ORGANIZATIONAL ENERGY

High	Corrosive	Productive
Intensity		
Low	Resigned	Comfortable
	Negative	Positive
		Quality