

An organisational strategic-and-operational framework with provision for operations users to convert three key types of project outputs into operational outcomes/benefits¹

By Alan Stretton

INTRODUCTION

This article has been prompted by two overlapping concerns. The broader of these is my long-held concern that the project management literature all too seldom takes adequate account of the contexts in which projects are undertaken. A project is not an end in itself. It is a means of helping someone achieve a broader end, in a broader context. Whilst this attracts some lip service from time to time, actual representations in the literature of projects and their management seldom show these contexts, let alone specific connections between the projects and the end results – the outcomes and/or benefits – to which they contribute.

An overlapping concern is that the project management literature all too often represents project management as being responsible for converting project outputs/deliverables into outcomes and benefits. This is only rarely the case, as I discussed in some detail in Stretton 2020e. The ultimate responsibility for converting strategic initiative/project deliverables into outcomes and benefits clearly lies with the users of these deliverables. Only in very rare cases are the users also the delivering project managers. In some cases the latter may be able to help the users in converting outputs to outcomes. However, in the majority of cases, the outputs are delivered to the users, and there is little, if any, further involvement by project management.

This situation is seldom specifically acknowledged in the project management literature. Consequently, its processes and models rarely make specific provision for users, and for their role in converting strategic initiative/project deliverable into outcomes and benefits. However, there can be little argument that the ultimate use to which project deliverables are to be put, should be a key consideration in all project processes. It therefore makes sense to include representation of the users and their conversion role in all depictions of project management processes.

This article proposes a framework and format for doing this. It first develops a basic organisational strategic-and-operations framework to include operational users, outcomes/benefits, and their contribution to achieving strategic objectives. It then identifies and discusses three major groups of strategic initiatives and their component projects, and demonstrates how their deliverables, operational users, and outcomes/

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benefits can be represented in the strategic-and-operations model, offering a type of transparency and detail which is rarely seen in the project management literature.

DEVELOPING AN ORGANISATIONAL STRATEGIC-AND-OPERATIONS MODEL

A note on terminologies

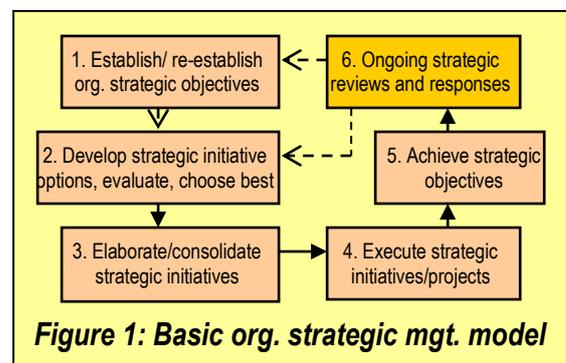
For some time now I have used the descriptor *strategic initiatives* for the actual actions taken by an organisation to achieve its strategic objectives, broadly in line with the following definition from Cooke-Davies 2016.

....a project, portfolio of projects, other discrete program or series of actions undertaken to implement or continue the execution of a strategy, or that is otherwise essential for the successful implementation or execution of a strategy. This includes some (usually high priority) projects, but does not entail the entire project portfolio.

In this article I will be using the terminologies *strategic initiatives* and *projects* more or less interchangeably, and sometimes jointly as *strategic initiatives/projects*.

A basic recursive organisation strategic management model, & users/operations

Figure 1, to the right, represents the basic recursive strategic management model which I first discussed in Stretton 2020I, and which has been the backbone of most of my discussions on strategic initiatives in subsequent articles in this journal. However, this basic model does not include provision for the users of the deliverables/outputs from Stage 4 who convert them into outcomes and benefits, to help achieve the Stage 5 strategic objectives.



Additionally, users are invariably part of the operating units of organisations, which are also not provided for in the basic model in Figure 1. In some earlier articles in this journal I have included provision for both users and operations, broadly as follows.

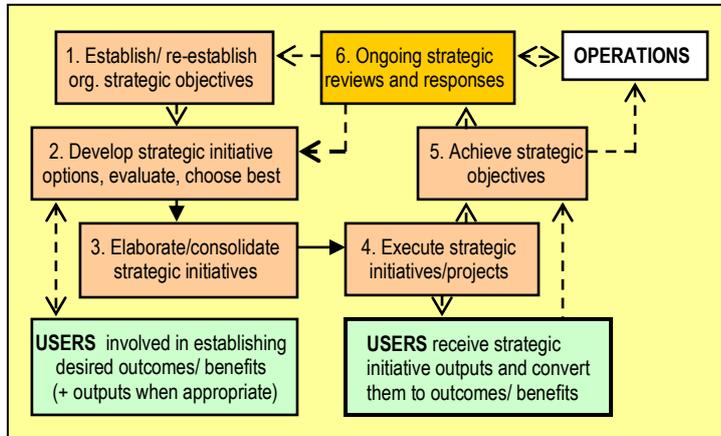


Figure 2: Illustrating earlier additions of users and operations to the basic model

In Stretton 2020m, Figure 2-8, I added “users” to the basic organisational strategic management model, as indicated by the two lower text boxes in Figure 2. More recently, in Stretton 2021j, I added a provision for operations, as indicated in the upper right section of Figure 2, which amalgamates these two particular augmentations.

The above additions to the basic model were made independently, and as components of articles which had different focuses. Our focus here is to represent both users and operations in ways which more explicitly indicate their relationships with strategic management on the one hand, and operations management on the other, as follows.

