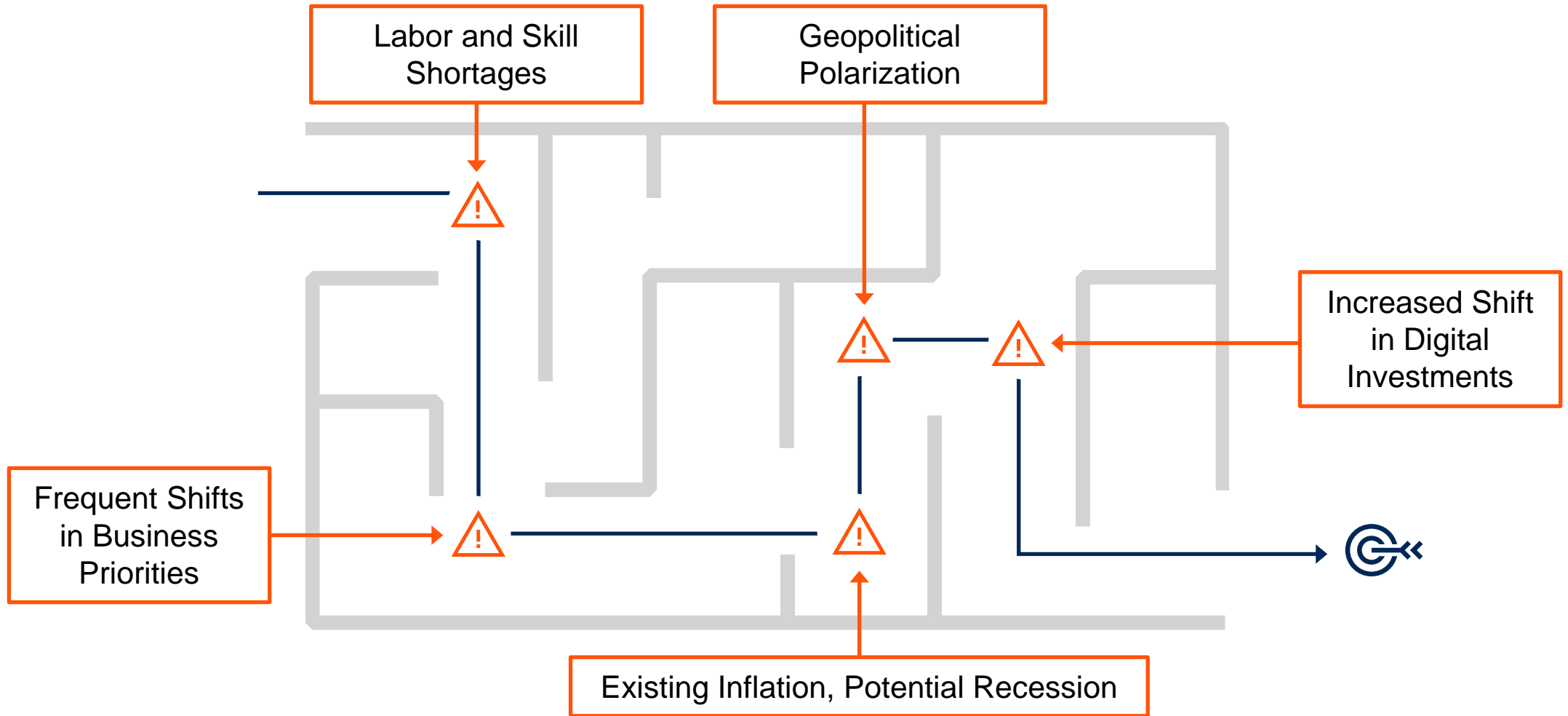


Balancing Act: Prioritize Initiatives That Maximize Business Value

Shailesh Muvera

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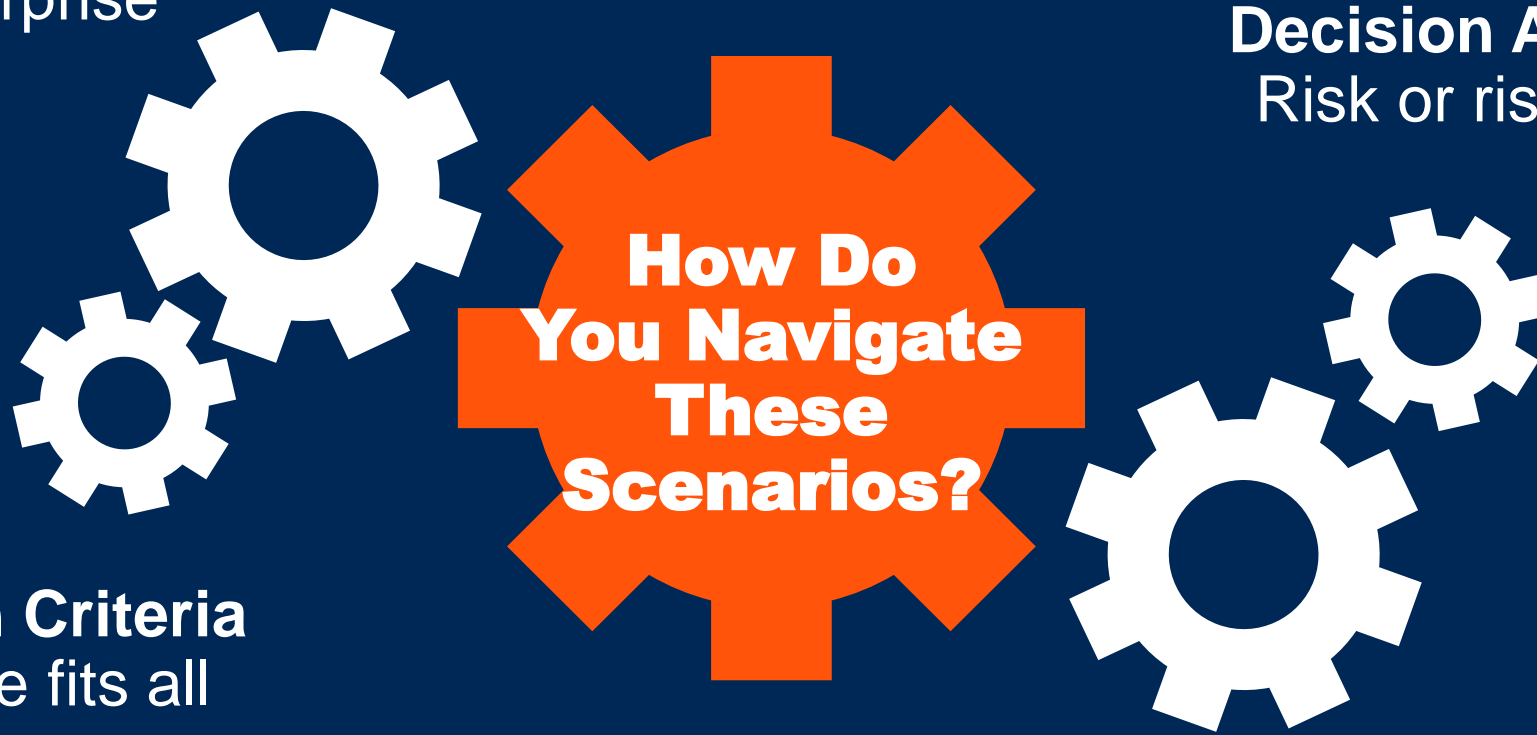
Balancing Decision Making Is Challenging

