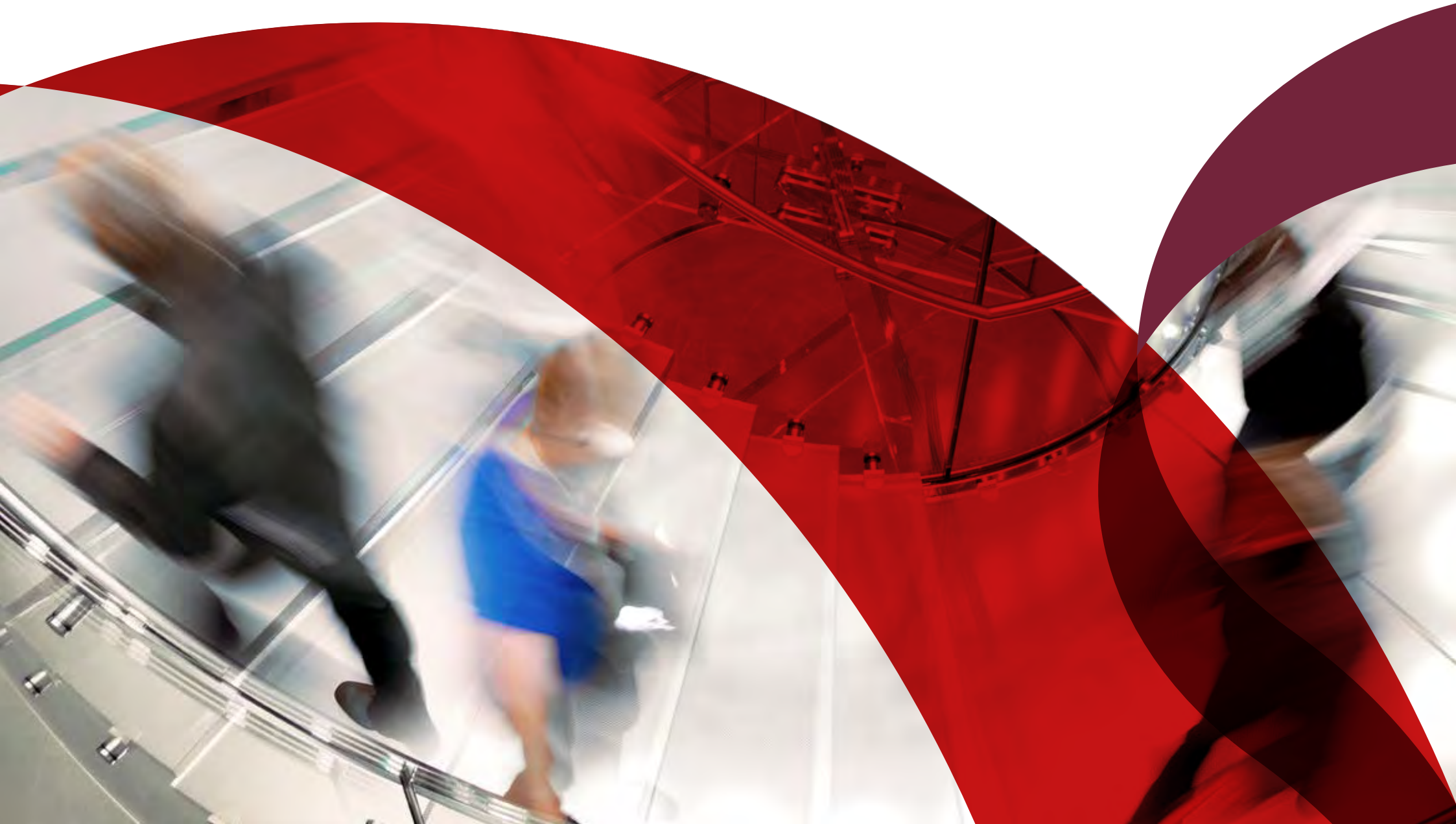


The AXELOS Portfolio:

Enabling organizational change





WHY DO ORGANIZATIONS NEED BEST PRACTICE APPROACHES?

To achieve long term and consistent success, organizations must embrace change and understand how to make it part of their 'business as usual' operations.

Business leaders need effective change to make their organizations more competitive, efficient, resilient and able to deliver value; this requires people with the right knowledge and skills to make those ambitions a reality.

