

# Mini-guide to Change Portfolio Dashboards

A Change Portfolio Dashboard should encapsulate the status of each individual change initiative while offering a complete overview of the entire portfolio. It needs to contain sufficient detail to support decision-making, which falls under the purview of a Portfolio Management (or Change) Board.

## What is the Change Board for?

The objective of the Change Board is broadly to ensure that all change initiatives remain consistently aligned with the organisation's strategy, such as growth, value creation and overall risk reduction, and that they represent the optimum value for the investment being made.

## With that objective, a typical agenda would be:

- Initiatives, projects and programmes:
  - Current status updates
  - If completed, their final report on costs, benefits
  - If new, their goals, dates, budget and resources
- Overall resource situation - overload and underload
- Overall financial situation - costs and planned benefits

This suggests a simple, but comprehensive 4-quadrant dashboard

## 1 - Individual project status

Initiative Name	Phase	Plan	Risk	Financial	Overall
Initiative X	<div><div></div><div></div><div></div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
Project Y	<div><div></div><div></div><div></div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
Programme Z	<div><div></div><div></div><div></div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>

Include all the initiatives listed alphabetically or by size

The phase the initiative is in

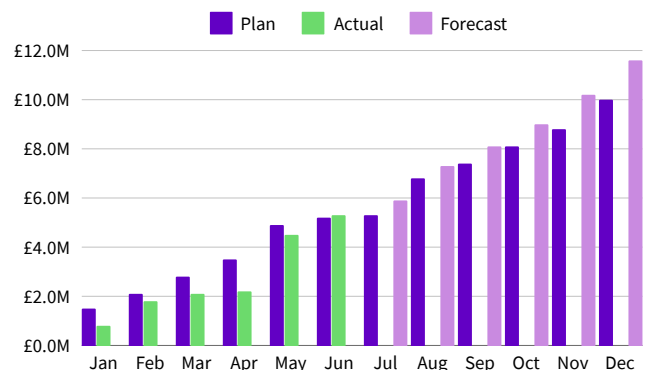
The RAG status in each of these key areas, together with an overall assessment

It is important that all of the initiatives report consistently, so there must be rules, for example, for when an item is marked Red, Amber or Green.

The Portfolio PMO should set and oversee these rules.

## 2 - Overall portfolio financial status

Whilst this is simplified, it illustrates that consolidated plans, actuals and forecasts can give the group the information needed to manage over/under-spending.



## 3 - Successes and risks

All change needs to be supported by good communication including the opportunity to set out successes and risks each reporting period.

This enables an overall portfolio narrative to be built for sharing at Board or Executive level.

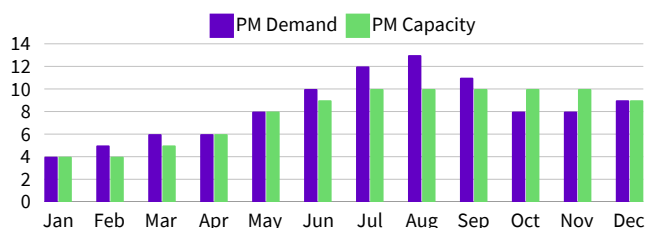
Initiative Name	Successes	Risks and planned actions
Initiative X	Vendor design approved	Significant software cost challenge has been forecast due to additional functionality needed. A review with the business areas will prioritise the functionality and we will try to reduce the cost accordingly
Distribution	Release 1 successfully implemented	There are some scope challenges being considered that may result in schedule changes. This will be shared at the August Change Board meeting.

For example:

'As of July the portfolio is on track, especially in distribution where they have successfully tested Release 1. However, there are cost challenges ahead, especially with an overspend of £1.6M on software for Initiative X, which needs to be addressed to stay within the £10M budget. A report will be issued in August, containing recommendations from the delivery team.'

## 4 - Overall Portfolio resourcing status

Successfully delivering the portfolio requires that demand must be balanced by capacity to deliver. This can be achieved by dynamic resource planning so that the right skills are available in the right capacity at the right time, as the plans for each initiative in the portfolio evolve.



Having a view of the workload of key personnel can also be useful, as it provides the means for balancing the workload across the team.

	Jan	Feb	Mar	Apr	May	Jun
PM Name	85%	85%	85%	50%	50%	85%
Jon Doe	15%	30%	90%	90%	90%	90%
Jane Doe	110%	110%	100%	90%	90%	90%
Fred Flint	100%	100%	95%	95%	95%	100%
Freda Swede	105%	100%	100%	100%	50%	50%
Jim Hacker	85%	85%	85%	85%	85%	100%
Julie Tracker	85%	50%	0%	0%	66%	80%