Decision Drivers
Local vs. enterprise

Decision Approach
Risk or risk averse

Decision Criteria
One size fits all

Decision Authority
Hierarchical vs. ad hoc



**How Do
You Navigate
These
Scenarios?**

Agenda

1

**Establish a consistent,
value-driven decision
framework for
prioritizing initiatives**

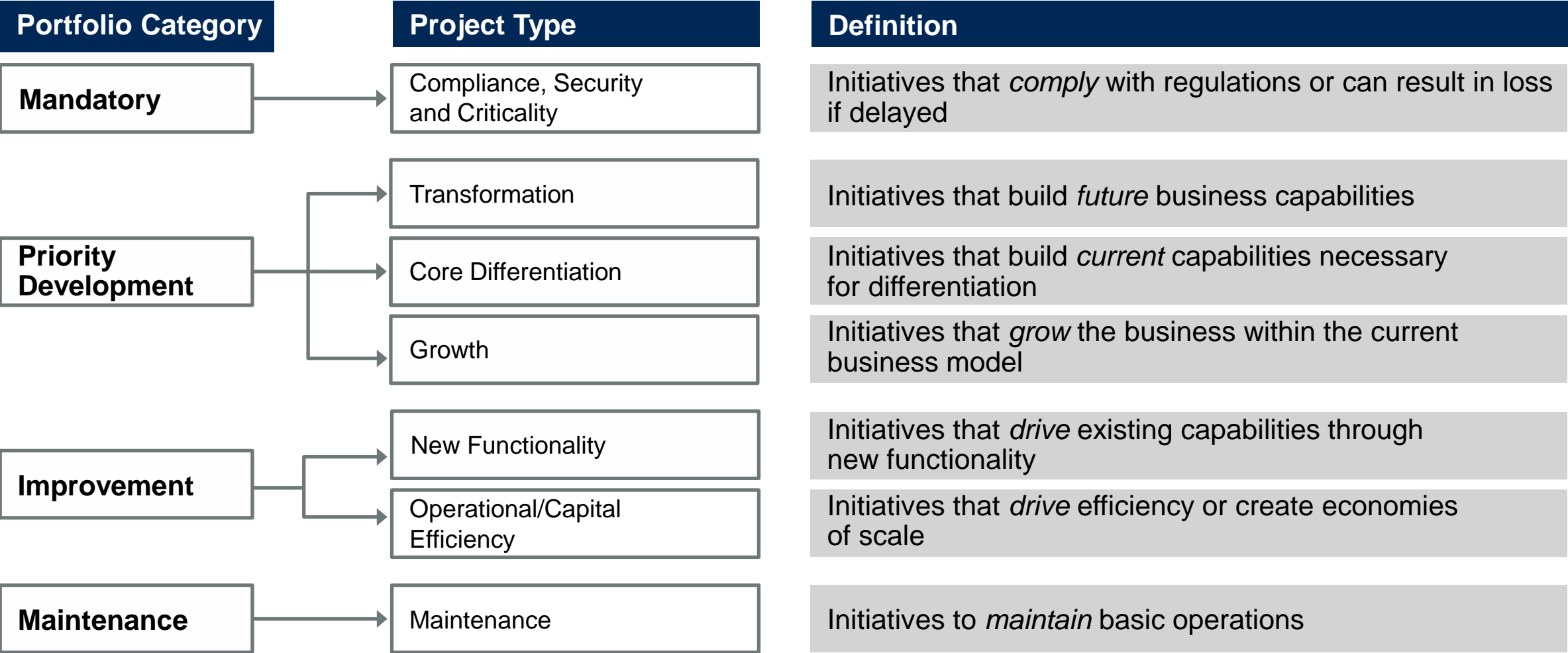
2

**Shift business leader
mindsets toward a more
dynamic and responsive
reprioritization mindset**


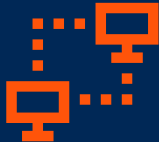


Diverse Project Ideas Cause Confusion, Misalignment



