MSP® 5th Edition
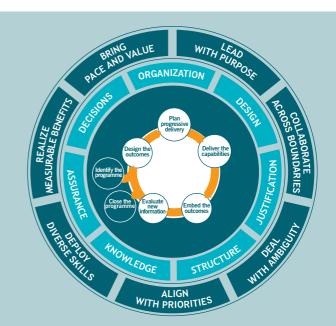
MSP is an adaptable set of programme management approaches providing a fully integrated framework of principles, themes and processes.

Principles

The guiding obligations that are continually required to achieve value from programme management

- BRING PACE AND VALUE
- LEAD WITH PURPOSE
- COLLABORATE ACROSS BOUNDARIES
- DEAL WITH AMBIGUITY
- ALIGN WITH PRIORITIES
- DEPLOY DIVERSE SKILLS
- REALIZE MEASURABLE BENEFITS

Organizations use programme management in a variety of situations and to pursue different organizational objectives: innovation and growth, organizational re-alignment and to deliver change effectively and efficiently. MSP provides a principles-based framework that can be applied in all of these different circumstances. Principles are guiding obligations that apply continually from the identification to closure of programmes. Principles are built into programme governance through the themes and enacted through the processes in the programme lifecycle.

The MSP themes of organization, design, justification, structure, knowledge, assurance and decisions describe essential aspects of governance required to ensure that the programme is aligned with the principles across the programme lifecycle. Collectively, application of the themes establishes the control environment for the programme

Themes

An essential aspect of governance... (all of definition)

- ORGANIZATION
- DESIGN
- JUSTIFICATION
- STRUCTURE
- KNOWLEDGE
- ASSURANCE
- DECISIONS

KEY ROLES

- The **sponsoring group** is the governance board with delegated authority to direct the programme. It includes senior leaders who are accountable to the executives of the respective investing organizations.
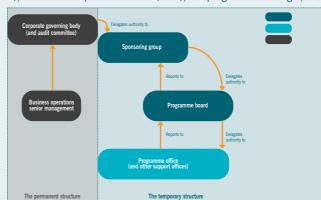- The **programme board** is the governance board with delegated authority to drive delivery of the outcomes of benefit of the programme within the defined constraints. Members of the programme board include (as a minimum), the senior responsible owner (SRO), the programme manager, business change manager (BCM) and the leader of the programme office.
- The **SRO** has overall and ongoing accountability for the successful delivery of the outcomes of the programme
- The **programme manager** is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO
- The **BCM** is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organization(s) in support of the realization of outcomes of benefit on behalf of the SRO
- The **programme office** is a governance supporting office, led by the programme office lead, with primary responsibility for managing delivery and capacity controls for the programme

Design the outcomes

Purpose

The purpose of the design the outcomes process is to establish solid foundations for the programme. This means enabling the organization(s) involved to understand the programme vision, benefits, risks and the target operating model, including the gap between the current state and future state, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. This process is revisited at the start of each tranche to either validate the outputs, or adapt them to new information.

Activities

Identify previous learning
Appoint programme roles
Develop the vision statement
Identify and validate benefits
Identify and prioritize risks
Develop the target operating model
Develop the programme stategy
Develop the programme plans
• Stakeholder engagement and communications plan
• Financial plan
• Delivery plan
• Assurance plan
• Benefits realization plan
Develop the business case
Prepare for next process
Approval to proceed, or close