Re-arranging these features into a basic strategic-and-operations model

The basic strategic-and-operations model I have developed is shown in Figure 3 below. It can be seen that it has two broad sectors, described as *Organisational strategic management* and *Operations management*.

I have allocated a *Users* text box to the *Operations management* sector, following earlier discussions, and notated it “*USERS convert deliverables to outcomes/ benefits*”.

I have also allocated text boxes for *Outputs/Deliverable* in the *Strategic management* sector, and *Outcomes/Benefits* in the *Operations management* sector, to provide for the inclusion of more specific examples developed in the following discussions.

I have extended “Operations” to the more explicit *Other organisational operations*.

Finally, I have put 5. *Achieve strategic objectives* dominantly in the operation management sector, because this is where the organisation’s strategic objectives are actually realised.

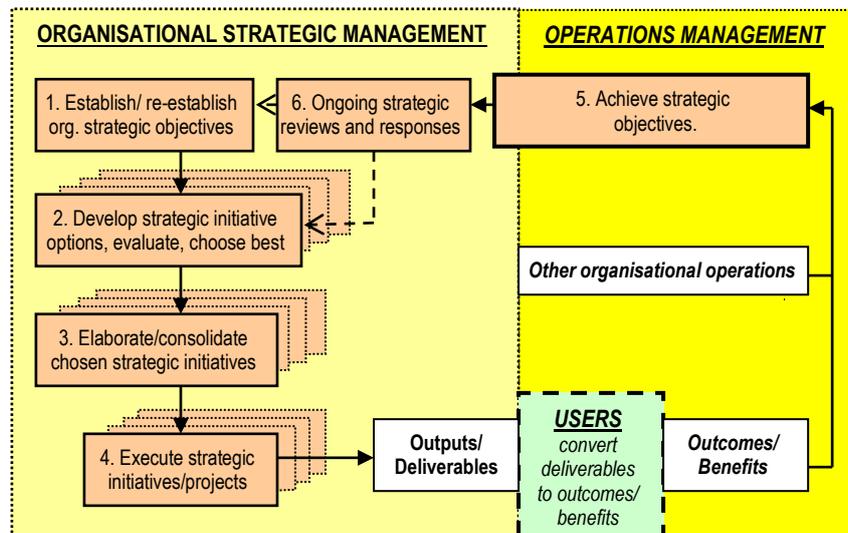


Figure 3: A basic organisational strategic-and-operations management model

We now move on to consider specific examples of types of strategic initiative/project deliverables, users and outcomes/benefits, and their inclusion in this model.

IDENTIFYING THREE BROAD GROUPS OF STRATEGIC INITIATIVES/PROJECTS

In the Introduction I briefly mentioned an earlier article, Stretton 2020e, which identified three broad groups of strategic initiatives/projects, and which discussed responsibilities for benefits realisation management (BRM) within each group. These are summarised in the following model.

INTERNAL EFFICIENCY STRATEGIC INITIATIVES/PROJECTS	EXTERNAL EFFECTIVENESS STRATEGIC INITIATIVES/PROJECTS			
	Shorter-term (Production-related)	Longer-term (Asset-related)		
"Stay-in-Business" maintenance Business/organisation change	e.g. Product/service improvement New product/service development	Physical fixed assets – e.g. production facilities, office bldgs	Aerospace/ Defense	International Development
Responsibilities for Outcomes <ul style="list-style-type: none"> If users have a formal organizational representative, the latter is responsible If there is no designated user representative, then project/program mgt. is usually held responsible 	Responsibilities for BRM <ul style="list-style-type: none"> Responsibility is with designated mgr. interfacing with organisation's markets/customers – e.g. Product Mgr, Events Mgr, Producer Project/program mgt has no direct involvement in ultimate BRM 	Responsibilities for BRM <ul style="list-style-type: none"> Responsibility is with the owners and/or designated user representatives Project/program mgt has no direct involvement in, or responsibility for, final BRM 	Resp. for BRM <ul style="list-style-type: none"> Varies Benefits often focus on utility of project/program deliverables themselves. 	Resp. for BRM <ul style="list-style-type: none"> Varies Often shared between PPM providers and ultimate user representatives

Figure 4: Types of strategic initiatives, examples, and responsibilities for benefits realisation mgt.

The three broad groups of strategic initiatives/projects are identified by different colouring. I have changed some of the examples shown for each group to the specific representative examples which I will be discussing in more detail shortly.

We can summarise the three broad types, and the examples I will be using for each of these, as follows.

- Internal efficiency strategic initiatives/projects
 - “Stay-in-business” maintenance initiatives
 - Business/organisational change initiatives
- Shorter-term external effectiveness strategic initiatives/projects
 - Product/service improvement initiatives
 - New product/service development
- Longer-term external efficiency strategic initiatives/projects
 - Production facilities initiatives
 - Office building initiatives

We will not be looking separately at *Aerospace/defence* or *International development* initiatives, which I had originally separated out because they had somewhat different responsibilities for benefits realisation management (BRM), which was the primary concern of the original article.

We now look at each of these three groups of strategic initiatives/projects in more detail.

INTERNAL EFFICIENCY STRATEGIC INITIATIVES/PROJECTS

We start with the first of the three groups of organisational strategic initiatives identified above – namely *Internal efficiency* initiatives – and the conversion of their deliverables by internal users into internal operating outcomes. There are so many types of possible internal efficiency initiatives that I was concerned, first, with finding prominent examples that were reasonably representative of this group as a whole, and spent some time searching for a suitable framework to act as an appropriate exemplar for these discussions.