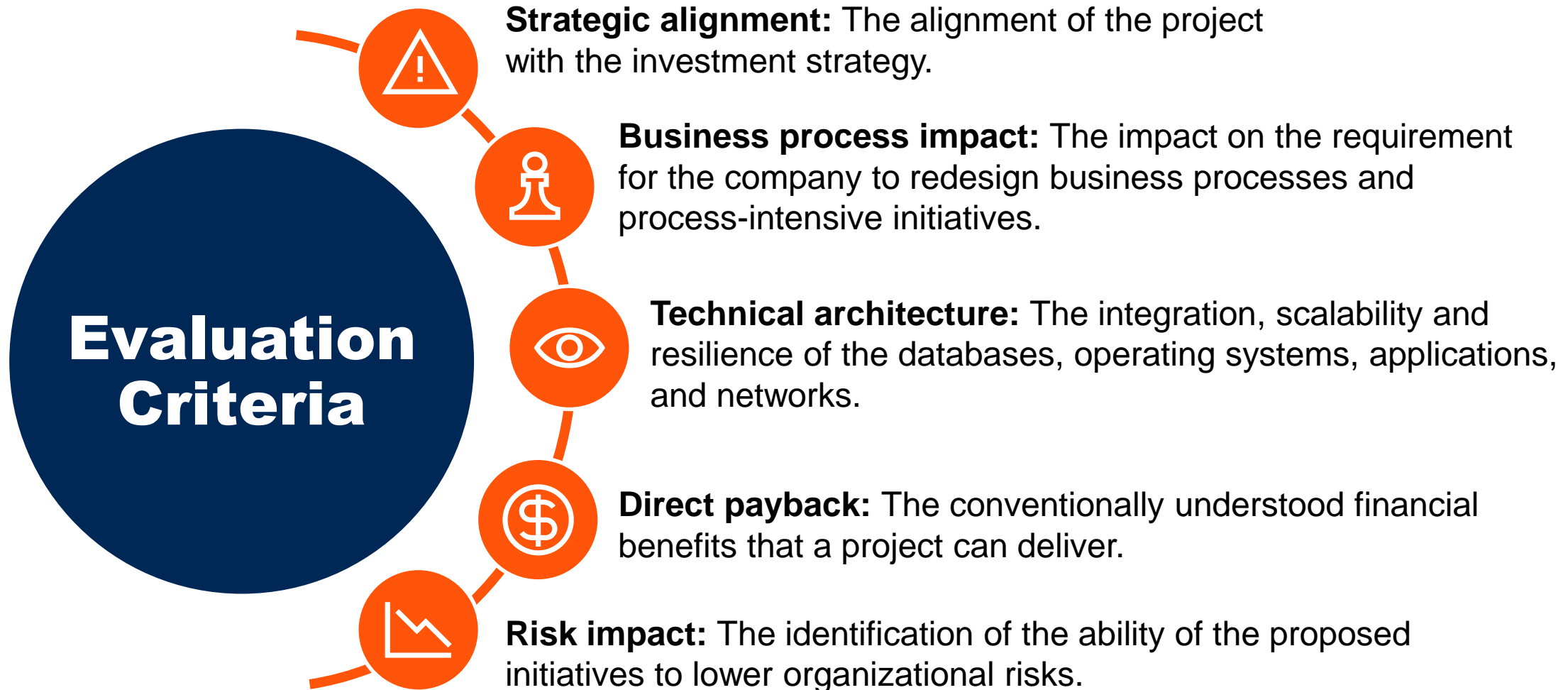
Categorize Demand Based on Initiative Type








Prioritization and Decision Framework

Decision Categories	 Competitive Differentiators	 Commodities and Operations	 Infrastructure and Compliance	 Innovation and Game Change
Investment Principle	"Invest to Grow and Gain ROI"	Cost — Manage and Drive Productivity	Assess and Manage Risk	Experiment and Write-Off
Initiatives	Capability A	Capability B	Capability C	Capability D

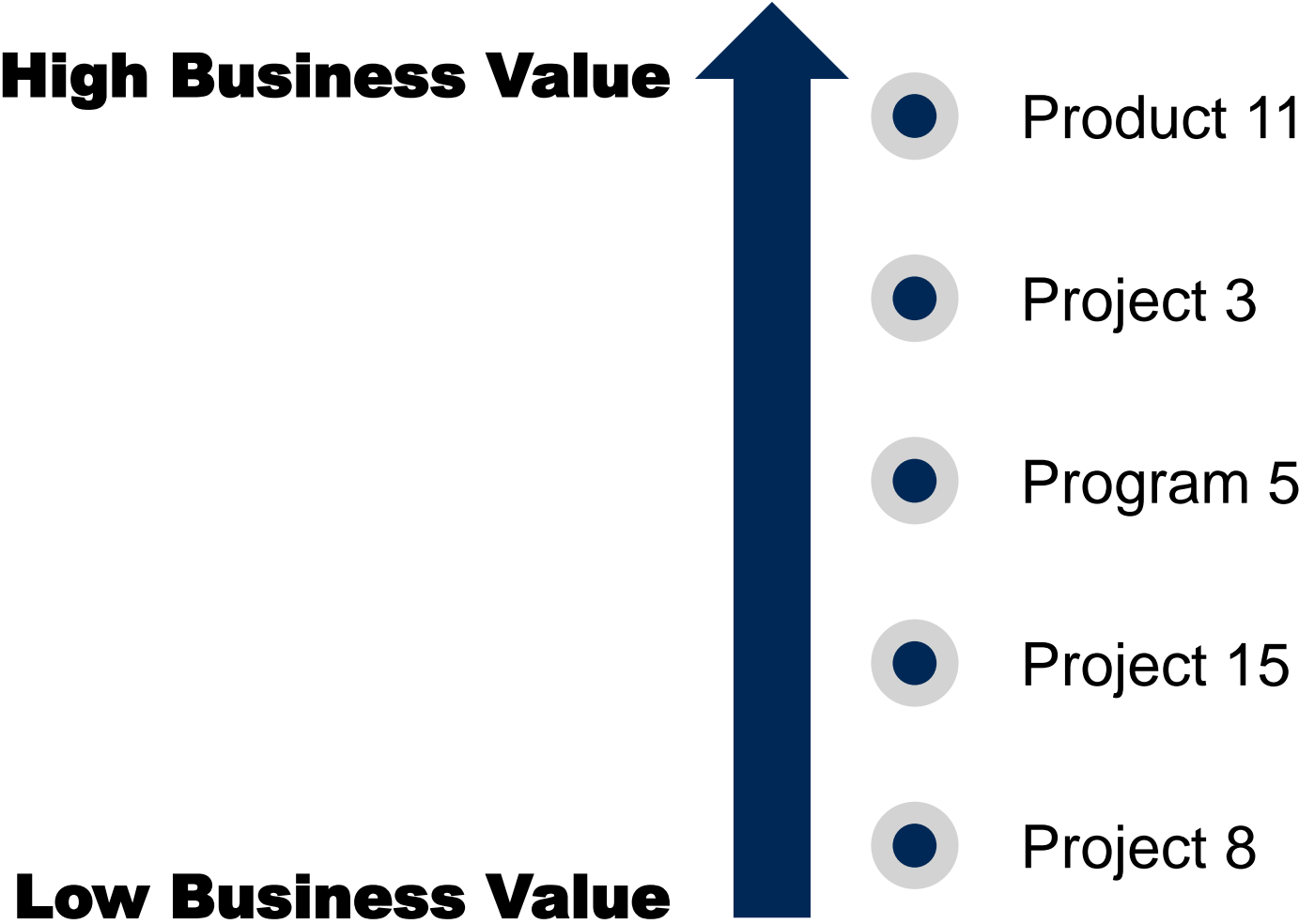
Define an Enterprise Evaluation Criteria



