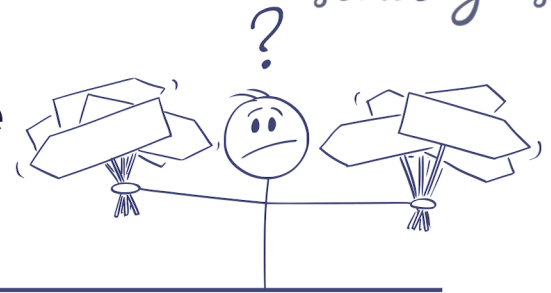# Portfolio Optimisation:

Do the right work at the right time

SORA 空 strategies

How to Plan

What is Planning?

Planning is a very complicated process where organisations attempt to map out effort over time. Almost every plan has these two axes. Effort can represent people, projects, programs or cost, and generally time is the reference point for all these factors. Generally a plan is in these two dimensions,

Why is it so hard?

Planning is hard because everything is relative. You need certainty and absolutes when planning, but as planning is a forecast, everything is an estimate, and everything WILL change in the future. So planning should be iterative and flexible to deal with any emergent information.

Because people are afraid of being wrong, they resist change when it occurs, which results in poor plans and even poorer delivery outcomes.

To begin planning you need three things:

1 The items to be planned. This may be in the form of projects, programs, teams, deliverables, or major dates or milestones

2 The priority of the items being planned. Priority is the importance of them relative to each other. Priority is not the same as sequence. The plan creates the sequence.

3 The estimate of the item being planned. The estimate may be time, cost, commitment, scope etc. The items need to be estimated using the same estimate factor.

WIN
WIN

Planning is a constant trade-off and negotiation activity. Focus on the bigger picture and remove ego or empire building. Planning should be for the entire team to succeed.

Doing the Planning

The planning activity is difficult. Making trade-offs between priority and estimate to optimise the achievement of the outcome. The Strategic Driver or Organisational Mission becomes the compass to navigate to the future.

Items

Assemble the items being planned in priority order, considering their estimates. Also consider the capacity of the funding, time, team. Capability also needs to be considered.
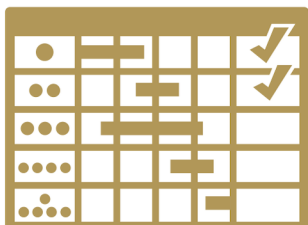
Time

As the planning is happening, Risks will emerge. Build these into the planning and estimates. Also plan for unexpected events.

Keep Planning!

Plans will change over time. Make the plan flexible so that change can be absorbed, not rejected.

Pro Tips:

Use planning to create alignment with all Stakeholders. This addresses the emerging issues that can drive your Delivery Portfolio in the wrong direction