A generic strategic portfolio classification exemplar

I finally settled on a strategic portfolio classification by Shenhar & Dvir 2004. Their classification not only covers the *Internal efficiency* strategic initiatives we are about to discuss, but also provides solid examples of product development initiatives which are directly relevant to the second group of strategic initiatives identified in Figure 4.

Shenhar & Dvir 2004 say that their following strategic portfolio classification is

...based on the need to select projects in accordance with their strategic impact.

Their basic framework is shown in the dominant left hand side of Figure 5, together with their examples of types of generic strategic initiatives for each of their four major

classification groups. I have shown also the corresponding *Internal efficiency* and *External effectiveness* strategic initiative groups on the right of Figure 5.

A STRATEGIC PORTFOLIO CLASSIFICATION			
	Operational (existing business)	Strategic (new businesses)	
External customers	<ul style="list-style-type: none"> Product improvement 	<ul style="list-style-type: none"> New product development 	External effectiveness strategic initiatives
Internal customers	<ul style="list-style-type: none"> Maintenance Improvement Problem solving 	<ul style="list-style-type: none"> Utility and infrastructure Research 	Internal efficiency strategic initiatives

Figure 5: A strategic portfolio classification, adapted from Shenhar & Dvir 2004, Table 50.2, with its components related to External effectiveness and Internal efficiency strategic initiatives

It is clear that the *Internal customers* components of the Shenhar & Dvir classification relate directly with the *Internal efficiency* strategic initiatives in Figure 4, and that the *External customer* components similarly relate with the first of the two groups of *External effectiveness* initiatives in Figure 4. We will be discussing the latter in the next major section of this article. In this section we focus on *Internal efficiency* strategic initiatives and their component projects.

As can be seen, Shenhar & Dvir give five examples of *Internal efficiency* initiatives, but I propose to choose just two of these to broadly represent this group, as now discussed.

“Stay-in-business” maintenance initiatives

Shenhar & Dvir’s *Maintenance* type of strategic initiative is one example of what some have described as “Stay-in-business” initiatives. I think this latter descriptor very clearly indicates the nature of these types of initiatives, and I have separated them from change initiatives because, in my experience, stay-in-business types of house-keeping initiatives are sometimes overlooked.

Business/organisational change initiatives

I have adopted this widely used descriptor to cover particularly the *Improvement* type of strategic initiative from Figure 5. There are huge numbers of possible improvement initiatives. For example, OGC 2007 discusses the following types of internal improvement initiatives.

- Internal improvement (e.g. improved decision making, management processes);
- Process improvement (productivity or efficiency – ‘doing more with the same’);
- Economy (‘doing the same with less’ – cost reduction);
- Personnel or HR management actions (better motivated workforce - productivity)

I believe we can reasonably accommodate the other three internal efficiency components of Figure 5 within either or both of the above two representative initiatives:

- Internal *problem solving* could apply in either or both representative initiatives
- Internal *utility and infrastructure* could also apply in either, but more likely with *business/organisation change*
- This also applies to internal *Research & development*, but is much more likely with *business/ organisation change*

On this basis I propose to stay with the above two representative groups of internal efficiency initiatives.

Users of deliverables of *internal efficiency* initiatives/projects

Regarding responsibilities for converting deliverables from these representative internal efficiency initiatives to outcomes, Figure 4 noted that:

- If users have a formal organizational representative, the latter is responsible;
- If there is no designated user representative, then project/program management is usually held responsible, at least for a time (if my own experience is any guide).

With regard to the latter bullet point, I project managed some substantial internal efficiency projects in Civil & Civic, including the development and deployment of a completely new financial and cost control system for the whole organisation. The users, of course, were virtually everyone, but I was held responsible for its success for a couple of years, before this was fully picked up by the secretaries of branches and departments, who then assumed full responsibility for the ongoing implementation and maintenance.

However, irrespective of who has initial and/or ongoing responsibilities, it is the users of the deliverables of these internal efficiency strategic initiatives who ultimately determine the adequacy of the outcomes.

Outcomes from *internal efficiency* initiatives/projects

I am not sure of the value of suggesting generalised outcomes because, in practice, desired outcomes should be very specific in nature. However, the descriptors of both the above initiatives rather directly reflect the natures of the relevant desired outcomes, which I described as follows.

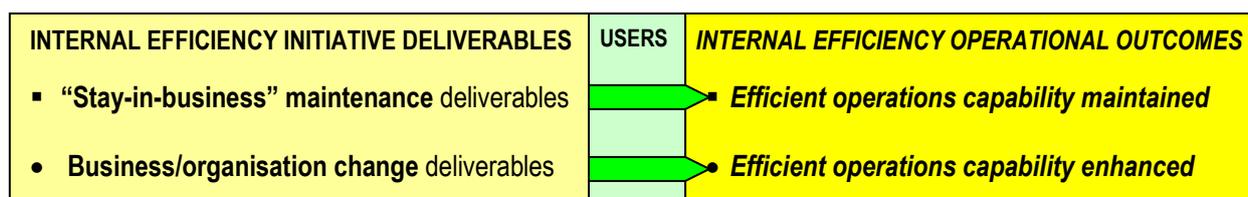


Figure 6: Typical internal efficiency initiative deliverables and relevant outcomes

It will be noted that I have not mentioned benefits here. This is because benefits to the organisation from achieving the above outcomes do not eventuate until the *external effectiveness* outcomes to which they contribute, have been attained, and consequent benefits achieved.

Representing the above in the organisational strategic-&-operations mgt. model

We now represent the above internal efficiency initiatives in the basic organisational strategic-and-operations management model of Figure 3 as follows.

