The MSP® Transformational Flow
A series of iterative, interrelated steps
Blended MSP training solutions
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MSP TRAINING ORGANIZATION — ACCREDITED BY APMG-International

Current 'as is' state

Business strategy
Emerging programme current status and plans
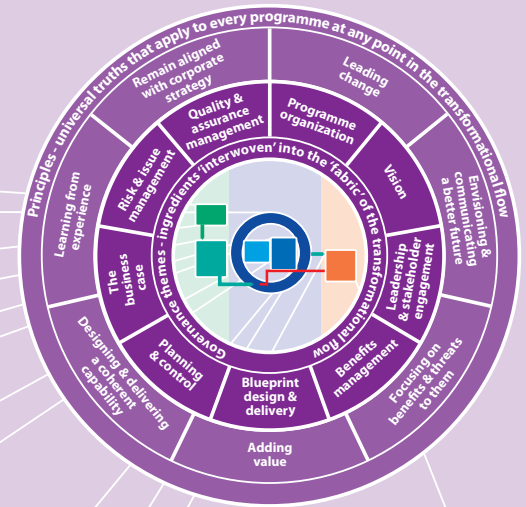
Unconfirmed programme mandate

MSP p181

① Identifying a Programme

Activities
Sponsoring the programme
Confirm the programme mandate
Appoint the SRO and programme board
Produce the programme brief
Develop the programme preparation plan
Independent review
Approval to proceed

STOP 1 GO

Outline theory – week(s)

Confirmed programme mandate

Authorize programme definition

Programme brief
Programme preparation plan

MSP p189

② Defining a Programme

Activities
Establish the infrastructure for 'Defining a Programme'
Establish the team to define the programme
Identify and analyse the stakeholders
Refine the vision statement
Develop the blueprint
Develop the benefits profiles
Model the benefits and refine the profiles
Validate the benefits
Design the projects dossier
Identify tranches
Design the programme organization
Develop the governance arrangements
Develop the programme plan
Develop and confirm programme business case
Consolidate the programme definition
Prepare for first tranche
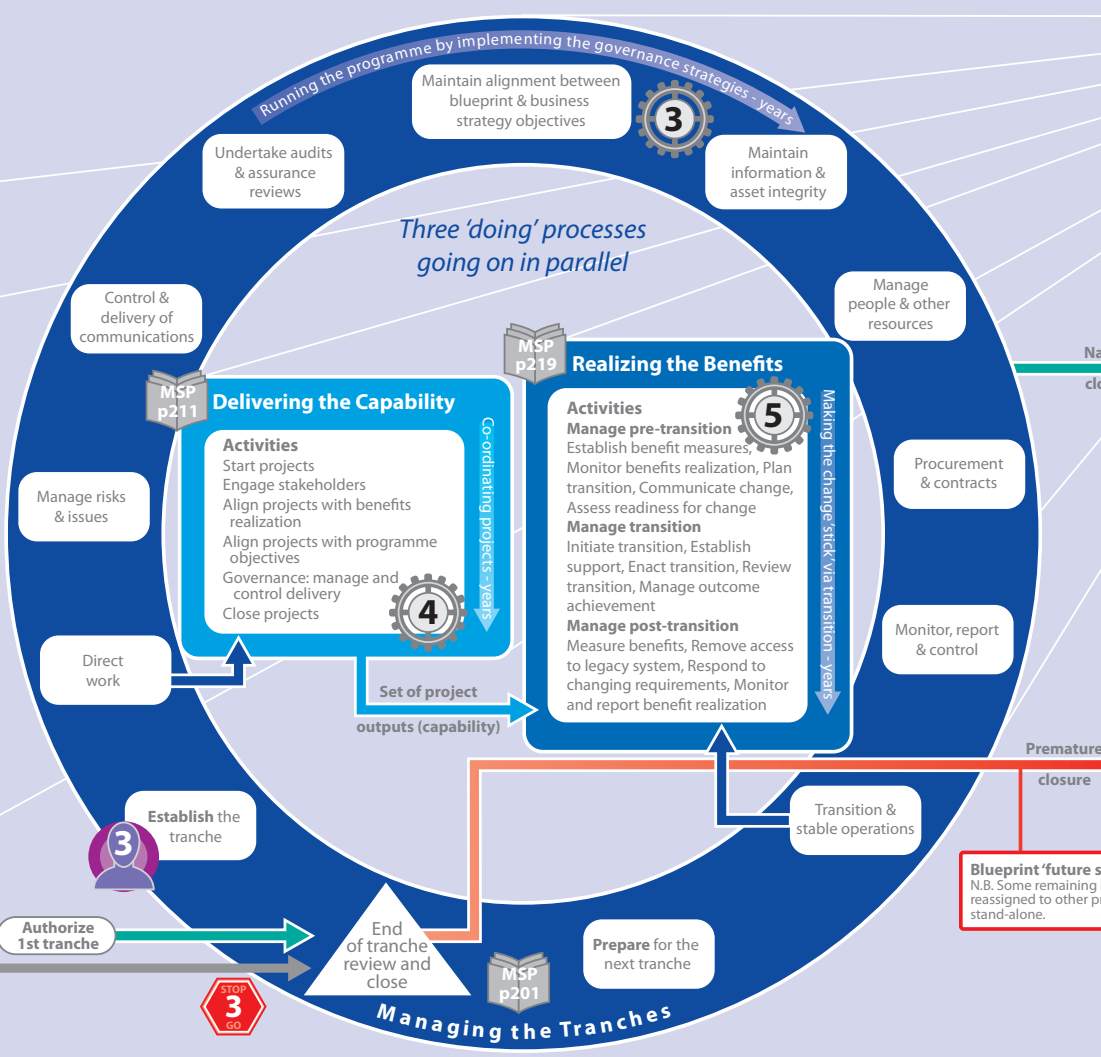Approval to proceed

