

Contents

List of figures	iv	4 How to implement or re-energize a P3O	65
List of tables	v	4.1 Purpose of this chapter	67
Foreword	vi	4.2 Lifecycle to implement or re-energize a permanent P3O	68
Acknowledgements	vii	4.3 Definition	68
1 Introduction	1	4.4 Plan stages or tranches of delivery	82
1.1 Purpose of this guide	3	4.5 Implementation or transition of new or enhanced P3O capability	84
1.2 Best-practice approach	3	4.6 Periodic reviews and lessons learned	85
1.3 How to use this guide	3	4.7 Programme closure and post-implementation/benefits review	85
1.4 Recommended competencies/knowledge prerequisites	5	4.8 Integration with business planning cycles	85
1.5 Organizational context of portfolio, programme and project management	5	4.9 The temporary P3O Lifecycle	85
1.6 What is P3O?	6	5 How to operate a P3O – tools and techniques	91
1.7 P3O history	10	5.1 Purpose of this chapter	93
1.8 P3O evolution and maturity	10	5.2 Overview of tools and techniques	93
1.9 Governance and control	11	5.3 Benefits of using tools and techniques	93
1.10 Best-practice guidance	12	5.4 Critical success factors	94
2 Why have a P3O?	15	5.5 P3O Tools	96
2.1 Purpose of this chapter	17	5.6 P3O Techniques	101
2.2 How does a P3O model add value?	18	5.7 Tailoring of approaches	114
2.3 Consequences of not investing appropriately in the right P3O model	20	Appendix A: Roles and responsibilities	117
2.4 The P3O challenge – getting the investment	21	Appendix B: Example Business Case	131
2.5 Approach to ‘getting the best from the investment in P3O’	21	B1 Aims	133
2.6 Identify the P3O – develop the Business Case	28	B2 Background/reasons	133
2.7 Overcoming common barriers	33	B3 Objectives	133
2.8 Timescales	35	B4 Cost-benefit analysis	134
3 What is a P3O model?	37	B5 High risks	135
3.1 Purpose of this chapter	39	B6 Investment appraisal (to include options)	137
3.2 Overview of P3O models	39	Appendix C: Model tailoring – case studies	139
3.3 Example P3O models	41	Appendix D: Example tools and techniques	151
3.4 What functions and services should the P3O offer?	49	Appendix E: P3M3 summary	155
3.5 Integration of the P3O model with the wider organization	52	Appendix F: Functions and services	171
3.6 Roles and responsibilities within P3O	54	Further information	191
3.7 Sizing and tailoring of the P3O model	58	Glossary	195
3.8 Maturity and evolution of the P3O model	62	Index	201