MISSION SYSTEMS

Master EPMO | PMO Playbook

ENTERPRISE PROGRAMME MANAGEMENT OFFICE: SET UP, MOBILISE, MANAGE & LEAD AT SCALE

The Definitive Guide to Enterprise Programme Management

Setting Up, Mobilising, Managing & Leading at Scale

MDEMT™ | ISOPOSED™ | TORSEMI™ | 5K™ | 7-Step Execution Cycle™

Blaine Wilson | Delivery Director | blaine@mission-systems.com | 2026

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"The PMO Is Not a Function. Deployed correctly, It's a Force multiplier."

≤13%	6×	38%	85%+
Programme failure rate with mature PMO vs 38% industry average	More likely to meet objectives with embedded change management	Cost overrun reduction with strong financial governance	Benefits realisation in Directive PMO vs 42% Supportive

MISSION EPMO | PMO IN 60 SECONDS

The Problem

Most organisations running major transformation programmes have capable teams, credible business cases and genuine executive commitment — and still the programme drifts, overruns, or fails to deliver the benefits that justified the investment.

The problem is not the people or the methodology. It is the gap between governance systems and delivery practices — the space where accountability diffuses, momentum stalls, and the business case quietly unravels.

The Consequences

The cost is not just financial — though the financial cost alone is significant. The loss is executive credibility, board confidence, team morale, and the organisation's appetite to invest in transformation again. Most programmes that fail leave permanent scars.

The Solution

Mission Systems EPMO | PMO is a complete programme delivery operating system: a proprietary 8-Pillar management framework, an embedded PMO leadership model, and proven diagnostic and execution frameworks covering every dimension of delivery — from business case and programme stand-up through to benefits realisation and governance handover.

8 Pillars	ISOPOSED™	TORSEMI™	MDEMT™	5K™
The delivery framework that closes the gap between governance and outcomes	Programme diagnostic and business case validation before a plan is written	Strategy-to-execution roadmap with milestones tied to delivery logic	The leadership operating philosophy embedded at every level, every day	Five validation questions that must be answered before any phase proceeds

Blaine Wilson | Delivery Director
blaine@mission-systems.com | +44 (0)7407 079 474 | mission-systems.com

INTRODUCTION

Why Programme Delivery Fails — And How Mission Systems Solves It

> ***"Every programme that fails destroys value, erodes trust and leaves scars across the organisation. Mission Systems exists to prevent that — and to deliver the Mission Effect."***

Across systems implementations, finance transformations, business change and data programmes, organisations invest billions yet consistently underdeliver. Gartner research reveals that 75% of ERP projects are derailed along the way. McKinsey reports that large IT programmes run on average 45% over budget and 7% over schedule, delivering 56% less value than forecast. These are not technology failures. They are leadership, governance and execution failures.

This Playbook defines the Mission Systems approach to EPMO and PMO leadership — a battle-tested, commercially rigorous framework for achieving what we call the Mission Effect: a positive delivery environment where every person knows what they are doing, why it matters, when it must be complete, what depends on their work, and what success looks like.

75%	45%	56%	13%
ERP implementations derailed — Gartner 2024	Average budget overrun on large IT programmes — McKinsey	Less value delivered vs business case — McKinsey	Failure rate with mature PMO vs 38% without — BCG/Bain 2023

The Mission Systems Capability Model

A PMO is not a reporting function. It is a capability — the ability to consistently deliver value by aligning the right People, executing the right Processes, supported by appropriate Tools and Technology, all driven by a clearly defined Customer Strategy and measured from two perspectives: the Business and the Customer.

PEOPLE	Who is accountable for delivery — skills, roles, accountability, empowerment, collaboration. Clear alignment to both business and customer needs.
PROCESS	The repeatable, reliable workflows that eliminate guesswork, drive efficiency and ensure compliance, predictability and control. Designed for adaptability.
TOOLS & TECHNOLOGY	The enabler — systems, automation, data and reporting. Must support people and process, not lead them. Drives visibility, standardisation and scalability.
CUSTOMER STRATEGY	Who is the customer of the capability? What value are they expecting? What problem is being solved, or what outcome enabled?