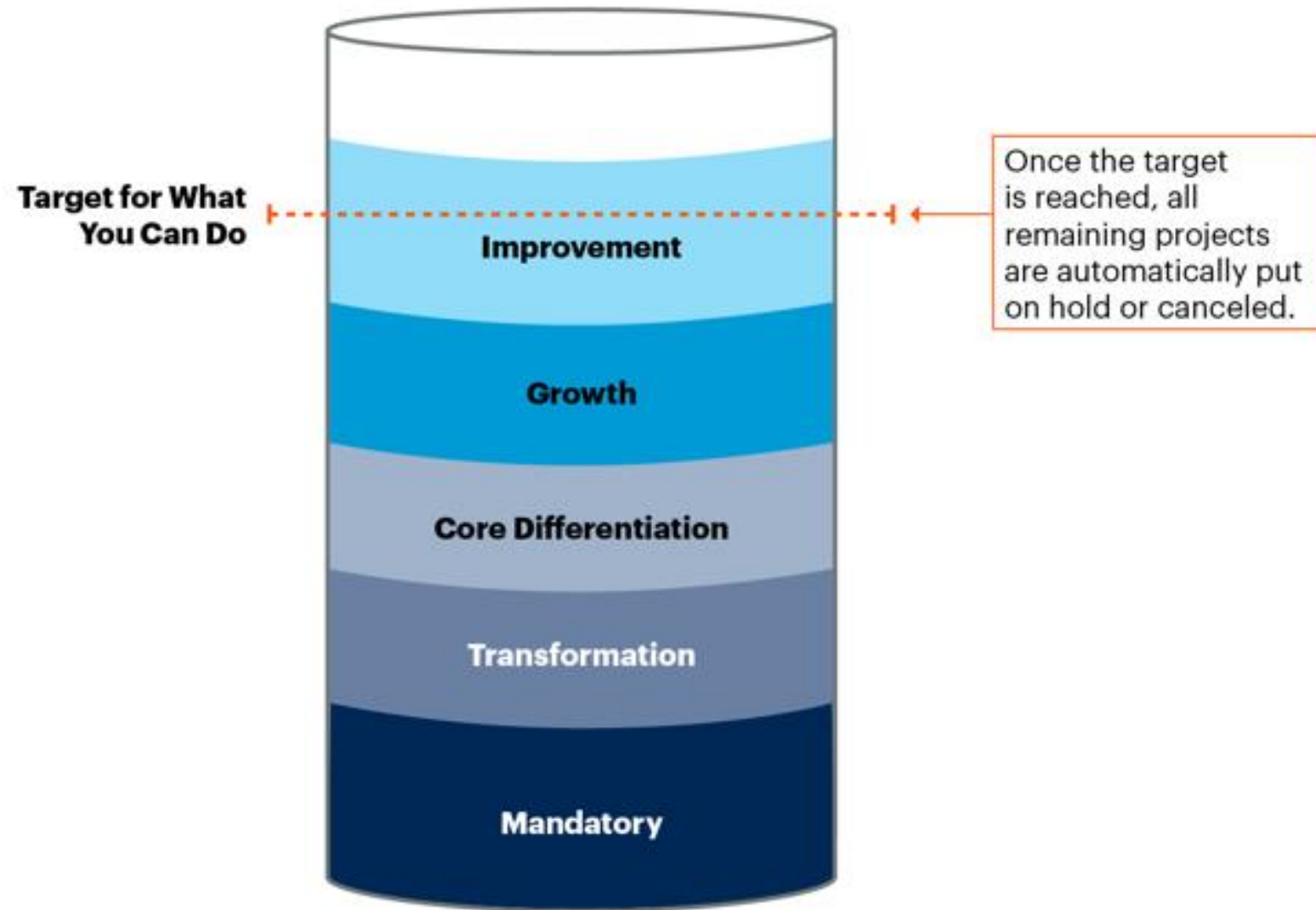
Apply Weightings — Not Every Category Is Equal