That is why using proven, industry-leading best practices that work alongside each other can build the necessary skills to help organizations manage and deliver change while obtaining real, measurable business value. Employing a best practice method or framework increases the odds of success and boosts the credibility of an organization.

Ultimately, best practice methods can provide value by addressing key organizational questions and challenges. Embedding them in an organization will support the delivery of strategic business objectives in the most cost-effective way possible.

AXELOS' GLOBAL BEST PRACTICE APPROACHES

As all organizations seek *continual improvement* – doing more, better and for less – this means implementing the right changes to support business strategy.

AXELOS' best practice guidance and certifications, developed over 30 years in partnership with government, industry and academia, will help this process; whether the desired goal is – for example – risk management, strategic alignment, project delivery or continuous service improvement.

This guide will outline a number of challenges for organizational change and explain how AXELOS Global Best Practice addresses these challenges: what the best practices are, how they can help organizations deliver value and how they complement each other in the process of organizational change. They are:

- PRINCE2®
- PRINCE2 Agile®
- MSP®
- P30®
- ITIL®
- RESILIA™





THE AXELOS PORTFOLIO: ESSENTIAL TOOLS FOR ESSENTIAL GROWTH

Customers who use the AXELOS portfolio include a large number of the world's most recognized brands. Why? They all want to achieve competitive advantage by ensuring their business resources, processes and their biggest asset of all, their employees, are aligned to fulfilling this goal.



The world's most practiced project management methodology



The world's most complete agile project management solution, combining the flexibility and responsiveness of agile with the clearly defined framework of PRINCE2



Principles and processes for use when managing successful programmes



Business support structures through portfolio, programme and project offices



The world's most widely-used IT service management framework



RESILIA – building a safer environment in which to do business



BUSINESS CHALLENGE:

Having an effective method for a business to deliver well-defined outputs, products or deliverables

AXELOS BEST PRACTICE: PRINCE2

Organizations need to embrace and execute change: this is unavoidable because of increasing pressures from customer demand, technology, shareholder expectations and legislation.

Projects provide the vehicle for organization-wide change. However, projects handled by different parts of an organization tend to be managed differently, resulting in a range of projects 'marching to their own tune' without a cohesive structure. And as technology is now embedded in virtually every organization and is critical to business success, it is necessary to integrate project management and IT service management (ITSM).

Other demands of projects include;

- Management between tasks: ensuring outputs are fit for purpose
- Delivering a quality output, product or deliverable
- Dividing projects into manageable chunks and persuading an organization that it needs to happen that way
- Planning in stages while keeping the end goal in sight
- Having a staged process to help decide whether a project continues or ceases
- Many project managers can be good at gathering requirements, but the real difference is getting people on board to make things happen; acting as an advisor and translator of stakeholder needs and what should be accomplished. The effective project manager is a trusted authority to run the project on a day-to-day basis appointed by the project executive and sensitive to the specific needs outlined within a project's objectives.

"Organizations don't have time to reinvent the wheel but need an existing structure to facilitate integration between project management and ITSM. In my opinion, PRINCE2 is the solution. By adopting it, organizations can then tailor it to the enterprise rather than choosing other methods and practices that don't fit well together."

Lisa Hodges – Owner/Principal
Consultant, Cornerstone Service
Management

AXELOS BEST PRACTICE: PRINCE2



PRINCE2 is a structured project management method – based on the collective experience of numerous project managers, teams, academics, consultants and trainers – which provides a secure framework to manage projects. PRINCE2 provides guidance that gives individuals and organizations the essentials of running a project, is easy to learn and a flexible method that can adapt to all types of project.

PRINCE2 is effective because it:

- Is a process-based, step-by-step method which is business, product and value focused
- Enables project managers to get up and running quickly and manage a whole project from start to finish
- Uses an integrated approach, with standard templates and principles
- Is based on a set of project management principles which, provided they are adhered to, makes PRINCE2 inherently tailorable for projects of any size and in any environment
- Provides a common language for people working across multiple projects
- Saves the business time and money.

PRINCE2 supports portfolio, programme and project management and integrates readily into associated AXELOS frameworks MoP and MSP. It helps create the controlled project environment that programmes rely on to deliver major change. PRINCE2 is also enabled to work in an agile delivery environment.

PRINCE2 integrates with ITIL, or other ITIL-like frameworks, already in use for ITSM in many organizations globally.