BUSINESS SUCCESS	Efficiency, ROI, compliance, quality. Meets internal KPIs, performance metrics and operational targets. Enables business strategy execution.
CUSTOMER SUCCESS	Satisfaction, adoption, ease of use, speed and quality of outcome. True capability is the balance of both — if it works for the business but not the customer, it is not a capability.

OUR PROMISE — THE 3-STEP MISSION FRAME

WE DIAGNOSE. WE DESIGN. WE DELIVER.

> ***"Most programme partners arrive with a methodology. We arrive with a mandate to understand your business before we prescribe a single solution."***

1	**DIAGNOSE — Understand Before Prescribing**	We use ISOPOSED™ and MDEMT™ to conduct a rigorous programme health check before recommending any approach. We separate symptoms from root causes, validate the business case, and define a clear Definition of Success (DOS). We do not parachute in with pre-packaged solutions — we earn the right to recommend by first understanding your business deeply.
2	**DESIGN — Build the Right Solution**	Using TORSEMI™ and 5K™, we design the optimal programme structure, governance model, delivery roadmap and resourcing plan. We size the opportunity accurately, define the execution path, and build the financial case that will stand up to board scrutiny. We design for your context — not for a generic playbook.
3	**DELIVER — Execute with Relentless Discipline**	We install the governance engine, mobilise the right team, embed the cadences and reporting architecture, and lead delivery from the front. We hold ourselves accountable for business outcomes — not just delivery milestones. Our success is measured by benefits realised, not project closure certificates.

THE STRONG FRAMES — HOW WE ENGAGE, INFLUENCE AND LEAD

Every Mission Systems engagement is anchored in STRONG Frames — the six principles that govern how we build trusted advisory relationships. These are not sales techniques. They are the bedrock of every programme we lead.

S	**SPECIFICITY**	We speak in concrete outcomes and measurable impacts — not generalities. Every recommendation is quantified and accountable. We do not trade in abstractions.
T	**TRUST**	We earn trust by doing what we say. We challenge executives directly when the programme is at risk. We do not tell clients what they want to hear — we tell them what they need to hear.
R	**RIGOUR**	Our frameworks, diagnostics and delivery methods are tested across £50M+ programmes across multiple sectors. We do not improvise governance.

O	OUTCOMES	We are accountable for business outcomes: revenue, cost reduction, capability uplift. We measure ourselves against the business case, not against the programme plan.
N	NAVIGATION	We navigate complexity — political, commercial, technical and human. Programme leadership is a navigation problem, not a template-filling exercise.
G	GROWTH	We leave every client organisation stronger. Our engagement model is explicitly designed to build internal capability, not dependency. We plan our own exit from day one.

The Top 10 Reasons Programmes Fail — And the Mission Systems Response

These failure modes are observed across hundreds of large-scale programmes and validated by Gartner, McKinsey, BCG, Prosci and Panorama Consulting. Understanding them is the first step to preventing them.

01	**No Clear Business Case or Definition of Success**	The programme launches without a validated, agreed business case. Stakeholders disagree on what success looks like. Benefits are vague and unmeasured. Root cause: the 'why' was never truly resolved. Mission Systems response: ISOPOSED™ and 5K™ build the rigorous business case and Definition of Success before a single workstream begins.
02	**Scope Creep and Uncontrolled Change**	Scope expands without proper impact assessment, cost loading or schedule adjustment. Root cause: no formal change control process, weak PMO governance and sponsors who say yes without understanding cost implications. Mission Systems response: Scopisation discipline, formal change control, PMO authority to escalate or halt.
03	**Weak or Absent Executive Sponsorship**	The programme lacks a genuinely committed sponsor with authority to make decisions. Steering committees are populated with delegates. Escalations stall. Root cause: sponsors assigned on paper but not invested in outcomes. Mission Systems response: We establish and run the Steering Committee, define sponsor accountability and provide real-time decision support.
04	**Poor Prioritisation and Resource Conflicts**	Multiple initiatives compete for the same people, budget and leadership attention. Key resources are overallocated or under-skilled. Root cause: no structured prioritisation framework; resource management is reactive not strategic. Mission Systems response: Project prioritisation matrix, resource optimisation model and proactive allocation management.
05	**Inadequate Change Management — People Adoption Fails**	Technology and processes are delivered, but people do not change behaviour. Adoption rates are low. Workarounds persist. Benefits are not realised. Root cause: change management bolted on late, treated as communications rather than embedded as a discipline from day one. Mission Systems response: Change management is a core PMO pillar — ADKAR-based, embedded from initiation.
06	**Unrealistic Schedules and Dependency Mismanagement**	Milestones are set to satisfy political deadlines, not delivery logic. The critical path is not actively managed. Root cause: Timelisation discipline absent — schedules built on optimism not evidence. Mission Systems response: Dependency mapping, critical path management and milestone governance tied to delivery logic.
07	**Data Quality and Integration Failures**	Legacy data is migrated uncleansed. System integrations fail in UAT or post go-live. Trust collapses. Root cause: data workstream scoped too late, under-