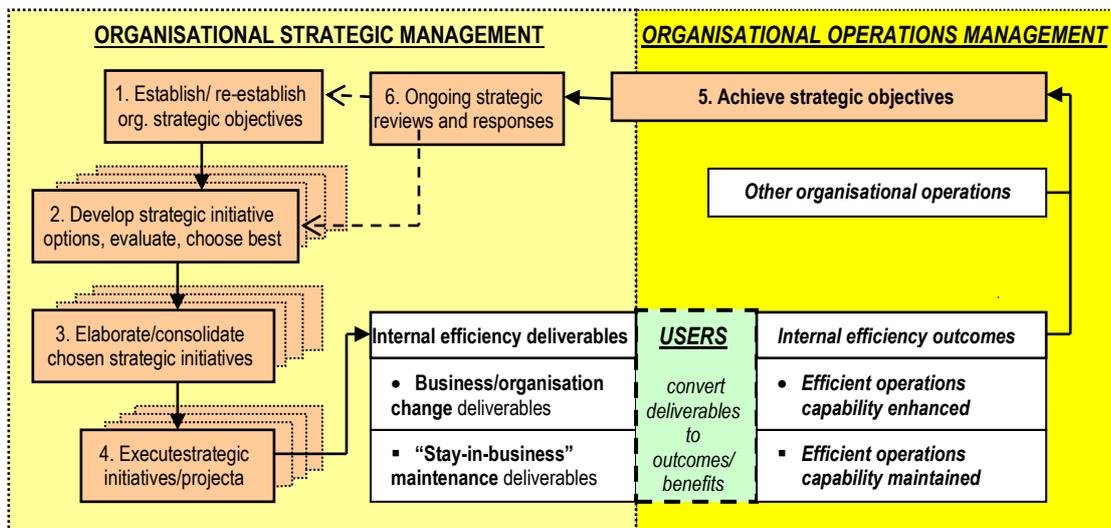


Figure 7: Representing internal efficiency deliverable, users and outcomes on the organisational strategic-and-operations management model

These appear to apply in much the same way to both supplier and owner organisations.

SHORTER-TERM EXTERNAL EFFECTIVENESS INITIATIVES/PROJECTS

We now turn to the second of the three groups of organisational strategic initiatives identified in Figure 4 – namely shorter-term external effectiveness initiatives and their component projects. These embrace a very wide and diverse field, which makes it difficult to cover this group in a generalised way. I have therefore elected to focus on two prominent examples of this group of initiatives.

Two prominent examples of shorter-term external effectiveness initiatives

The examples I will be using in discussing these types of strategic initiatives and their outcomes are those nominated by Shenhar & Dvir 2004, as illustrated in Figure 5 – namely *Product improvement* initiatives and *New product development* initiatives.

The Shenhar & Dvir Strategic Portfolio Classification is one of three frameworks they discuss to “distinguish among project types”. The other two are their NCTP framework

and a Work Package framework. Their well-known NCTP framework covers what they describe as Novelty, Complexity, Technology and Pace dimensions of projects. Shenhar & Dvir 2004 specifically associate the first of these dimensions with product novelty, and then identify three types of projects within this dimension, which they describe as follows.

- *Derivative products* are extensions and improvements of existing products
- *Platform products* are new generations in existing product families
- *Breakthrough products* are new-to-the-world products

We can therefore associate derivative products directly with *Product improvement* in Figure 5, and platform and breakthrough products with *New product development*.

If I have interpreted their paper correctly, the authors' focus is basically on consumer products or similar. There are, of course, many other types of *shorter-term external effectiveness* strategic initiatives. However, these product-related types of initiatives are rather prominent ones, and in many respects could be seen as reasonably representative of the many other potential examples. I will therefore use them as my examples of shorter-term external effectiveness initiatives/projects in these discussions.

I would, however, like to add *services* to *products*. I have never worked in a consumer-product-type organisation, but spent most of my hands-on working life in organisations that provided project management or similar services. These organisations were similarly concerned with improving their services, and some in developing new types of services.

For example, Civil & Civic provided conventional design-and-construct services in the building and construction sector. However, as I have recorded in some previous articles, we responded to an apparent need from some customers in helping them clarify their business-related needs by expanding the range of our services to include what we came to call Client Needs Determination (CND). This became a very important addition to the scope of our deliverables.

In light of the above, I will therefore use the combined descriptor *product/service* to help these discussions be more inclusive. The two prominent examples of shorter-term external effectiveness initiatives from the above can then be described in active mode as:

- **Improve existing products/services initiatives/projects**
- **Develop new product/service initiatives/projects**

Users of improved and new product/service deliverables

Essentially there are two groups of users of these types of deliverables – those in the owner organisations, and those in customer organisations. Within the *owner organisation*, there will invariably be someone responsible for interfacing with the

organisation’s customers. They can have varying roles and titles. The most definitive role may be the quite widely used Product Manager. Or it may be a broader role such as Marketing Manager. Whatever their designation, such people can be seen as the internal users of improved and new product/service deliverables.

Regarding users in *customer organisations*, the most obvious point to observe is that the success of the owner organisation’s outcomes and benefits will depend on the extent to which the improved or new product/service deliverables are taken up by the customers. So, a good deal depends on the skills of people like Product and Marketing managers in promoting their products/services.

Finally, it is noted that project/program management has little if any direct involvement in activities that follow the delivery of the project outputs.