STOP 2 GO

Detailed theory – months

All other MSP documents including:
Blueprint, Benefits profiles, Governance strategies, Organization structure, Registers (risk/issue), Plans
Programme definition document (exec summary of all docs)

Authorize 1st tranche

STOP 3 GO

Running the programme by implementing the governance strategies – years

Maintain alignment between blueprint & business strategy objectives ③

Undertake audits & assurance reviews

Maintain information & asset integrity

Control & delivery of communications

Three 'doing' processes going on in parallel

Manage people & other resources

MSP p211 — Delivering the Capability

Activities
Start projects
Engage stakeholders
Align projects with benefits realization
Align projects with programme objectives
Governance: manage and control delivery
Close projects ④

Co-ordinating projects – years

Manage risks & issues

Direct work

Set of project outputs (capability)

MSP p219 — Realizing the Benefits ⑤

Activities
Manage pre-transition
Establish benefit measures, Monitor benefits realization, Plan transition, Communicate change, Assess readiness for change
Manage transition
Initiate transition, Establish support, Enact transition, Review transition, Manage outcome achievement
Manage post-transition
Measure benefits, Remove access to legacy system, Respond to changing requirements, Monitor and report benefit realization

Making the change 'stick' via transition – years

Procurement & contracts

Monitor, report & control

Transition & stable operations

Blueprint 'future state' not achieved
N.B. Some remaining live projects may be reassigned to other programmes or continue stand-alone.

STOP 5 GO — Premature closure

End of tranche review and close **MSP p201**

STOP 3 GO

Establish the tranche ③

Prepare for the next tranche

Managing the Tranches

Natural closure — **STOP 4 GO**

Future 'to be' state / 'end goal' achieved ④

Closing a Programme
Natural closure - when capabilities described in blueprint have been delivered and outcomes assessed, or premature closure (e.g. when evidence so far indicates the programme does not make good business sense).

