

DECIDE					PLANNING PROVIDES THE BRIDGE	DELIVER					
<i>"None of us is smarter than all of us"</i>					<i>"It's the front line that delivers the bottom line" (Steven Covey)</i>	<i>"The best plans won't work unless the people do"</i>					
R – Responsibility A – Accountability C – Consulted I – Informed						A&C – Awareness and Communication PP&P – Policies, Plans and Procedures T&A – Tools and Automation S&E – Skills and Expertise R&A – Responsibility and Accountability GS&M – Goal Setting and Measurement					
What are the most important tasks?						Why are they not completed properly?					
R	A	C	I	Value Governance	A&C	PP&P	T&A	S&E	R&A	GS&M	
				1							
				2							
				3							
				Portfolio Management							
				1							
				2							
				3							
				Investment Management							
				1							
				2							
				3							

1. Value Governance					Never	Seldom	Often	Mostly	Always	
The goal of value governance (VG) is to ensure that value management practices are embedded in the enterprise, enabling it to secure optimal value from its IT-enabled investments throughout their full economic life cycle.										
VG1 Establish informed and committed leadership.										
VG2 Define and implement processes.										
VG3 Define portfolio characteristics.										
VG4 Align and integrate value management with enterprise financial planning.										
VG5 Establish effective governance monitoring.										
VG6 Continuously improve value management practices.										
R	A	C	I	Which activities tasks do we do best? And why?	A&C	PP&P	T&A	S&E	R&A	GS&M
				1						
				2						
				3						
R	A	C	I	Where do we have the biggest room for improvement? And why?	A&C	PP&P	T&A	S&E	R&A	GS&M
				1						
				2						
				3						

2. Portfolio Management					Never	Seldom	Often	Mostly	Always	
The goal of portfolio management (PM)—within the context of the Val IT framework—is to ensure that an enterprise secures optimal value across its portfolio of IT-enabled investments.										
PM1 Establish strategic direction and target investment mix.										
PM2 Determine the availability and sources of funds.										
PM3 Manage the availability of human resources.										
PM4 Evaluate and select programmes to fund.										
PM5 Monitor and report on investment portfolio performance.										
PM6 Optimise investment portfolio performance.										
R	A	C	I	Which activities tasks do we do best? And why?	A&C	PP&P	T&A	S&E	R&A	GS&M
				1						
				2						
				3						
R	A	C	I	Where do we have the biggest room for improvement? And why?	A&C	PP&P	T&A	S&E	R&A	GS&M
				1						
				2						
				3						

3. Investment Management					Never	Seldom	Often	Mostly	Always	
The goal of investment management (IM) is to ensure that the enterprise's individual IT-enabled investments contribute to optimal value.										
IM1 Develop and evaluate the initial programme concept business case.										
IM2 Understand the candidate programme and implementation options.										
IM3 Develop the programme plan.										
IM4 Develop full life-cycle costs and benefits.										
IM5 Develop the detailed candidate programme business case.										
IM6 Launch and manage the programme.										
IM7 Update operational IT portfolios.										
IM8 Update the business case.										
IM9 Monitor and report on the programme.										
IM10 Retire the programme.										
R	A	C	I	Which activities do we do best? And why?	A&C	PP&P	T&A	S&E	R&A	GS&M
				1						
				2						
				3						
R	A	C	I	Where do we have the biggest room for improvement? And why?	A&C	PP&P	T&A	S&E	R&A	GS&M
				1						
				2						
				3						