Outcomes/benefits from improved and new product/service deliverables

As already noted with regard to internal efficiency initiatives, I am not sure of the value of suggesting generalised outcomes. One reason is because, in practice, desired outcomes should be very specific in nature, and I am reluctant to imply that generalised outcome statements would acceptable. Another is because many possible generalised outcomes could be suggested.

However, in this case the descriptors of both the above initiatives rather directly reflect the natures of the relevant desired outcomes, so I have ventured to describe them as follows.

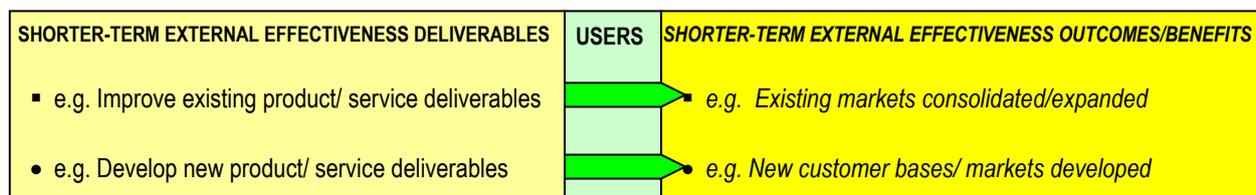


Figure 8: Typical shorter-term external effectiveness initiative deliverables and relevant outcomes

I have described a desired outcome from the *product/service improvement* initiative as “Existing markets consolidated/ expanded”. However, another desired outcome would be to develop new customer bases/markets, which I have ascribed to the *new product/ service development* initiative.

Adding these to the organisational strategic-and-operations management model

We can now add the examples in Figure 8 to the entries in the organisational strategic-and-operations model in Figure 7, as follows.

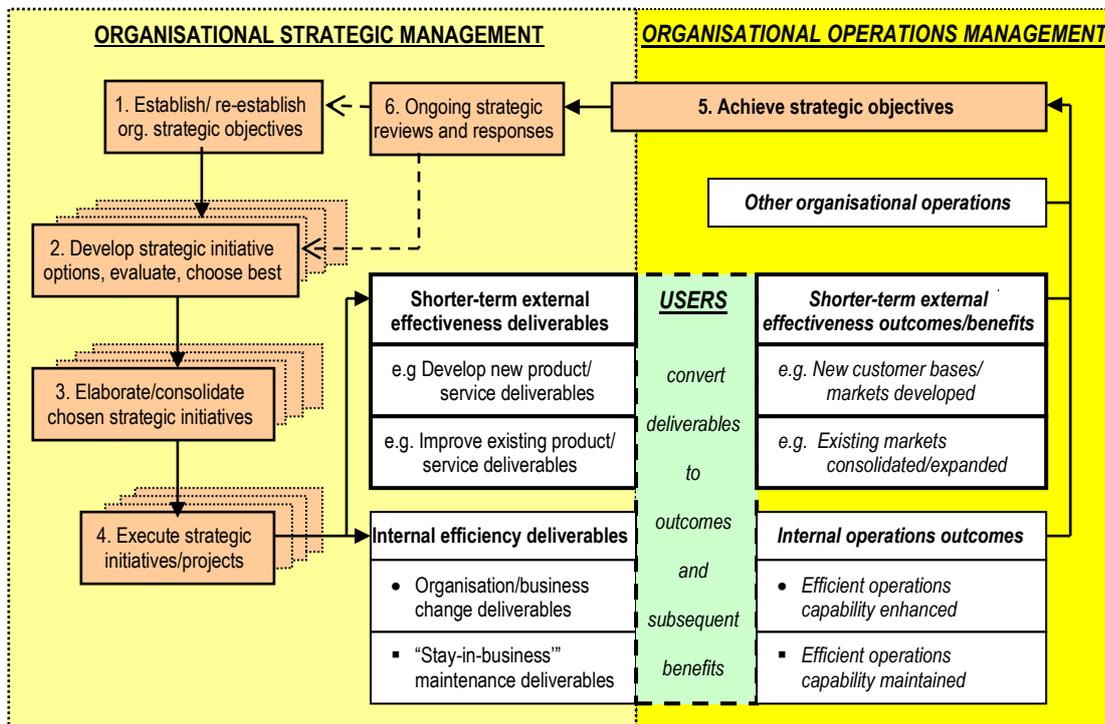


Figure 9: Adding shorter-term deliverables and example outcome to the organisational strategic-and-operations management model

LONGER-TERM EXTERNAL EFFECTIVENESS INITIATIVES/PROJECTS

We come now to the third of the three groups of organisational strategic initiatives identified in Figure 4 – namely longer-term external effectiveness initiatives. Figure 4 identified three types of longer-term (asset related) external effectiveness initiatives/projects, namely *Physical fixed assets* (e.g. production facilities, office buildings), *Aerospace/ Defense*, and *International Development*.

As indicated earlier, the original article separated out the latter two mainly because they have wider ranges of people responsible for benefits realisation management (BRM) than generally apply with the more conventional physical fixed assets.

In the following, I will focus on the physical fixed assets component.

Longer-term external effectiveness initiatives and physical fixed assets

With longer-term external effectiveness initiatives we move into a very different environment from the previous two groups of initiatives, particularly with regard to the long time frames associated with managing the outcomes and benefits of the majority of physical fixed assets deliverables.

Wikipedia defines fixed assets as follows.

Fixed asset: A fixed asset is a long-term tangible piece of property or equipment that a firm owns and uses in its operations to generate income. Fixed assets are not expected to be consumed or converted into cash within a year. Fixed assets most commonly appear on the balance sheet as property, plant and equipment (PP&E). They are also referred to as capital assets.

