PURPLE GRIFFON
The IT Service Management Training & Consultancy Specialists

Course Title: Managing Benefits® Foundation & Practitioner	**Course Duration**: 5.0 Days
Exam: Included	**Exam Type**: Proctored Exam
Qualification: Managing Benefits® Foundation & Practitioner Certificates	

Course Syllabus

Our Managing Benefits® Foundation & Practitioner training course will cover the following topics:

Module One: Overview, What is Benefits Management?

Defines the terminology used, what is meant by benefits and benefits management; review the track record of change initiatives in terms of benefits realisation; cognitive biases affecting benefits management; and the objectives of benefits management.

Module Two: The Benefits Management Principles
Discusses the seven enabling factors or principles that represent the solid foundations upon which effective benefits management is built. They are:

- Align benefits with strategy
- Start with the end in mind
- Utilise successful delivery methods
- Integrate benefits with performance management
- Manage benefits from a portfolio perspective
- Apply effective governance
- Develop a value culture

Module Three: The Benefits Management Cycle

Introduces the Benefits Management Cycle, the organisational context in which it operates, and the constituent practices addressed in the next five modules. This module also addresses the barriers to, and the Key Success Characteristics of, effective approaches to benefits management. It also provides an overview of the main benefits management roles, responsibilities and documentation.

Module Four: Benefits Management Practice 1 - Identify & Quantify

The objective of this first practice is to lay the basis for informed options analysis, investment appraisal, and portfolio prioritisation. We shall discuss various approaches to identifying benefits including: benefits discovery workshops, benefits mapping and customer insight, as well as forecasting benefits. As well as problems typically faced and appropriate solutions.

Module Five: Benefits Management Practice 2 - Value & Appraise

Once identified and quantified we look at why organizations value benefits in monetary terms; various approaches to valuing non-financial benefits in monetary terms; the main approaches to initiative appraisal cost-benefit, real options, cost-effectiveness and multi-criteria analysis; and the role of value management techniques.

Module Six: Benefits Management Practice 3 - Plan

Planning covers approaches to validating benefits; prioritising benefits; managing the pre-transition phase; selecting benefits measures; benefits risk and opportunity management; planning effective stakeholder engagement; and an overview of the main initiative-level benefits management documentation used in planning for benefits realisation, and who prepares and maintains them.

Module Seven: Benefits Management Practice 4 - Realise

Benefits seldom just happen, there needs to be transition management; tracking and reporting, including surveys; and approaches to effective stakeholder engagement to win hearts as well as minds, and so deliver the behavioural change upon which benefits realisation is often dependent.

Module Eight: Benefits Management Practice 5 - Review

The final practice looks at the importance of review as a basis for learning and continuous improvement before, during and after the initiative.

Module Nine: Portfolio-based application of Benefits Management

Addresses why portfolio-based benefits management is so important and its main elements.

Module Ten: Implementing and sustaining progress

Successful benefits management is embedded into the culture of organisation. In this module we look at how to get started with implementing benefits management, and how to sustain progress, including measuring impact and maturity.

Module One: Practitioner Exam Overview

Explains the format and expected content of the exam. Working as a group, we present and discuss typical questions in each of the possible question styles.

Module Two: The Benefits Management Principles

Discusses the application of the seven enabling factors or principles that represent the solid foundations upon which effective benefits management is built. Additionally we shall analyse and distinguish between their appropriate and inappropriate use in a given scenario situations. The principals are:

- Align benefits with strategy
- Start with the end in mind
- Utilise successful delivery methods
- Integrate benefits with performance management
- Manage benefits from a portfolio perspective
- Apply effective governance
- Develop a value culture

Module Three: Benefits Management Practice 1 - Identify & Quantify

The objective of this first practice is to lay the basis for informed options analysis, investment appraisal, and portfolio prioritisation.

We shall discuss various approaches to identifying benefits including: benefits discovery workshops, benefits mapping and customer insight, as well as forecasting benefits. Additionally we shall look at some of the problems, issues, and fallacies typically faced and

appropriate solutions.

Module Four: Benefits Management Practice 2 - Value & Appraise

Once identified and quantified we look at why organizations value benefits in monetary terms; various approaches to valuing non-financial benefits in monetary terms; the main approaches to initiative appraisal cost-benefit, real options, cost-effectiveness and multi-criteria analysis; and the role of value management techniques. Here we shall do practical exercises to check understanding of the application of the various techniques.