BUSINESS CHALLENGE:

Responding more quickly to customer demand and remaining competitive in the market

AXELOS BEST PRACTICE: PRINCE2 AGILE

The needs of business in the 21st century have shifted dramatically. Now, speed is of the essence with companies and technologies creating a new level of response to the 'I want it now' world of customer demand.

Therefore, new products and services need to deliver benefits much sooner than ever and should be a more accurate reflection of what customers want – delivered on time, to the required level of quality, with the necessary functionality and all within budget. Organizations want to see new product development at an early stage to understand whether it's right or wrong, to adapt it for the next stage of development or to stop the project altogether.

Agile delivery methods within projects are now deployed beyond the IT environment and offer the ability to realize benefits earlier. However, using agile methods within projects requires a degree of governance. This is because:

- It will be consuming a large amount of the organization's capital
- A project is often delivering something complex
- It needs to be aligned with strategic objectives and be reviewed continually for business justification
- Someone needs the authority to make 'go' or 'no go' decisions
- It may be delivering several products aligned to corporate objectives so needs co-ordinated delivery.

“Implementing the PRINCE2 Agile approach in the real world [will] apply well in companies that have a strong need for accountability. Organizations...want to feel secure and avoid bad or unmanaged surprises which is perfectly addressed by PRINCE2 concepts like a project manager role, project stages and meaningful standard reports.”

Jeurgen Halstenberg – PRINCE2 and Agile/Scrum Consultant and Trainer, Maxpert

AXELOS BEST PRACTICE: PRINCE2 AGILE



PRINCE2 Agile builds on the principles of PRINCE2 to help practitioners govern projects using agile delivery methods. PRINCE2 and agile are complementary, giving project managers a more well-rounded view of product development in today's world.

PRINCE2 Agile is effective because it offers:

- Up-to-date guidance, including agile approaches like Scrum, Lean start-up and Kanban
- A 'one-stop-shop' for anyone considering agile in a project management domain
- An approach that can be tailored and adapted to different contexts, where agile use is either at an early stage or mature
- A challenging exam, giving the certification real credibility in the market.

Built collaboratively involving 40 experts, one of the main strengths of PRINCE2 Agile comes from combining the focus on products and continual business justification in PRINCE2 with the responsive delivery approach of agile. Together they ensure what is delivered is of value to both the business and users.

The concepts of PRINCE2 within PRINCE2 Agile allow people involved in projects to speak a common language and underpin agile delivery methods with an ability to scale and help agile become more readily adopted across a corporate culture.

PRINCE2 Agile integrates with portfolio, programme and project management, enabling faster and better decision-making, accelerating the business-planning cycle, enabling earlier delivery of benefits at programme level, providing a controlled project environment and resulting in a competitive advantage in the marketplace.

"PRINCE2 Agile is the vital next step in project management; not because PRINCE2 wasn't already agile, but more because the agile movement has grown rapidly."

Steve Boronski – PRINCE2
Lead Trainer at ILX Group plc



BUSINESS CHALLENGE:

Delivering transformational change in an organization



“MSP is a proven best practice framework that provides the right steps to get organizations moving with major change. It focuses on managing organizational change and stakeholders, delivering strategic objectives rather than co-ordinating a group of projects.”

Rod Sowden – Managing Director,
Aspire Europe

AXELOS BEST PRACTICE: MSP (MANAGING SUCCESSFUL PROGRAMMES)

Transformational change in an organization needs to be based on a corporate business plan and a delivery mechanism. To minimize risk, manage dependencies and prioritize the benefits required from change, organizations need programmes to turn a major objective into a reality.

A programme is about defining an organization's future and how its transformed state will look. However, major change introduces complexity, risk, numerous interdependencies and competing priorities that need managing. Some of the challenges when introducing programmes are:

- Not recognizing or accepting the size of change created by programmes
- Getting an organization's employees to buy into transformational change
- How mature the organization is and the competence of people to deliver programmes
- Gaining senior stakeholder involvement
- Lack of clarity about what a programme needs to achieve and not following the right steps
- Senior executives dealing with the outcomes, i.e. making difficult, organization-wide decisions while being busy with the day job
- Adding value without added bureaucracy.