There are many other types of assets, which I plan to discuss in another article in this journal. However, it is not unusual for *fixed assets* to be described simply as *assets* in the project-related literature, and this will apply in some of the following discussions.

The importance of fixed asset project deliverables

In Part 3 of his four-part editorial “Project management needs a higher purpose”, Pells 2021 includes discussion on

...the expanded perspective of projects and programs as subsets of a broader asset management process in many organisations, made clear in important papers by several PM-based authors like Paul Giammalvo [2019] in Indonesia, Steve McGrath [2005] in Australia, and Bob Prieto [2013] in the USA.

Pells then goes on to make the following observations.

Considering programs and projects in the context of asset management introduces a much longer view, as many physical assets have a 10, 20, 50 year or longer lifespan. This aspect is important in asset-heavy industries such as governmental organisations (at every level), infrastructure, buildings, manufacturing, heavy industries, mining and other natural resources, etc. Consideration of projects in the asset life cycle context introduces issues related to the end use, operations, maintenance and disposal of project outputs.

We now discuss some of the issues raised by Pells in the above quotations. In particular, we will look at how the project life cycle and its outputs relate to the long-term asset life span, and “issues related to the end use, operations, maintenance and disposal” of the delivered assets, which will specifically cover some aspects of asset management from the Institute of Asset Management (IAM).

In the following I will also be drawing on materials by Giammalvo 2019, 2021a, 2021b. His background is in the oil and gas industries, but his materials are evidently relevant to the wider domain of production facilities at large, which is how I have interpreted them.

Project fixed asset deliverables in the context of long-term fixed asset life spans

Giammalvo’s 2019 Figure 1, which is headed “Enterprise organisational strategies”, includes (amongst many other features) an asset life span, and project life spans. In Figure 10 below I have shown these in the context of a slightly augmented version of a

linear organisational strategic management framework which I was using at the time I first looked at this association, in Stretton 2019f.

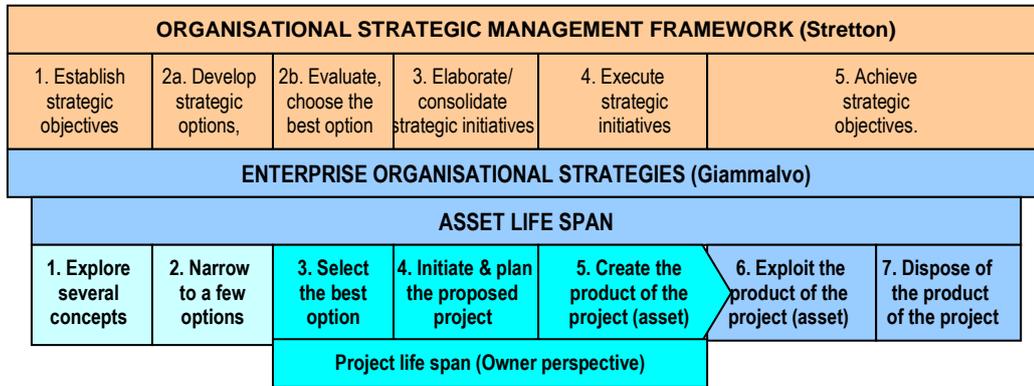


Figure 10: Some key asset and project life span elements from Giammalvo’s 2019 Figure 1, broadly aligned with Stretton’s linear organisational strategy management framework

The above shows a relatively straight-forward alignment, but gives little hint of how projects relate to the typically long life spans of the fixed assets they deliver. The following figure puts the above on a time-line basis, with an example from my own experience – i.e. an office building called Lend Lease House, which was opened in 1960, and eventually demolished around 1995 – using the asset phase numbering from Figure 10.

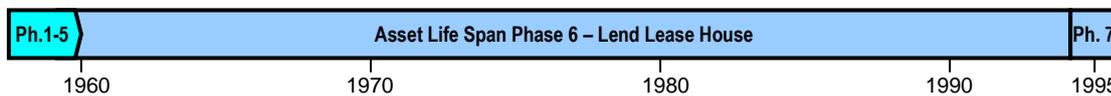


Figure 11: A time-scaled representation of the asset life span of Lend Lease House

This figure illustrated the relatively short life span of the project which created Lend Lease House (in Phases 1-5) compared with the 35-year life span of that asset (which is a relatively short life span for central Sydney business offices, which are more commonly reckoned to have a fifty year life span).

It also illustrates one of the reasons why project management has no effective involvement in managing the outcomes and realising the benefits from its asset deliverables. Giammalvo 2019 puts his position on this as follows.

2) Stop positioning the Project Manager as the “star” of the show. The project manager is an important supporting actor, but the real stars of the show are the Asset and Operations Managers in their role as project SPONSORS. Those are the people who make the strategic decisions that determine whether a project will or will not enable the organization to “realize any benefits”.

Users: Asset managers – some guidelines on asset management from IAM (PAS)

The following terms and definitions come from a Publicly Available Specification, PAS 55:2008, on Asset Management, from the Institute of Asset Management (IAM), in collaboration with the British Standards Institution (BSI), referenced by Giammalvo in his 2021 articles. These terms and definitions, which are from Section 3 of IAM 2008:2-3, are particularly relevant to its Figure 3, which I will shortly be linking with the recursive version of my organisational strategic management framework.

3.1 asset(s)

plant, machinery, property, buildings, vehicles and other items that have a distinct value to the organization.

