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PROJECT MANAGEMENT | PM-043

Benefits Realisation Management for Projects and Programmes

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Course content

Why Attend

Many projects finish on time and within budget yet still fail to deliver the improvement the organisation paid for. The missing link is usually benefits management: the discipline of defining what value a change must produce, who owns it, how it will be measured and what has to happen after handover for it to appear.

This Benefits Realisation Management training course gives participants a complete, practical approach to identifying, mapping, planning, tracking and sustaining benefits across a single project or a full programme. Participants learn to build benefits maps that link outputs to capabilities, outcomes and strategic objectives, and to write benefit profiles with clear baselines, targets, owners and measurement methods.

Course Methodology

• The course is highly practical. Short expert briefings are followed by facilitated workshops in which participants build a benefits map, benefit profiles and a realisation plan for a realistic change initiative. Group discussions, case studies from public and private sector programmes, measurement exercises and peer reviews help participants apply each technique to their own organisation.

Course Objectives

• Explain the difference between outputs, capabilities, outcomes, benefits and dis-benefits

• Build benefits maps and dependency networks that connect project deliverables to strategic objectives

• Write complete benefit profiles with baselines, targets, owners, timescales and measures

• Quantify and value benefits using financial, non-financial and proxy measures

• Design a benefits realisation plan that is integrated with the project or programme schedule

• Set up governance, roles and review points for tracking benefits before and after closure

Target Audience

• Project and programme managers responsible for delivering business change

• PMO and portfolio office staff who track project value

• Business change managers and benefit owners in operational departments

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- Sponsors, senior responsible owners and steering committee members

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Course outline

Detailed course outline

Day-by-day outline for Benefits Realisation Management for Projects and Programmes.

Day 1 - Foundations of Benefits-Led Change

• 09:00-09:30 | Why Projects Fail to Deliver Value: Common gaps between completed deliverables and realised business improvement

• 09:30-10:30 | Key Terminology: Outputs, capabilities, outcomes, benefits and dis-benefits explained with practical examples

• 10:30-11:00 | Benefits in the Investment Lifecycle: From strategic intent and business case through delivery to operations

• 11:00-11:30 | Coffee break

• 11:30-12:00 | Principles of Benefits Management: Alignment to strategy, clear ownership, measurable change and continuous review

• 12:00-12:30 | Roles and Accountabilities: Sponsors, benefit owners, business change managers and the PMO

• 12:30-13:00 | Assessing Benefits Maturity: Reviewing how participants' organisations manage value today

• 13:00-14:00 | Workshop: Analysing a case where a technically successful project delivered little value

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Day 2 - Identifying, Mapping and Profiling Benefits

• 09:00-09:34 | Benefit Discovery Techniques: Workshops, interviews and process analysis to uncover realistic benefits

• 09:34-10:08 | Benefits Mapping: Linking enablers and business changes to outcomes and strategic objectives

• 10:08-10:42 | Dependency Networks: Showing which changes in ways of working each benefit relies on

• 10:42-11:00 | Classifying Benefits: Financial, efficiency, quality, risk reduction, compliance and stakeholder benefits

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Classifying Benefits: Financial, efficiency, quality, risk reduction, compliance and stakeholder benefits (continued)

• 11:46-12:20 | Dis-benefits: Identifying, recording and managing the negative consequences of change

• 12:20-12:53 | Writing Benefit Profiles: Description, owner, baseline, target, measure, timing and dependencies

• 12:53-14:00 | Workshop: Building a benefits map and three benefit profiles for a sample programme

Day 3 - Measuring and Valuing Benefits

• 09:00-09:34 | Selecting Good Measures: Leading and lagging indicators, data sources and measurement frequency

• 09:34-10:08 | Establishing Baselines: Capturing current performance before change begins

• 10:08-10:42 | Financial Valuation: Cash-releasing and non-cash-releasing benefits, net present value and payback

• 10:42-11:00 | Valuing Non-Financial Benefits: Proxy measures, scoring models and stakeholder valuation

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Valuing Non-Financial Benefits: Proxy measures, scoring models and stakeholder valuation (continued)

• 11:46-12:20 | Avoiding Distortions: Optimism bias, double counting, attribution problems and benefit inflation

• 12:20-12:53 | Benefits in the Business Case: Presenting value credibly to approval boards

• 12:53-14:00 | Practical Exercise: Setting measures, baselines and targets for the workshop programme

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Day 4 - Planning, Governance and Tracking

• 09:00-09:34 | The Benefits Realisation Plan: Timing, milestones, owners and integration with the delivery schedule

• 09:34-10:08 | Benefits Governance: Approval gates, review boards and escalation routes

• 10:08-10:42 | Tracking and Reporting: Benefits registers, dashboards and realisation forecasts

• 10:42-11:00 | Managing Change Adoption: Stakeholder engagement, training and behaviour change that unlock benefits