Identify the programme

Purpose

The purpose of the identify the programme process is to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks) and aims to turn the initial idea into a tangible business concept. The goal is to do the minimum work necessary to be able to decide whether further work on the programme is worthwhile.
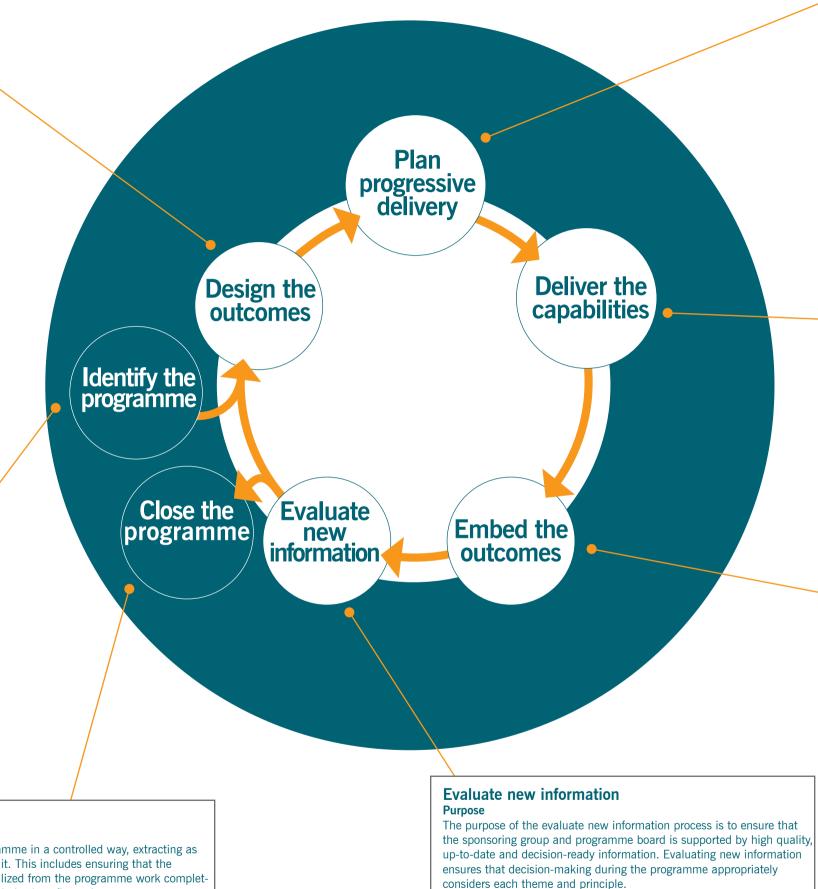
Activities

Confirm organization structure
Confirm SRO
Confirm programme mandate
Develop programme brief
Establish initial programme strategy and plans
Prepare for next process
Agree to proceed (or close)

Close the programme

Purpose

The purpose of the close the programme process is to end the programme in a controlled way, extracting as much value from the programme regardless of the reason for closing it. This includes ensuring that the investing organization(s) are ready to maximize the benefits to be realized from the programme work completed by continuing to measure benefits and taking steps in BAU to minimize benefit erosion.

Activities

Prepare for closure
Handover residual work
Finalize information
Disband programme organization and close

Plan progressive delivery

Purpose

The plan progressive delivery process builds on the programme design. It plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether or not to proceed with programme delivery.

Activities

Validate required resources
Complete programme strategy
Continue to develop and validate programme plans:
• Stakeholder engagement and communications plan
• Financial plan
• Delivery plan
• Assurance plan
• Benefits realization plan
Confirm business case
Prepare for next process
Approval to proceed

Deliver the capabilities

Purpose

The purpose of the deliver the capabilities process is to oversee programme delivery, ensuring projects and other work are carried out appropriately. It monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model.

Activities

Deploy required resources
Conduct planned activities
Manage the tranche
Validate adequacy of programme strategy and plans
Prepare the business for change and plan transition
Prepare for next process
Agree to proceed (or close)

Embed the outcomes

Purpose

The purpose of the embed the outcomes process is to ensure that the investing organization(s) make the required changes to adopt new ways of working and realize benefits.
This process incorporates the planning and management of the transition from old to new ways of working and the achievement and embedding of outcomes. This needs to be achieved by ensuring the operational stability and performance of business operations is not jeopardized.

Activities

Enact the transition
Adopt the capabilities
Capture learning
Begin to realize and measure benefits
Agree to proceed, or close

Evaluate new information

Purpose

The purpose of the evaluate new information process is to ensure that the sponsoring group and programme board is supported by high quality, up-to-date and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle.

Activities

Analyse tranche performance vs plans
Analyse current state vs target operating model
Review programme environment
Prepare for next process
Agree to proceed, or close

Plan progressive delivery

Design the outcomes

Deliver the capabilities

Identify the programme

Close the programme

Evaluate new information

Embed the outcomes