NOTE 1 For levels of assets, asset systems and asset portfolio, see Figure 3

NOTE 2 This definition includes any software code that is critical to the delivery of the function of the asset

3.2 asset management

systematic and coordinated activities and practices through which an organization optimally and sustainably manages its assets and asset systems, their associated performance, risks and expenditures over their life cycles for the purpose of achieving its organizational strategic plan.

3.11 asset portfolio

complete range of **assets** and **asset systems** owned by an organization

NOTE Assets and asset systems may be highly integrated and interdependent or deliver more independent and parallel contributions to an organization's total performance. In the latter case, opportunities may exist to manage and optimize assets or asset systems differently across the portfolio

3.12 asset system

set of **assets** that interact and/or are interrelated so as to deliver a required business function or service

NOTE For levels of assets, asset systems and asset portfolio, see **Figure 3**

3.25 organization strategic plan

overall long-term plan for the organization that is derived from, and embodies, its vision, mission, values, business policies, stakeholder requirements, objectives and the management of its risks

NOTE Some organizations call the Corporate Plan. Corporate Strategic Plan or Business Plan

Linking IAM's Figure 3 with the recursive organisational strategic mgt. framework

The following figure shows representations of the recursive version of my organisational strategic management framework on the left, and the IAM 2008a *Figure 3: Levels of assets and their management* on the right.

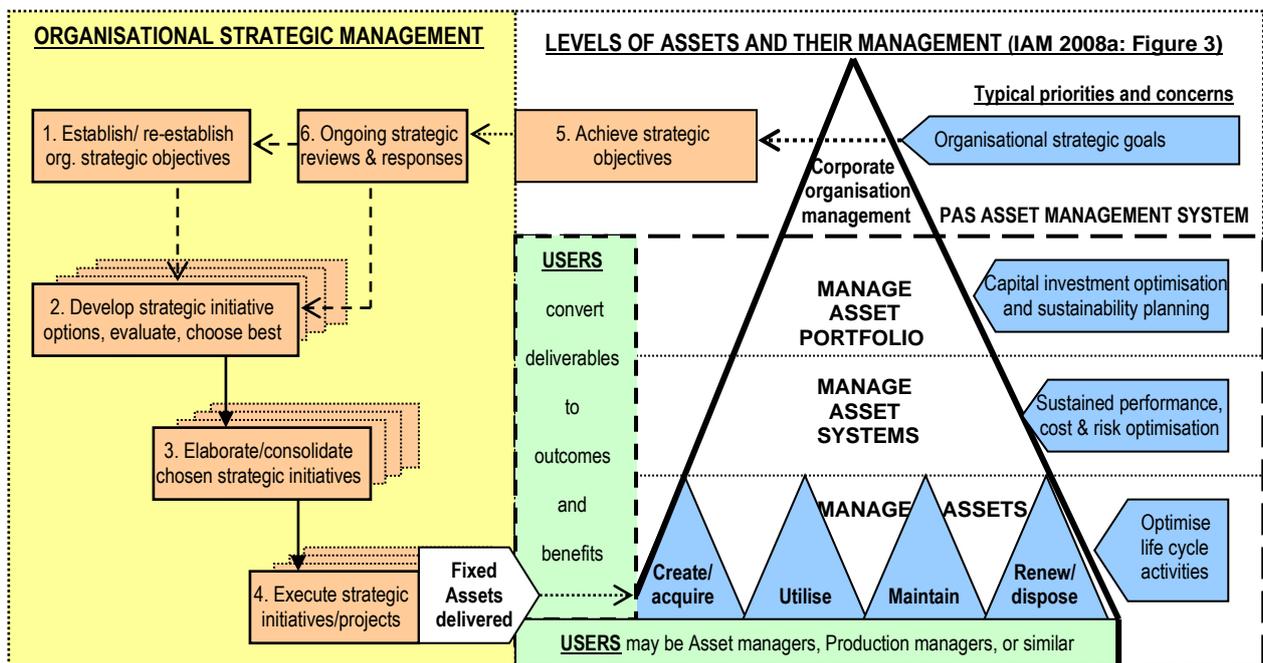


Figure 12: Linking IAM 2008a: Figure 3 with the recursive organisational strategic mgt. framework

The above links appear to be rather straight-forward, and a reasonably clear representation of how *Organisational strategic management*, and its asset project outputs, relate to the components of IAM's representation of their *Assets management system*, within its broader context of *Levels of assets and their management*.

It is also clear that whoever manages the assets (Asset managers, Production managers, or the like) is also responsible for achieving the desired outcomes and realising the benefits. In Lend Lease, we soon established a separate company within the group – Lend Lease Investments – to manage assets built and delivered by Civil & Civic, as well as to manage its other investments in longer-term fixed assets.

I will add a summarised version of the above to the other two summarised examples in the organisational strategic-and-operations model in the next figure in the Summary/discussion section immediately following, since it will also act as an illustrated summary of some aspects of the main body of this article.

SUMMARY/DISCUSSION

This article has been particularly concerned with developing a format to represent operational users of project-related outputs, who convert these deliverables into outcomes/ benefits (which contribute to achieving strategic objectives), within an organisational strategic-and-operations framework.

A basic organisational management framework was first developed, which specifically represents both strategic and operations management. The latter sector includes provision for operational users to convert project-related outputs into operational outcomes/benefits. It also linked the latter to achievement of organisational strategic objectives, along with other organisational operations.

