

PROJECT one

**Point of View:
Portfolio & Programme
Prioritisation in
unprecedented times**

Portfolio Prioritisation

We are in unprecedented times.

Strategic portfolio prioritisation disciplines that deliver competitive advantage and maximise shareholder value in good times, can be the downfall when facing significant economic change.

- Quickly but carefully judging where to maintain Programme investment, within your change Portfolio, is key to survive in the short term and being in good shape to thrive in the future.
- You can still be diligent, controlled and govern – without waiting and resorting to fire fighting and crisis management.
- You are still running the fundamentals of portfolio management – just at a faster cycle and to different criteria.

In times like this, you need to adopt six new principles, do them all at once, and do them quickly.

- Reset your planning horizon
- Manage in days & weeks, not weeks & months
- Set absolute bottom-up targets
- Run all changes as one portfolio, expect failure
- Lift approval levels & lower delegated authorities
- Create one version of the truth



Our Project One team can help:

- Experienced consultants, used to dealing with difficult, stressful situations, with lots of ambiguity
- Calm, structured thinkers, who break problems down and provide practical solutions
- Used to working remotely, orchestrating virtual teams working in different (often global) locations
- Trusted to step in at a senior level
- Easy to engage and can be mobilised quickly to support you for as long as you require

Six principles for prioritising your change portfolio in unprecedented times

1

Reset your planning horizon

Set a clear timeframe for all changes to be cemented into the business

Anything making a difference after that time should be paused and not consume cash now.

2

Manage in days & weeks, not weeks & months

Existing monthly reporting cycles are too slow to measure, decide and take remedial action.

Manage, govern and measure on cycles occurring over days.

3

Set absolute bottom-up targets

% Reductions from existing are no good, people argue over the baseline

They should be financial, clear and focussed.

4

Run all changes as one portfolio, expect failure

Have a single view of immediate operational changes alongside the strategic change agenda.

Stop slow-burn effort and re-deploy to higher priorities.

5

Lift approval levels & lower delegated authorities

Allow a smaller leadership group to more easily manage priorities and make key decisions.

Take stop-go decision out of the hands of those delivering them.

6

Create one version of the truth

Have the right information at the right time at the right level to enable timely decision making.

Structure Governance forums to enable rapid responses based on the data.

Examples of our experience

Single change view

Global Engineering Company

- Delivering a consistent, high value service focused on optimising portfolio and programme delivery:
- Designing and building Enterprise Portfolio Office service framework and governance structure
- Implementing standard processes and tooling to embed ways of working
- Coaching and supporting Product Managers and their teams

Enterprise Portfolio

Global Investment Company

- Shaping and leading an enterprise portfolio office delivery across a £200m pa change budget
- Supply and demand modelling, analysis and prioritisation
- Defining PMO processes and roles
- Implementing robust portfolio governance
- Interim planning and reporting lead and PMO analyst service

Programme Control

Global defence and aerospace

- Design of the IT shared service portfolio and project management (PPM) function
- Maturity assessment and future state operating model design
- PPM Role definition and core process design
- Developed and mobilised a two-year transformation plan
- Periodic maturity assessments to guide focus and internal priorities

Who we are

We are a leading, independent consulting business specialising in change

- We are change experts; we make the complex simple.
- We have extensive global experience and bring insight across all industries and sectors.
- We support large organisations with complex change and ambitious businesses undergoing transformation.
- We provide a comprehensive set of change services to accelerate and de-risk your change investments.
- We work in close partnership with our customers, focusing on clear outcomes and building your in-house capability.
- We build long lasting partnerships, based on trust.

PROJECT one



Rolls-Royce **BAE SYSTEMS**



**SHOP
DIRECT**



AstraZeneca 

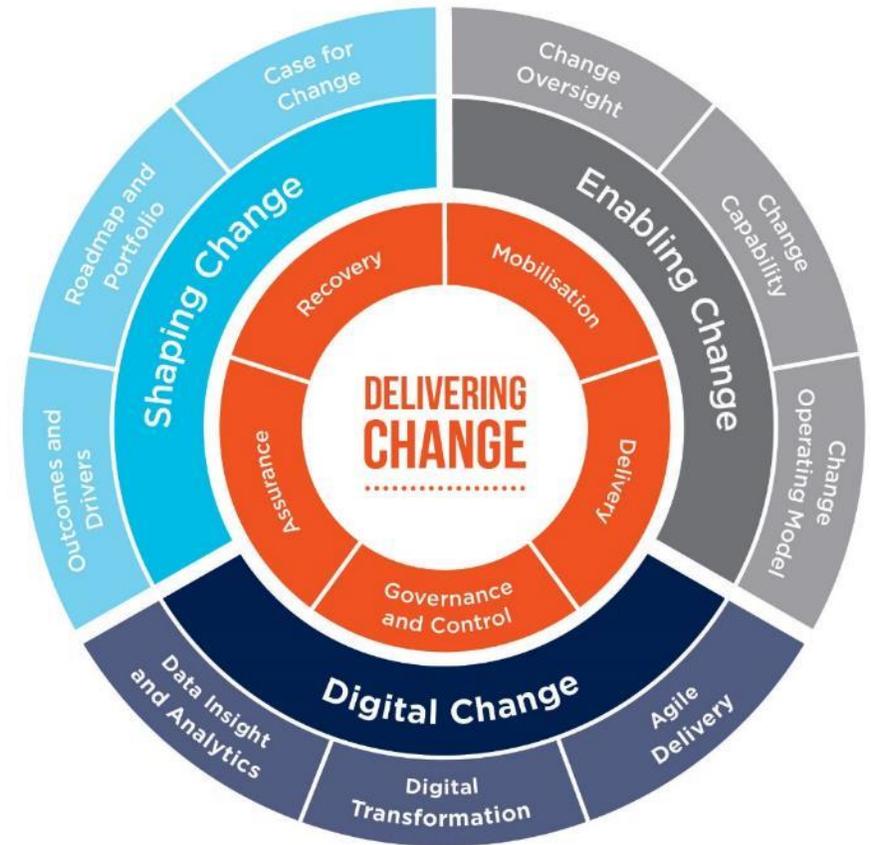
**We support organisations across all sectors,
working both in the UK and internationally.**

What we do

We help ambitious organisations to change, thrive and grow

As specialists in change and transformation, we offer an end-to-end service, working alongside you at every stage of your journey.

- Shaping Change: translating strategic ambitions into clear change plans
- Delivering Change: ensuring change remains on track, delivering the required business outcomes
- Enabling Change: improving your own organisation's change capability
- Digital Change: delivering the foundations that will drive your digital strategy.



External recognition



Special recognition for:

Digital Transformation and Organisation and Change

Voted by our customers and peers.



Recognised as a:

A UK Best Workplace

Centre of Excellence in Wellbeing

Independent accreditation via anonymous employee survey.



Ranking in **3rd** place:

Fastest International Growth

Independent comparison of 200 mid-market organisations.



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