AXELOS BEST PRACTICE: MSP (MANAGING SUCCESSFUL PROGRAMMES)

MSP provides programmes with an agenda and sequence of events to follow, helping executives, the sponsoring group, the programme board and the senior responsible owner (SRO) through the process. It also helps programmes get started properly: bringing together the sponsoring group, agreeing a programme brief which outlines where the organization wants to go, enabling wider stakeholder engagement and working on the endgame.

The MSP Best Practice guidance is effective because it:

- Focuses on strategic, business change
- Builds stakeholder engagement
- Provides an adaptable route map for a programme
- Ensures consistent communication about the aim of the programme and overall transformation
- Helps people understand the benefits to be delivered by the programme
- Delivers the right products and outputs in the right order to achieve the benefits and deliver transformational change.

MSP complements other AXELOS Best Practice guidance, for example helping PRINCE2 project managers remain aligned to corporate strategy and deliver what's required. It works closely with AXELOS' Management of Portfolios (MoP®) Best Practice to ensure related projects are grouped and managed effectively to achieve business goals.

It can also be used effectively with project management frameworks outside AXELOS' Best Practice guidance.



BUSINESS CHALLENGE:

Creating an internal structure for supporting change in an organization

AXELOS BEST PRACTICE: P30 (PORTFOLIO, PROGRAMME & PROJECT OFFICES)

Organizations need to know how well their methods for change and improvement – portfolios, programmes and projects – are performing: are they meeting objectives and supporting the business in making the right decisions? Are they the right investments? Are they delivering value and change most effectively?

The problem comes when project or programme managers are tasked with both supporting change and managing change. If they are responsible for collecting data, analyzing information and planning, it becomes difficult to see the big picture and make the right decisions in line with organizational objectives. As a consequence:

- There is less or no consistency in calculations and reporting for business cases, plans, resources allocated and funds accounted for
- Project and programme managers might have inadequate data and focus on the wrong tasks, causing programmes or projects to drift off course
- It becomes difficult to prioritize initiatives for approval or not.

“P30 provides guidance to ensure that the services delivered by your Portfolio, Programme and Project Offices provide ongoing real value, adding services that drive and support delivery of your organization’s strategy.”

Eileen J Roden, PMO and PPM Consultant and Trainer.
Chalk House Training and Consultancy

AXELOS BEST PRACTICE: P30


P30 provides guidance on establishing appropriate support structures for portfolio, programme and project management disciplines. This function is more commonly known as a Project Management Office or 'PMO'.

The integrated offices operate to collect data in a compliant way to help decision-making in line with the three levels of change: portfolios, programmes and projects. P30 helps achieve this by providing the one reliable version of the truth about the status of the portfolio, programme or project. It does this by:

- Providing a set of consistent standards of working, processes and templates
- Ensuring a consistent approach across all initiatives
- Providing accurate and timely data
- Check that all initiatives are complying with the organizations policies
- Establishes a centre of excellence and specialist services to give practical support and guidance.

AXELOS' P30 Best Practice guidance and certification is effective as it:

- Provides guidance on how to define and integrate a structure to provide support at all three levels of change and enable business decisions
- Shows how to justify the structure within the organization
- Explains how to set it up and the techniques needed to operate it. For example, using benefits realization management to identify and prioritize activities for Portfolio and Programme offices and developing standardized business processes that can be continuously improved.
- Provides information to senior executives and programme/project managers to make decisions. Ultimately, having a pre-defined approach supports the work of programme and project managers
- Complements AXELOS' ITIL service management best practice approach for translating business change into business as usual benefits.

A photograph of a man and a woman in a professional setting. The man is in the foreground, smiling, and the woman is behind him, also smiling and wearing glasses. They are looking at several pink sticky notes attached to a board. The image is partially obscured by a large dark circular graphic that contains text.

“Change can be the foundation of competitive advantage but, to be effective, a change management programme must identify areas of potential conflict...and bridge the gap between the aspirations of executives, technical project teams and the people affected by the change. Few organizations do this well.”

Paul Arnold, Business Transformation and Change Director at Able and How, organizational change management consultancy

BUSINESS CHALLENGE:

Becoming a strategic IT partner in an organization that delivers IT services and supports business improvement



AXELOS BEST PRACTICE: ITIL

IT service management is the business of being a service provider: in other words, knowing your customers, what they need and what you do for them.