Three broad groups of strategic initiatives/projects were then identified, and discussed in some detail in the contexts of typical deliverables, operational users of those deliverables, and typical outcomes/benefits. Each group was successively represented in the strategic-and-operations framework, and the cumulation of these is now shown in consolidated form in Figure 13.

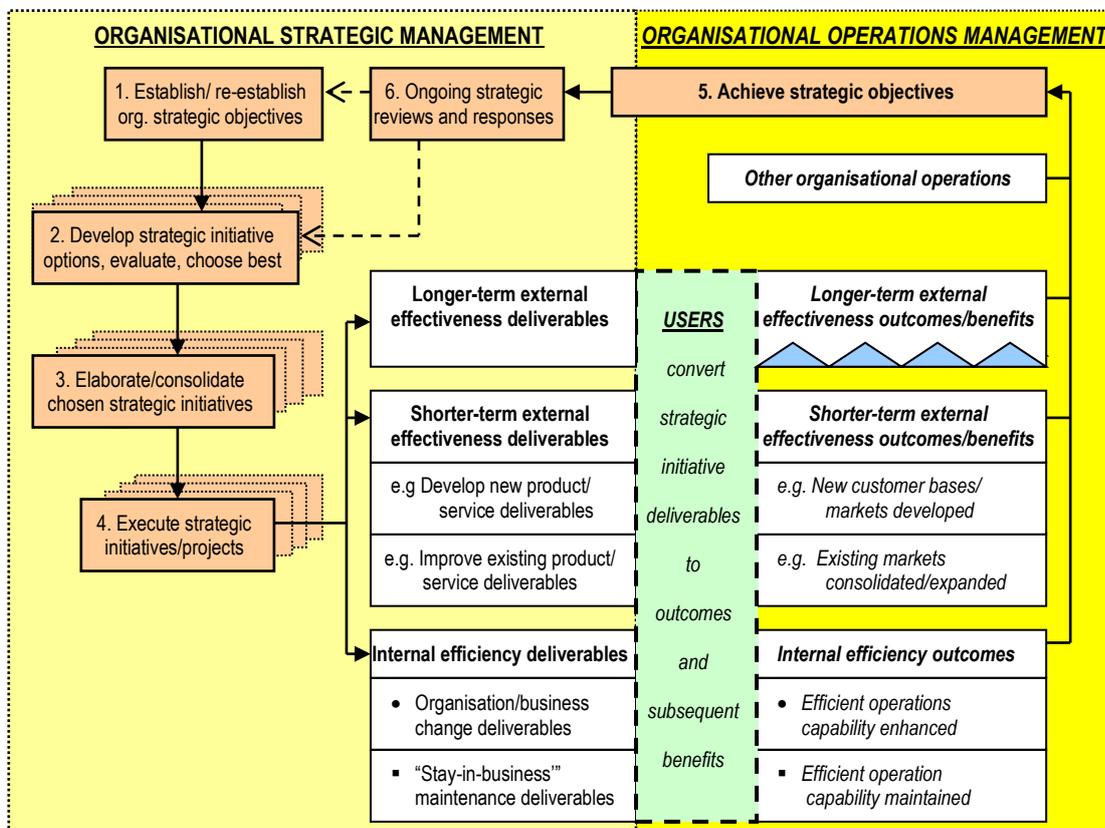


Figure 13: Consolidating examples of deliverables, users, and outcome/benefits of three groupings of strategic initiatives/projects in the organisational strategic-and-operations management model

This representation of operational users converting project-related outputs to outcomes and benefits within an organisational strategic-and-operations framework is essentially schematic. However, it does provide a model framework for tracking individual strategic initiative/ project deliverables through their conversion by operational users into specific outcomes/benefits, and the contribution of the latter to the achievement of organisational strategic objectives. Such a framework offers levels of transparency and detail which are rarely seen in the project management literature.

In the next issue of this journal I plan to illustrate the above with some broadly representative examples of operational users converting project-related outputs to outcomes and benefits in this framework, using some existing examples from the project management literature.

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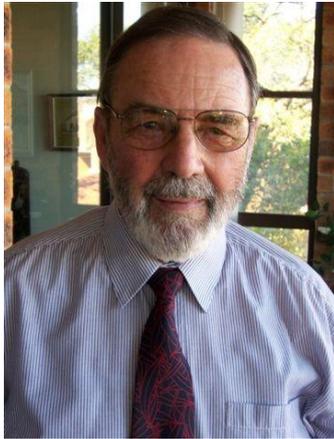
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Alan Stretton is one of the pioneers of modern project management. He is currently a member of the Faculty Corps for the University of Management & Technology (UMT), USA. In 2006 he retired from a position as Adjunct Professor of Project Management in the Faculty of Design, Architecture and Building at the University of Technology, Sydney (UTS), Australia, which he joined in 1988 to develop and deliver a Master of Project Management program. Prior to joining UTS, Mr. Stretton worked in the building and construction industries in Australia, New Zealand and the USA for some 38 years, which included the project management of construction, R&D, introduction of information and control systems, internal management education programs and organizational change projects. He has degrees in Civil Engineering (BE, Tasmania) and Mathematics (MA, Oxford), and an honorary PhD in strategy, programme and project management (ESC, Lille, France). Alan was Chairman of the Standards (PMBOK) Committee of the Project Management Institute (PMI®) from late 1989 to early 1992. He held a similar position with the Australian Institute of Project Management (AIPM) and was elected a Life Fellow of AIPM in 1996. He was a member of the Core Working Group in the development of the Australian National Competency Standards for Project Management. He has published over 230 professional articles and papers. Alan can be contacted at alanailene@bigpond.com.au.

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