		resourced and under-governed. Mission Systems response: Data workstream stands up in Phase 1. Data quality KPIs tracked from mobilisation.
08	**Requirements That Are Incomplete or Wrong**	Business requirements are gathered superficially. Technical teams build to what was written, not what was meant. Rework destroys the schedule and budget. Root cause: business analysis under-invested; requirements signed off without genuine stakeholder ownership. Mission Systems response: Business Analyst embedded in PMO. Requirements traced from business case through to UAT sign-off.
09	**Financial Mismanagement — Budget Overruns**	Programme costs spiral beyond approved budget. Finance reports lag actuals by weeks. Executives are surprised by overruns. Root cause: no dedicated programme financial controller. Mission Systems response: Programme Financial Controller embedded. Real-time budget vs actual dashboard. Variance analysis with every status report.
10	**Vendor Management Failures and Technology Misalignment**	Vendors over-promise and under-deliver. SLAs are vague. The organisation lacks technical literacy to hold vendors accountable. Root cause: procurement processes optimise for price not value; no commercial governance post-contract. Mission Systems response: Vendor governance built into PMO charter. RAID ownership for all third-party dependencies.

THREE CRITICAL GOVERNANCE PRIORITIES

A. Project Prioritisation — Deciding What to Deliver and When

In any organisation running multiple initiatives, prioritisation is a survival skill. Without it, resources are spread across too many programmes and everything delivers late at mediocre quality. Mission Systems installs a structured Project Prioritisation Matrix across five dimensions: Strategic Alignment, Commercial Value, Delivery Feasibility, Risk Profile and Dependency Sequencing. Each initiative is scored, weighted and ranked. The Steering Committee owns the prioritisation decision — the PMO provides the data and the recommendations.

B. Resource and People Management — Your Most Constrained Variable

Skilled delivery talent is the scarcest resource in any transformation. Mission Systems implements a Resource Management Framework covering: skills inventory and gap analysis; allocation tracking across programme and BAU; capacity planning 13 weeks ahead; escalation protocols for resource conflicts; and onboarding standards for new team members. We track utilisation weekly and rebalance proactively.

People management goes beyond spreadsheets. We embed the Leadershipisation pillar — psychological safety, coaching, cadence and knowledge transfer — to ensure the team performs at its best under pressure. Leadership quality is the differentiator between teams that hold together and teams that fracture.

C. Benefits Realisation — The Only Metric That Truly Matters

A programme that delivers on time and on budget but fails to realise anticipated benefits has failed. Mission Systems' Benefits Realisation Framework tracks: benefits owner; baseline measurement; target; tracking mechanism; and realisation milestones. Benefits are reported to the Steering Committee quarterly throughout the programme and for 12 months post-go-live. We target a benefits realisation rate above 80% of the programme business case — against an industry average of 42% in unsupported programmes.