But while IT service management (ITSM) in organizations should be managed holistically, too many enterprises manage their IT services in silos: having separate teams – one that develops and creates IT services and another that operates and maintains them – is no longer appropriate for today's industries, creating vulnerability and opportunities to fail. Equally, there is no longer a separation between the wider enterprise and the IT department: their relationship is completely symbiotic.

Organizations don't have time to invent their own ITSM best practices in a world of ever-shorter cycle times and therefore have to acquire an ITSM structure so they can spend their intellectual capital doing and creating things that are unique in the market.

“ITIL gives IT directors, CIOs and their teams the tools to be a partner to the business. It enables IT people to be seen as a source of value, not just cost while bridging IT and the business and creating a common language. ITIL is well within the grasp of most organizations, making service management available and actionable for everyone.”

Lisa Hodges – Owner/Principal Consultant, Cornerstone Service Management

AXELOS BEST PRACTICE: ITIL

ITIL is an IT service management framework designed to ensure IT services meet the needs of an organization. It provides guidance on using IT to facilitate business change, transformation and growth. And that includes making ITSM work coherently with project management and agile methods.

The guidance covers the entire lifecycle: from identifying business requirements to designing and embedding the necessary IT solutions – maintaining, reviewing and improving them.

ITIL is effective as it enables organizations to:

- Manage business risk and service disruption
- Improve and develop customer relationships while meeting their needs
- Establish cost-effective systems for managing service demand
- Support business change and create a stable service environment.

ITIL's service lifecycle approach provides a practical framework for IT people, technicians and CIOs who have grown up in IT, giving them the ability to communicate effectively to the business at a strategic level. It enables organizations to react to continuous change, with tools and processes that transcend the introduction of any new technology.

Being process-oriented and focused on value, ITIL has a natural ability to mesh with other methods and frameworks – including PRINCE2 – as long they're grounded in quality management principles. That makes it equally complementary and non-conflicting with other approaches including PMBOK®, COBIT®, agile, DevOps® and ISO® standards.



BUSINESS CHALLENGE:

Developing an organization's employees to be its most effective security control against cyber-attack and to protect its valuable information.

AXELOS BEST PRACTICE: RESILIA

Information is the critical enabler of value, innovation and growth in any organization. This information has never been at greater risk from cyber-attack, threatening organizations' hard-won reputation, customer trust, corporate value and operational stability.

Investment in cyber security technologies continues to increase, yet the number and scale of cyber security breaches also continues to increase. The Verizon 2015 Annual Data Breach report found that over 90% of cyber-attacks succeed because of human error: the unwitting actions of any member of staff.

Effective cyber resilience is all about people and behaviours, from the boardroom to the frontline. It requires a balanced and collaborative approach across the entire organization; embedding awareness, insight and skills to make people more effective in keeping precious information and systems safe.

However, AXELOS research has revealed that only a minority (33%) of organizations rate their cyber awareness training as effective in reducing the risk of information security breaches. And fewer than half are providing relevant cyber security learning beyond new staff induction or annual, e-learning refresher courses. The current content and format of this learning has not progressed in line with the nature of cyber risk, with most relying on traditional methods that are less effective at preparing staff for today's information security risks.



AXELOS BEST PRACTICE: RESILIA

RESILIA – based on proven, ITIL ITSM best practice – takes a holistic management system view to help integrate information security into everything an organization does. It considers how security controls fit with IT service management and wider management systems to prevent, detect, respond to and recover from cyber breaches.

RESILIA is effective because it helps organizations to:

RESILIA – based on proven, ITIL ITSM best practice – takes a holistic management system view to help integrate information security into everything an organization does. It considers how security controls fit with IT service management and wider management systems to prevent, detect, respond to and recover from cyber breaches.

RESILIA is effective because it helps organizations to:

- Embed practical, best practice across the organization
- Create a common language essential to build collaboration across teams
- Create an informed cyber resilience strategy directly linked to the business strategy.

Ensure everyone plays their role in effective cyber resilience:

- Making people their organization's most effective security control as opposed to their greatest vulnerability
- Certified training and awareness learning to help organizations build their cyber-smart workforce from the boardroom to the frontline.

Help balance an organization:

- A Best Practice portfolio to help organizations balance the opportunities and risks they face in the digital age
- Defining and managing people, process and technology for an effective resilience strategy
- Developing the controls to prevent, detect, respond and recover effectively with minimal reputation or financial damage.





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CP0001/07/16