
Contents

List of Case Studies.....	xvii
Foreword	xix
Preface	xxi
Acknowledgments	xxv
About the Author.....	xxvii
 Chapter 1 Executive Overview.....	 1
Book Overview	2
Road Map to Make a Business Transformation Program Successful.....	3
Competitive Advantage and Program Management Framework.....	5
Key Techniques to Facilitate Successful Business Transformation	6
Chapter Synopses (Chapters 2–12).....	7
Transformation Program Management Closes the Business Outcome Gap	14
Transformation Program Realizes Business Benefits	15
Clarification on Benefits Realization Terminology	16
Business Transformation and Program Management Life Cycle	17
Summary	19
Reference.....	20
 Chapter 2 Success Starts Upfront: Describe the Problem Accurately.....	 21
Program Management Operating Model	22
Solution Life Cycle.....	22
Program Management Dimensions.....	23
Program Management Tool Kit.....	24
Environment Scanning Technique	24
Overview.....	24
Objective	25
Approach.....	25

	Description of Business Problem	29
	Voice-of-Customer Technique.....	30
	Overview.....	30
	Objective	31
	Approach.....	32
	Definition of Business Outcome	35
	Definition of Benefits Realization	36
	Program Charter	37
	Summary	41
	References.....	41
Chapter 3	Articulate the Program Vision and Objectives.....	43
	Formulation of Business Strategy	44
	Business Transformation Drivers.....	45
	Implementation of Business Strategy	45
	Comparing the Program Management Life Cycle to the <i>PMI Standard for Program Management</i>	47
	Strategic Alignment Technique.....	48
	Overview.....	48
	Objective	48
	Approach.....	48
	Business Performance Calibration Technique	51
	Overview.....	51
	Objective	52
	Approach.....	53
	Critical Success Factors.....	55
	Strategic Imperatives Architect Programs.....	55
	Benefits Realization Strategy	57
	Benefits Realization Life Cycle	57
	Summary	60
	References	61
Chapter 4	Secure Cross Functional Executive Sponsorship	63
	Sponsorship of Business Transformation Program.....	64
	Multilevel Program Sponsorship Model.....	66
	Program Value Justification Technique	67
	Overview.....	67
	Objective	68

Approach.....	69
Helpful Hints.....	73
Upward Management of Program Sponsors	73
Sponsorship of Program Outcome Delivery and Benefits Realization.....	74
Summary	78
Reference.....	79
 Chapter 5 Develop and Implement a Governance Model.....	81
Governance Modeling Technique.....	82
Overview.....	82
Objective	83
Approach.....	83
Program Communication and Escalation Protocol.....	87
Program Governance: Bodies, Responsibilities, and Rhythm.....	87
Program Accountability.....	89
Governance Policy Design Technique.....	89
Overview.....	89
Objective	89
Approach.....	90
Program Governance.....	91
Decision Making Framework	91
Change Control Management	93
Governance of Benefits Realization	94
Summary	96
Reference.....	96
 Chapter 6 Define Success, Outcomes, and Key Value Indicators ..	97
Performance Improvement Measurement Technique	98
Overview.....	98
Objective	98
Factors	99
Approach.....	99
Helpful Tips.....	103
Positioning Transformation Program to Deliver Business Outcomes.....	103

Business Outcome Modeling Technique.....	104
Overview	104
Objective	105
Approach.....	106
Summary	110
References	111

Chapter 7 Invest in Planning and Creating an Integrated

Approach.....	113
Program Architecture Technique	114
Overview	114
Objective	114
Approach.....	115
Program Architecture Drives Program Management	
Life Cycle	118
Organization Change Management Technique	118
Overview	118
Objective	119
Approach.....	120
Drivers.....	123
Organization Change Readiness	124
Transformation Program Planning Technique.....	125
Overview	125
Objective	126
Approach.....	126
Benefits Realization Planning.....	132
Summary	134
References	135

Chapter 8 Drive Strong Partnership and Stakeholder

Engagement	137
Stakeholder Expectation Management Technique	138
Overview.....	138
Objective	139
Approach.....	139
Stakeholder Assessment	140
Stakeholder Engagement Strategy.....	141

Stakeholder Engagement: Planning, Executing, and Monitoring	142
Stakeholder Engagement through Communications Vehicle	143
Stakeholder Engagement through Training Vehicle	144
Stakeholder Engagement through Coaching Vehicle	145
Business Outcome Delivery Enabler.....	146
Summary	149
Reference.....	149
 Chapter 9 Provide Leadership Across All Levels	151
Multilevel Program Leadership Model	152
Multidimensional Program Leadership Model.....	154
Program Leadership and Risk Mitigation	154
Transformation Program Leadership.....	155
Planning Stage.....	155
Delivery Stage.....	156
Leadership of Program Management Processes	157
Program Leadership versus Program Management.....	158
Balancing Program Leadership and Program Management.....	159
Program Leadership through Office of Business Transformation	161
Drivers for the Office of Business Transformation.....	163
Significance of Leadership in Program Communications....	164
Benefits Realization Leadership	165
Summary	167
References	168
 Chapter 10 Monitor Aggressively and Have Contingencies	169
Monitoring Status of Transformation Program.....	170
Program Monitoring: Key Criteria	172
Transformation Program Status Dashboard.....	173
Tracking and Reporting Project Performance	176
Monitoring Transformation Program.....	177
Milestones.....	177
Financials.....	178

Issues and Risks	179
Change Requests	181
Enabling Continuous Improvement	181
Contingency Strategy and Contingency Planning	183
Monitoring Benefits Realization	184
Summary	186
Reference.....	187
 Chapter 11 Create and Implement an Operations Transition Plan ...	189
Operations Transition Framework	190
Transition Model Development.....	192
Training the Operations Team	194
Transition Model Execution	195
Value Enhancement Analysis Technique.....	195
Overview	195
Objective	196
Approach.....	196
Transition Model Operationalization	199
Walk Through Technique.....	200
Overview	200
Objective	200
Approach.....	201
Leading Lessons Learned from Walk Throughs.....	203
Business Outcome Delivery and Sustainment	204
Summary	207
Reference.....	208
 Chapter 12 Executive Summary	209
Road Map for Transformation (or Strategic Initiative)	
Success.....	210
Summaries of Chapters 2–11	212
Revisitation of Main Points.....	217
Program Architecture: Bridge to Implementing	
Business Strategy	218
Business Outcome and Benefits Realization Life	
Cycle Management	218

Program Management Life Cycle.....	219
Program Management Office and Office of Business Transformation	220
Key Takeaways on Program Management.....	221
Conclusion.....	221
Reference.....	222
Vocabulary	223
Index.....	225