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Managing Change Adoption: Stakeholder engagement, training and behaviour change that unlock benefits (continued)

• 11:46-12:20 | Handling Variance: Responding when benefits fall behind forecast or erode over time

• 12:20-12:53 | Portfolio View: Using benefits data to prioritise, re-scope or stop investments

• 12:53-14:00 | Workshop: Designing a benefits dashboard and governance calendar

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Day 5 - Realisation, Review and Embedding the Discipline

• 09:00-09:30 | Transition to Business as Usual: Handing over benefit ownership and measurement after project closure

• 09:30-10:00 | Post-Implementation Reviews: Planning, conducting and reporting objective benefits reviews

• 10:00-10:30 | Lessons Learned: Feeding realised results back into estimating and future business cases

• 10:30-11:00 | Building Organisational Capability: Policies, templates, training and culture for benefits management

• 11:00-11:30 | Coffee break

• 11:30-12:00 | Building Organisational Capability: Policies, templates, training and culture for benefits management (continued)

• 12:00-12:30 | Common Pitfalls and Success Factors: Insights from public and private sector programmes

• 12:30-13:00 | Personal Action Planning: Applying benefits management to participants' current projects

• 13:00-14:00 | Final Case Study: Presenting a complete benefits management approach for review and feedback

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Seminar dates

Available seminar dates

Live dates and pricing for Benefits Realisation Management for Projects and Programmes generated from the course details page.

Date	Location	Format	Fee
7 - 11 December 2026	London	Classroom	**€2,915**
14 - 18 December 2026	Barcelona	Classroom	**€2,275**
21 - 25 December 2026	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	London	Classroom	**€2,915**
18 - 22 January 2027	Barcelona	Classroom	**€2,275**
25 - 29 January 2027	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	Cape Town	Classroom	**€1,825**
15 - 19 February 2027	London	Classroom	**€2,915**
22 - 26 February 2027	Barcelona	Classroom	**€2,275**
1 - 5 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
8 - 12 February 2027	Dubai	Classroom	**€2,845**
22 - 26 March 2027	London	Classroom	**€2,915**
1 - 5 March 2027	Barcelona	Classroom	**€2,275**
8 - 12 March 2027	Frankfurt	Classroom	**€2,175**
15 - 19 March 2027	Geneva	Classroom	**€3,315**
5 - 9 April 2027	London	Classroom	**€2,915**
12 - 16 April 2027	Barcelona	Classroom	**€2,275**
19 - 23 April 2027	Frankfurt	Classroom	**€2,175**
26 - 30 April 2027	Istanbul	Classroom	**€2,825**
10 - 14 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Benefits Realisation Management for Projects and Programmes generated from the course details page.

Date	Location	Format	Fee
17 - 21 May 2027	Barcelona	Classroom	**€2,275**
24 - 28 May 2027	Frankfurt	Classroom	**€2,175**
3 - 7 May 2027	Kuala lumpur	Classroom	**€2,425**
7 - 11 June 2027	London	Classroom	**€2,915**
14 - 18 June 2027	Barcelona	Classroom	**€2,275**
21 - 25 June 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	London	Classroom	**€2,915**
5 - 9 July 2027	Barcelona	Classroom	**€2,275**
12 - 16 July 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	Munich	Classroom	**€2,425**

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Seminar dates

Available seminar dates

Live dates and pricing for Benefits Realisation Management for Projects and Programmes generated from the course details page.

Date	Location	Format	Fee
2 - 6 August 2027	London	Classroom	**€2,915**
9 - 13 August 2027	Barcelona	Classroom	**€2,275**
16 - 20 August 2027	Frankfurt	Classroom	**€2,175**
23 - 27 August 2027	Paris	Classroom	**€2,810**
6 - 10 September 2027	London	Classroom	**€2,915**
13 - 17 September 2027	Barcelona	Classroom	**€2,275**
20 - 24 September 2027	Frankfurt	Classroom	**€2,175**
18 - 22 October 2027	London	Classroom	**€2,915**
25 - 29 October 2027	Barcelona	Classroom	**€2,275**
4 - 8 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Benefits Realisation Management for Projects and Programmes generated from the course details page.

Date	Location	Format	Fee
11 - 15 October 2027	Vienna	Classroom	**€3,425**
22 - 26 November 2027	London	Classroom	**€2,915**
1 - 5 November 2027	Barcelona	Classroom	**€2,275**
8 - 12 November 2027	Frankfurt	Classroom	**€2,175**
15 - 19 November 2027	Amsterdam	Classroom	**€3,215**
6 - 10 December 2027	London	Classroom	**€2,915**
13 - 17 December 2027	Barcelona	Classroom	**€2,275**
20 - 24 December 2027	Frankfurt	Classroom	**€2,175**
27 - 31 December 2027	Cape Town	Classroom	**€1,825**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**

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22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**