Example Project Weightings and Prioritization Across Enterprise					
Initiative No.	11	3	5	15	8
Portfolio					
Criteria					
Strategic Alignment	30%	25%	10%	20%	10%
Business Process Impact	30%	30%	20%	25%	20%
Technical Architecture	10%	10%	25%	20%	25%
Direct Payback	20%	20%	15%	20%	15%
Risk Impact	10%	15%	30%	15%	30%
Total Weighting	100%	100%	100%	100%	100%
Prioritized According to Score	1	2	3	4	5

Rank Order Based on Value



Build the Portfolio Up Piece by Piece



Agenda

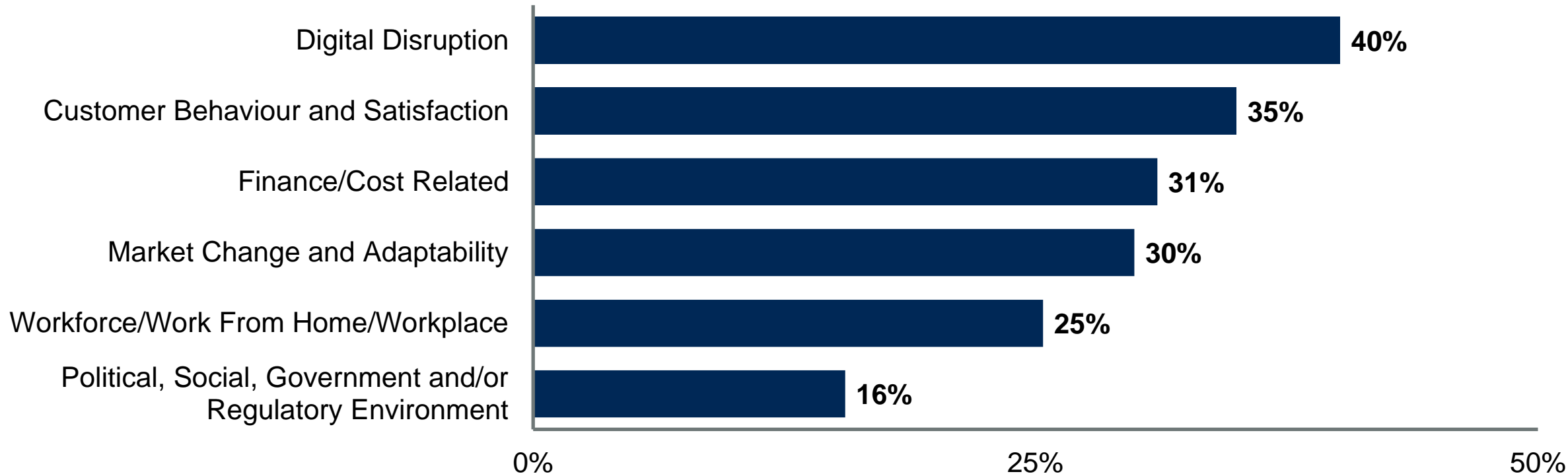
1

**Establish a consistent,
value-driven decision
framework for
prioritizing initiatives**

2

**Shift business leader
mindsets toward a more
dynamic and responsive
reprioritization mindset**

Disruptions Impacting Enterprise and Portfolio Strategies

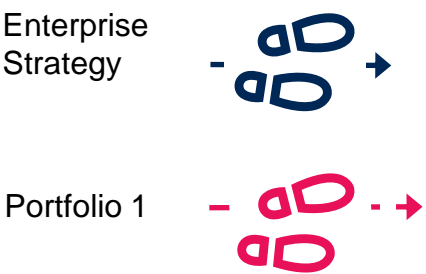


40% increase in Gartner inquiries related to **reprioritizing investments** and **alignment with shifting strategy objectives** across the last year.


Source: [2021 Gartner View From the Board of Directors Survey: Asia/Pacific Perspective](#) (G00751562)

Maintaining Enterprise and Portfolio Alignment Is Hard


Impact of Disruptions on Enterprise Strategy vs. Multiple Portfolio




Select Examples of Portfolios



Portfolio 1
Product portfolio (e.g., customer experience)



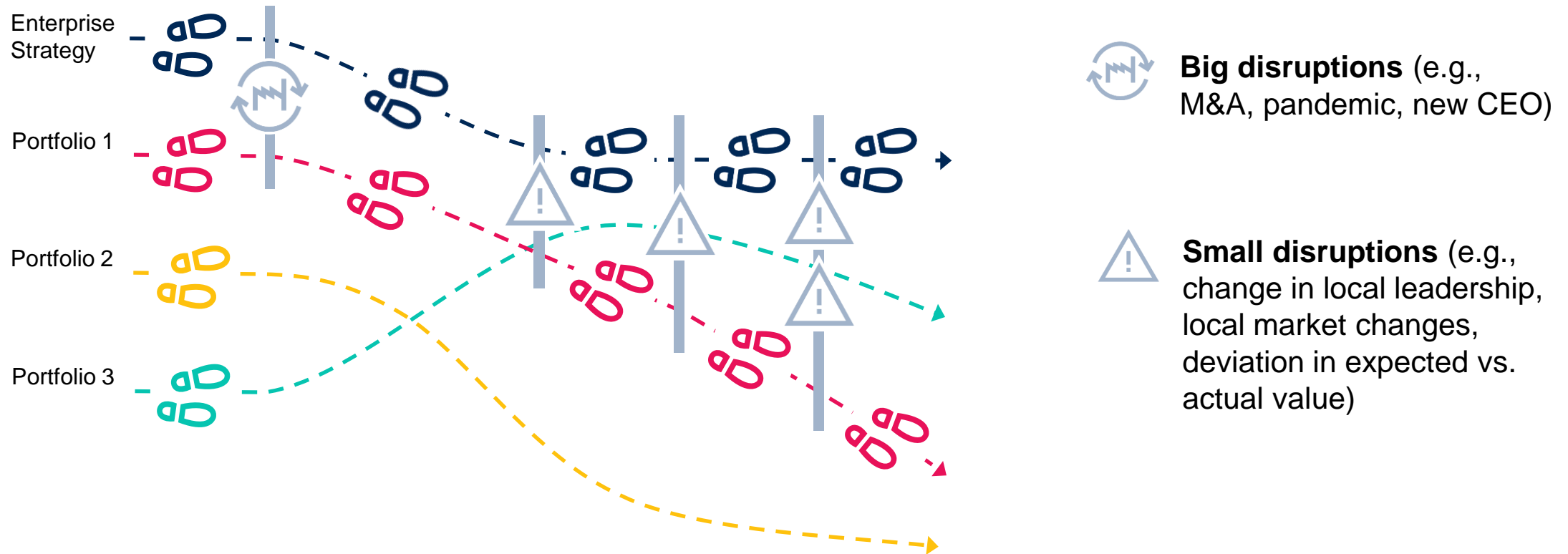
Portfolio 2
Business unit/functional portfolio (e.g., IT, finance)