Activities ⑥
Confirm ongoing support is in place
Confirm programme closure
Notify programme is about to close
Review programme
Update and finalize programme information
Provide feedback to corporate governance
Disband programme organization and supporting functions

MSP p227

Majority of benefits realized post-programme

Post programme review

YEARS

GOVERNANCE THEMES & PRINCIPLES

Principles - universal truths that apply to every programme at any point in the transformational flow

- Learning from experience
- Remain aligned with corporate strategy
- Leading change
- Envisioning & communicating a better future
- Focusing on benefits & threats to them
- Adding value
- Designing & delivering a coherent capability

Governance themes - ingredients 'interwoven' into the fabric of the...

- Quality & assurance management
- Programme organization
- Risk & issue management
- The business case
- Planning & control
- Vision
- Blueprint design & delivery
- Benefits management
- Leadership & stakeholder engagement

Legend

Relating to programme information that is created or updated by process activities.

Process Colour Key
Theory | Doing | Closing

Managing Successful Programmes page reference.

Appointments
1. Sponsoring group formed. SRO appointed. Programme board appointed.
   "Small team" appointed (inc. the likely Programme manager and BCMs) to assist the SRO with production of Programme brief and Programme preparation plan.
2. Programme manager and BCM(s) appointed at some stage usually from "small team".
3. Programme Office appointed (if not established earlier in Defining a Programme). Business change team established (formed on a service area specific, tranche by tranche, basis).
4. Programme team disbanded.

Who's doing the work?
1. SRO and the "small team".
2. (Expanded) "Small team" (inc. anyone who can assist with production of Blueprint, Benefits, Planning and control information etc).
3. (Mainly) Programme manager.
4. Programme manager.
5. BCM(s) and Business change team members.
6. (Mainly) Programme manager.

Decision point
1. Go/No Go: Approval to proceed. SRO asks Sponsoring group to authorize investment in 'Defining a programme'.
2. Go/No Go: Approval to proceed. SRO asks Sponsoring group to authorize investments in the 'doing' part of the programme. This may possibly coincide with an independent review.
3. Go/No Go: End of tranche review. Business case and benefits reviewed as a minimum. SRO accountable for review.
4. Natural closure: SRO proposes closure to Sponsoring group. Sponsoring group give decision.
5. Premature closure: e.g. because of strategy change by organization, benefits achieved by alternative actions or events, 80/20 rule.

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1 Programme information responsibilities

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Information Baselines

App	Prod	MSP Documents	Identify	Define	Manage the tranche start	Manage the tranche end	Delivery Capability	Realize Benefits	Closure
Boundary — Set out the direction and *scope* of the programme.									
SRO	BCM	Benefit Profiles		CR		RU		IM	RU
SRO	BCM	Benefits map		CR*	IM	RU		RU	RU
SRO	PgM	Blueprint		CR	IM	RU			RU
SRO	PgM	Business case		CR*		RU			RU
SG	SRO	Programme brief	CR						
SRO	PgM	Programme definition document		CR		RU			RU
SG	-	Programme mandate	RU						
SRO	PgM	Projects dossier		CR	RU	RU	IM		RU
SG	SRO	Vision statement		CR*					
Governance — Defines *'how'* the programme will be managed.									
SRO	PgM	Benefits management strategy		CR	IM	RU			RU
SRO	PgM	Information management strategy		CR	IM	RU			RU
SRO	PgM	Issue management strategy		CR	IM	RU			RU
SRO	PgM	Monitor and control strategy		CR	IM	RU			RU
SRO	PgM	Organization structure		CR	IM	RU			RU
SRO	PgM	Quality and assurance strategy		CR	IM	RU			RU
SRO	PgM	Resource management strategy		CR	IM	RU			RU
SRO	PgM	Risk management strategy		CR	IM	RU			RU
SRO	PgM	Stakeholder engagement strategy		CR	IM	RU			RU
Management — Defines *'what'* activities will be undertaken by *'whom'* to deliver the programme. Plans state *'when'*.									
SRO	PgM	Benefits realization plan		CR		RU		IM	RU
SRO	PgM	Information management plan		CR	IM	RU			RU
SRO	PgM	Issue register		CR*	RU	RU	RU	RU	RU
SRO	PgM	Programme communications plan		CR		RU	IM	IM	RU
SRO	PgM	Programme plan		CR	IM	RU			RU
SRO	PgM	Programme preparation plan	CR	IM					
SRO	PgM	Quality and assurance plan		CR	IM	RU			RU
SRO	PgM	Resource management plan		CR	IM	RU			RU
SRO	PgM	Risk register		CR*	RU	RU	RU	RU	RU
SRO	PgM	Stakeholder profiles		CR	RU	RU	RU	RU	RU

