



Management of Portfolios Book

Best Management Practice

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The guide provides practical guidance for managers of portfolios and those working in portfolio offices as well as those filling portfolio management roles outside a formal PfMO role. It will be applicable across industry sectors. It describes both the Portfolio Definition Cycle (identifying the right, prioritised, portfolio of programmes and projects) and the Portfolio Delivery Cycle (making sure the portfolio delivers to its strategic objectives). Key features: Describes the links between Strategy and Project Portfolio Management - two way linkages between strategy and portfolio management; approaches to assessing the portfolio's strategic contribution ranging from the simple to the sophisticated. In-flight delivery at a portfolio level (focuses on ongoing decision making and use of a project / programme pipeline in line with governance and decision making). Also encompassing resource and dependency management. Benefits Management at a portfolio level - embedding a focus on value as well as delivery, throughout the portfolio process from investment appraisal through to benefits realisation. Organisational Energy (highlighting the critical nature of the collective effort of people working in the organisation and how that effort can be channelled to ensure strategic objectives are realised). This will also inform understanding about how to make the case for Portfolio Management and how to implement it effectively. Governance (defining the type of decisions that need to be taken by the 'right' people at the 'right' level and ensuring management board are involved suitably throughout). Portfolio Definition Detailed Processes (further information of the processes and their objectives with examples of how this works in a variety of settings). Portfolio Delivery Detailed Processes (further information of the processes and their objectives with example of how this works in a variety of settings).

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