Portfolio 3
Regional portfolio (e.g., EMEA, APAC)

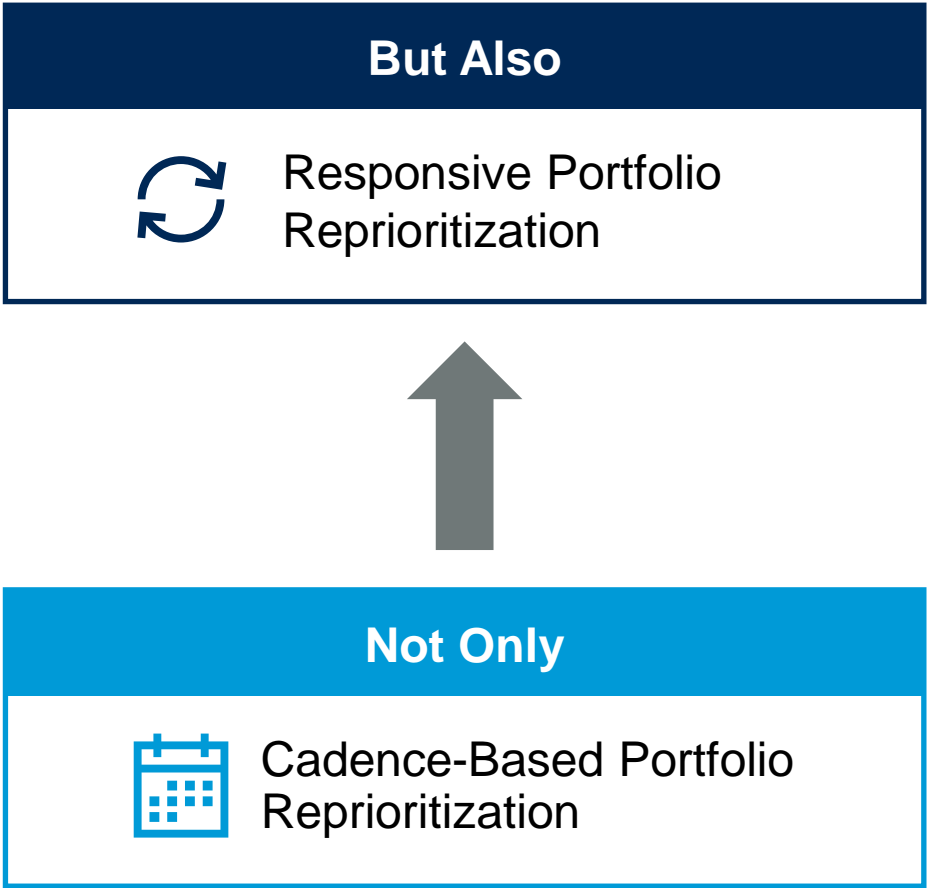
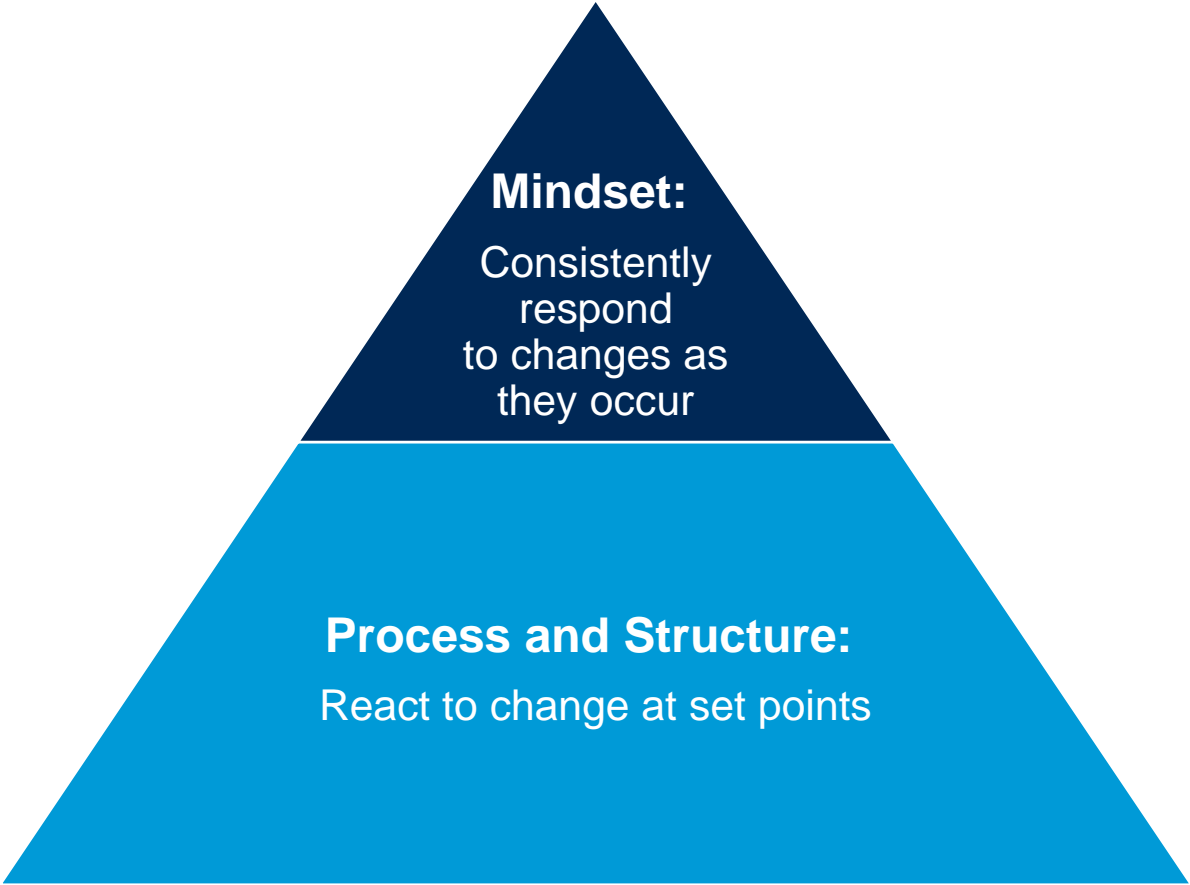
Maintaining Enterprise and Portfolio Alignment Is Hard