KEY - Information responsibilities
- SG — Sponsoring group
- SRO — Senior responsible owner
- PgM — Programme manager
- BCM — Business change manager

KEY - Documents in transformational flow
- CR — Create
- IM — Implement, manage and refine
- RU — Review & update
- * — Denotes information initially created as part of the programme brief.

2 Programme organization governance theme

Each key role has generic responsibilities listed in this part of the guide. These can be found on the following pages.

Sponsoring group — Page 37
Keywords: direction of business, authorizing, investment decisions

SRO - Senior responsible owner — Page 38
Keywords: accountable

Programme board — Page 39
Keywords: Supporting (the SRO)

Programme manager — Page 40
Keywords: co-ordinating projects

BCM - Business change manager — Page 43
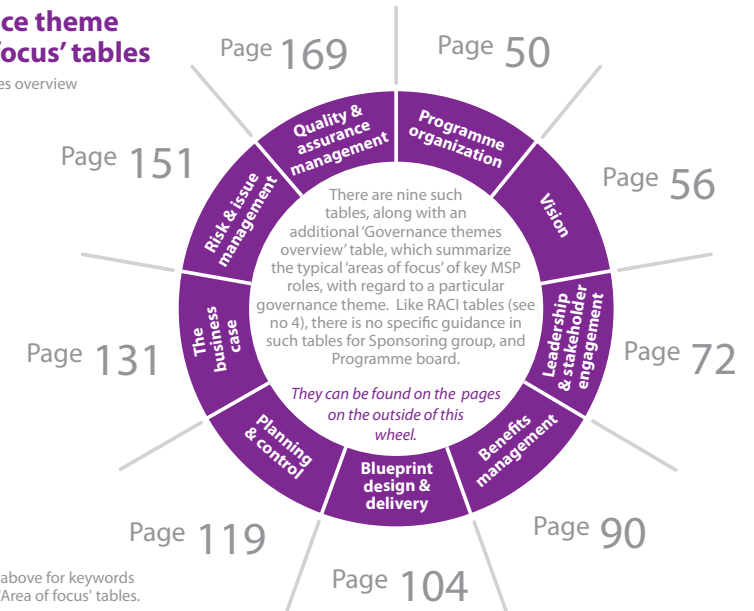Keywords: benefits, operational, business as usual business, embedding, transition

Programme office — Page 45
Keywords: information, data

3 Governance theme 'Areas of focus' tables

Governance themes overview — Page 31

Page 169 · Page 50 · Page 151 · Page 56 · Page 131 · Page 72 · Page 119 · Page 90 · Page 104

Wheel segments: Quality & assurance management · Programme organization · Risk & issue management · Vision · The business case · Leadership & stakeholder engagement · Planning & control · Blueprint design & delivery · Benefits management

There are nine such tables, along with an additional 'Governance themes overview' table, which summarize the typical 'areas of focus' of key MSP roles, with regard to a particular governance theme. Like RACI tables (see no 4), there is no specific guidance in such tables for Sponsoring group, and Programme board. *They can be found on the pages on the outside of this wheel.*

NB: See area no 2 above for keywords that also relate to 'Area of focus' tables.

4 Process RACI tables

There are six RACI tables, one for each process.

Responsibility: The Programme manager is doing day to day work on the programme hence is generally 'Responsible', the only exception being 'Realizing the benefits' process were the BCM / Business change team are 'Responsible' for the activities relating to transition.