Module Five: Benefits Management Practice 3 - Plan

Planning covers approaches to validating benefits; prioritising benefits; managing the pre-transition phase; selecting benefits measures; benefits risk and opportunity management; planning effective stakeholder engagement; and an overview of the main initiative-level benefits management documentation used in planning for benefits realisation, and who prepares and maintains them. We shall discuss the various roles, responsibilities, and documentation required of a sound benefits management environment.

Module Six: Benefits Management Practice 4 - Realise

Benefits seldom just happen, there needs to be transition management; tracking and reporting, including surveys; and approaches to effective stakeholder engagement to win hearts as well as minds, and so deliver the behavioural change upon which benefits realisation is often dependent.

Module Seven: Benefits Management Practice 5 - Review

The final practice looks at the importance of review as a basis for learning and continuous improvement before, during and after the initiative.

Module Eight: Portfolio-based application of Benefits Management

Addresses why portfolio-based benefits management is so important and its main elements. The portfolio is a permanent function within organisations and manages benefits before and after change initiatives, as well as their individual and collective performance.

Module Nine: Implementing and sustaining progress

Successful benefits management is embedded into the culture of organisation. In this module we look at how to get started with implementing benefits management, and how to sustain progress, including measuring impact and maturity.

Course Overview

Managing Benefits® provides managers and practitioners from multiple disciplines, working in a wide variety of organisations, with generally applicable guidance encompassing benefits management principles, practices and techniques that enable organisations to optimise the return from their investments in change.

Our five-day Managing Benefits® Foundation & Practitioner training course will help you to understand the benefits management principles, practices, techniques, roles, responsibilities, and documents. You will also learn how to apply and understand how to tailor Managing Benefits® effectively.

Course Learning Outcomes

Our Managing Benefits® Foundation & Practitioner training course will teach you:

- The definitions, scope and objectives of benefits management, barriers to its effective practice, and the key success characteristics

- The principles upon which successful approaches to benefits management are based
- The five practices contained within the Benefits Management Cycle and relevant techniques applicable to each practice
- The key elements of portfolio-based benefits management
- The scope of key roles and responsibilities for benefits management and the typical contents of the main benefits management documentation
- The various approaches to implementation and the factors to consider in sustaining progress
- How to plan the implementation of benefits management, select appropriate strategies to sustain and measure progress
- How to select and adapt the principles, practices and techniques to suit different organisational contexts
- How to apply activities that should be undertaken during each of the practices of the Benefits Management Cycle together with the accountabilities and responsibilities of each of the defined roles
- How to evaluate examples of benefits management information (documents)
- How to analyse the solutions adopted in relation to a given scenario

Audience

Our Managing Benefits® Foundation & Practitioner training course is suitable for:

- Change Leaders (e.g. Senior Responsible Owners & Directors Of Change)
- Change Initiators (e.g. Strategic Planners and Policy Leads)
- Change Appraisers and Evaluators (e.g. Business Case Developers and Project Appraisers)
- Change Implementers/Enablers (e.g. Portfolio, Programme & Project Managers)
- Change Support Staff (e.g. Portfolio, Programme & Project Office Staff)

Entry-Level Requirements

You should be familiar with the basic concepts and language of business change.

Recommended Reading

You will be provided with pre-course reading approximately two weeks prior to attending our Managing Benefits® Foundation & Practitioner training course. This pre-reading is expected to take approximately five hours to complete. Your learning starts with this pre-reading, so please ensure you can complete the pre-course activities in full prior to attending our Managing Benefits® Foundation & Practitioner training course.

What's Included

Our Managing Benefits® Foundation & Practitioner training course includes the following:

- Full Materials
- Comprehensive Course Workbook
- Managing Benefits® Foundation Examination
- Managing Benefits® Practitioner Examination

Exam Information

Managing Benefits® Foundation Examination:

- 50 Multiple-Choice Questions

- 40 Minutes
- Closed-Book
- 25 / 50 Correct Answers (50%) To Pass

Managing Benefits® Practitioner Examination:

- 80 Multiple-Choice Questions
- 2½ Hours
- Open-Book
- 40 / 80 Correct Answers (50%) To Pass

What's Next

Our three-day Change Management Foundation training course will help you to learn the core change management roles, methods, frameworks, and strategies used to deliver successful change initiatives.

Our Change Management Foundation training course will provide you with the opportunity to explore approaches to managing change.

Additional Information

You have to attain a pass at Managing Benefits® Foundation level to sit the Managing Benefits® Practitioner examination.