Impact of Disruptions on Enterprise Strategy vs. Multiple Portfolio



Need for Responsive Portfolio Reprioritization

Move From Cadence-Based to Responsive Portfolio Reprioritization



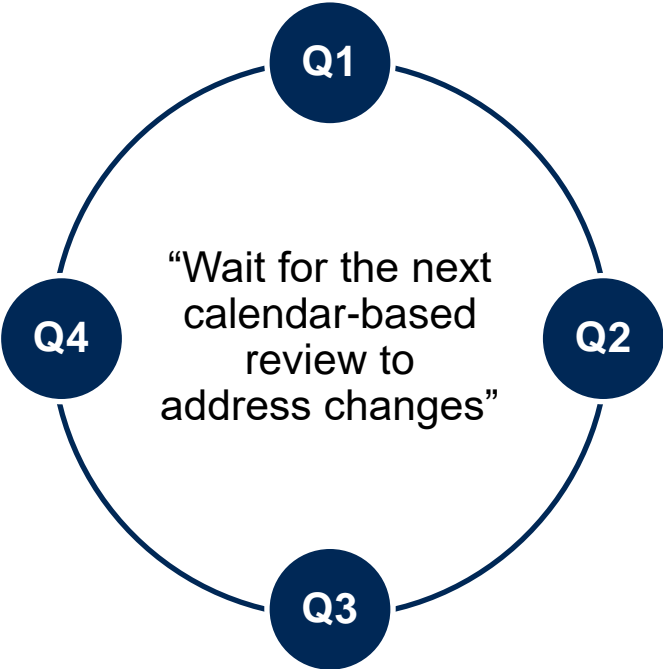
Source: Gartner

Normalize Off-Cycle Cross-Enterprise Reprioritization

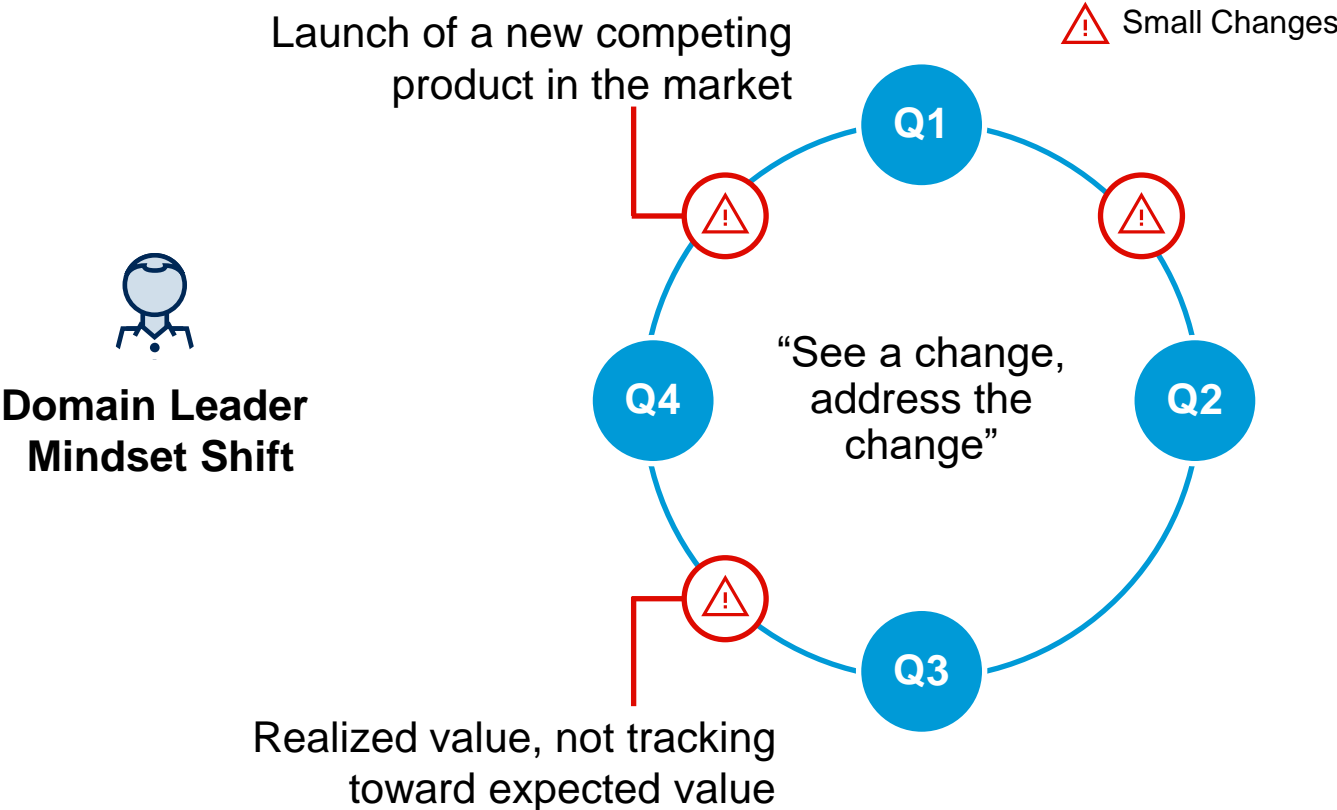


Moving From Calendar-Based to Off-Cycle Reprioritization

Traditional Calendar-Based Reprioritization



ElevenShift's Off-Cycle Reprioritization



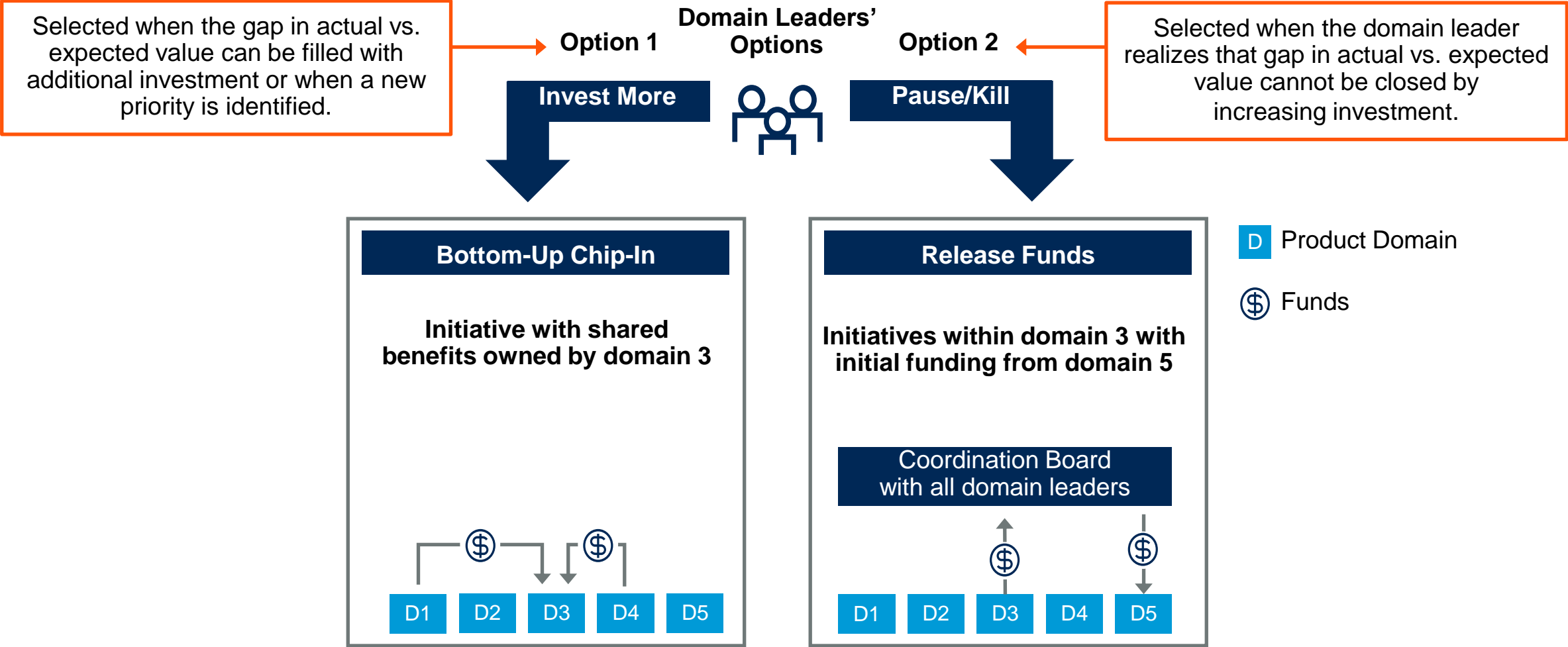
Source: Adapted From ElevenShift*

* Pseudonym

Enable Flexibility in Funding for New Priorities



Domain Leaders' Options to Redirect Funds for a Domain Priority With Cross-Domain Benefits



Source: Adapted From ElevenShift*

* Pseudonym

Key Take-Aways

- **Establish a consistent, value-driven decision framework for prioritizing initiatives**
 - Categorize demand based on the initiative type
 - Establish value-driven decision framework and criteria
 - Build the portfolio up based on value ranking
- **Shift business leader mindsets toward a more dynamic and responsive reprioritization mindset**
 - Move from calendar-based to off-cycle reprioritization
 - Identify and apply triggers for reprioritization
 - Enable flexibility in funding for new priorities

Recommended Gartner Research

- 🔍 [Prioritize Digital Investments That Maximize Business Value](#)
Robert Naegle and Chris Ganly
- 🔍 [Tool: IT Business Value Investment Framework](#)
Robert Naegle, Chris Ganly and Bryan Hayes
- 🔍 [Depoliticize Project Prioritization With a Decision Framework](#)
Anthony Henderson and Tina Nunno
- 🔍 [Strategic Portfolio Leaders Must Enable Responsive Portfolio Reprioritization in Disruptive Times](#)
PMO Research Team
- 🔍 [Case Study: Continuous Alignment of IT and Business Strategic Plans \(Granite Construction\)](#)
CIO Research Team

Note: Some recommended content may not be available as part of your current Gartner subscription.

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