Accountability: As the figurehead for the programme, the SRO is generally 'Accountable' in RACI tables, with the only exception being 'Identifying a programme' where the Sponsoring group are listed; notably they would be accountable for the 'Approval to proceed' activity.

Identifying a Programme — Page 185

SG	SRO	PgM	Pg Of	Activity
A				Sponsoring the programme
A				Confirm the programme mandate
A				Appoint the SRO and programme board
	A	R	R	Produce the programme brief
	A	R	R	Develop the programme preparation plan
A	R	C	C	Independent review
A	R	C	C	Approval to proceed

KEY
- SG — Sponsoring group
- SRO — Senior responsible owner
- PgM — Programme manager
- BCM — Business change manager
- Pg Of — Programme office

- R — Responsible (gets the work done)
- A — Accountable (answerable for the programme's success)
- C — Consulted (supports, has the information or capability required)
- I — Informed (notified, but not consulted)

Defining a Programme — Page 197

SRO	PgM	BCM's	Pg Of	Activity
A	R	I	C	Establish the infrastructure for 'Defining a Programme'
A	R	I	C	Establish the team to define the programme
A	R	C	C	Identify and analyse the stakeholders
A	R	C	C	Refine the vision statement
A	C	R	C	Develop the blueprint
A	C	R	C	Develop the benefits profiles
A	C	R	C	Model the benefits and refine the profiles
A	C	R	C	Validate the benefits
A	C	R	C	Design the projects dossier
A	R	C	C	Identify tranches
A	R	C	C	Design the programme organization
A	R	C	C	Develop the governance arrangements
A	R	C	C	Develop the programme plan
A	R	C	I	Develop and confirm programme business case
A	R	C	C	Consolidate the programme definition
A	R	C	C	Prepare for first tranche
A	R	R	I	Approval to proceed

Managing the Tranches — Page 207

SRO	PgM	BCM's	Pg Of	Activity
A	R	C	C	Establish the tranche
A	R	I	C	Direct work
A	R	R	C	Manage risk and issues
A	R	R	C	Control and deliver communications
A	R	R	I	Undertake audits and assurance reviews
A	R	R	I	Maintain alignment between programme blueprint and business strategy objectives
A	AR	C	C	Maintain information and asset integrity
A	R	C	C	Manage people and other resources
A	R			Procurement ad contracts
A	R	C	C	Monitor, report and control
A	C	R	C	Transition and stable operations
A	R	C	C	Prepare for next tranche
A	R	C	C	End-of-tranche review and close

Delivering the Capability — Page 215

SRO	PgM	BCM's	Pg Of	Activity
A	R	C	C	Start projects
A	R	C	C	Engage stakeholders
A	R	R	C	Align projects with benefits realization
A	R	C	C	Align projects with programme objectives
A	R	C	C	Governance: manage and control delivery
A	R	C	C	Close projects

Realizing the Benefits — Page 224

SRO	PgM	BCM's	Pg Of	Activity
				Manage pre-transition
A	C	R	C	Establish benefit measures
A	C	R	C	Monitor benefits realization
A	R	R	C	Plan transition
A	C	R	C	Communicate change
A	C	R	I	Assess readiness for change
				Manage transition
A	C	R	A	Initiate transition
A	C	R	A	Establish support
A	C	R	A	Enact transition
A	C	R	A	Review transition
A	C	R	A	Manage outcome achievement
				Manage post-transition
A	C	R	C	Measure benefits
A	C	R	I	Remove access to legacy system
A	C	R	C	Respond to changing requirements
A	C	R	C	Monitor and report benefit realization

Closing a Programme — Page 230

SRO	PgM	BCM's	Pg Of	Activity
A	R	C	C	Confirm ongoing support is in place
A	C	C	I	Confirm programme closure
A	C	C	I	Notify programme is about to close
A	R	R	C	Review programme
A	C	R	I	Update and finalize programme information
A	C	R	C	Provide feedback to corporate governance
A	R	I	I	Disband programme organization and supporting functions

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Responsibilities in MSP - *Four main areas in the guide*

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