How We Solve These Problems — The Mission Systems Framework

> ***"We don't just manage programmes. We lead them — and we hold ourselves accountable for the outcomes your business needs."***

The Mission Effect — Our Delivery Philosophy

The Mission Effect is the state we create in every programme environment we lead. When the Mission Effect is active, every person on the programme can answer five questions without hesitation:

1	**WHAT?**	I know exactly what I am responsible for delivering, with a clear scope and acceptance criteria.
2	**WHY?**	I understand why this work matters — how it connects to the business case and the organisation's strategic objectives.
3	**WHEN?**	I know the deadline for my deliverables and the milestones I must hit to keep the programme on track.
4	**WITH WHAT?**	I have the resources, tools, access and decisions I need. If I don't, I know exactly how to escalate.
5	**WHAT DOES SUCCESS LOOK LIKE?**	I have a clear Definition of Success for my workstream — agreed, documented and used to measure progress.

The 8 Pillars of Mission Systems PMO Management

These pillars transform a PMO from a reporting function into a genuine delivery catalyst. They are applied to every programme, regardless of scale, sector or methodology.

01	**SCOPE**	Define clear, measurable outcomes. Govern scope with an iron fist. Every change request is assessed for schedule, cost and benefit impact before approval. In rescue situations, re-calibrate the WHAT and WHY before any further damage is done.
02	**JUSTIFICATION**	Drill into the core business problem. Ensure every stakeholder understands the 'why' and its direct connection to benefits and strategic value. A programme without a compelling, validated justification will always fail to sustain momentum and sponsorship.
03	**TACTICAL**	Stress-test delivery roadmaps for realism. Sequence activities to maximise value and minimise disruption. We do not build schedules that look good on paper — we build schedules that can actually be delivered.
04	**ACCOUNTABILITY**	Clarify ownership at every level. Every risk, action and workstream has one accountable owner. We resolve allocation conflicts and interpersonal issues before they become programme-level problems.

05	TIMELINING	Align realistic schedules and dependencies. Manage the critical path actively, not reactively. Milestones are driven by delivery logic — not by the date someone put in a presentation two years ago.
06	EXECUTION PRACTICES	Turn plans into tracked, owned and delivered actions. Execution is a continuous practice — not a one-off planning event. Every action has an owner, a deadline and a consequence if missed.
07	MITIGATION	Manage risks and issues proactively. A risk with no owner and no mitigation plan is not managed — it is documented. We enforce RAID ownership at every review cycle and track closure rates as a PMO KPI.
08	LEADERSHIP PRACTICES	Embed seven leadership practices that unify, build trust and sustain momentum: psychological safety, outcome focus, executive translation, RAID discipline, cadence, coaching and knowledge transfer.

Mission Systems PMO Archetypes — Choosing the Right Model

→	SUPPORTIVE PMO	Templates, tools, advisory. Low control. Best for mature organisations with smaller programmes and capable internal delivery teams.
→	CONTROLLING PMO	Enforces methodology and compliance. Best for mid-scale programmes requiring consistency across multiple teams.
★	DIRECTIVE PMO — RECOMMENDED	Directly manages all delivery. Full accountability for outcomes. Recommended for large-scale, high-risk programmes. Mission Systems takes accountability for programme performance end to end.
→	TRANSFORMATION OFFICE	PMO + change management + strategic tracking. Best for enterprise-wide change, ERP, digital transformation and finance transformation.

> ***"Tools provide data. Methodologies provide structure. Neither guarantees delivery. It is the people using them and the practices governing their actions that determine outcomes. The 8 Pillars fill the gap."***

Why the 8 Pillars Exist

Most organisations have tools, reporting and processes in place, with PMO and project managers working tirelessly within them. Yet universal issues persist: vague objectives, weak communication, poor stakeholder engagement, scope creep, sprint infinity, methodology muddle and process rituals over outcomes. Waterfall or Agile — both often fall short in delivery.

The problem is the gap between systems and practices. The 8-Pillar Framework fills this gap. It transforms the PMO from a reporting function into a delivery catalyst — simplifying the practice of programme and project management, embedding ownership, trust and execution discipline, and making it easier to focus on accuracy, outcomes and teamwork over process compliance. This framework is industry-agnostic. It works irrespective of sector, domain or PMO systems used.

Pillar 1 — SCOPING: What Are We Doing?

Ensure clearly defined, measurable outcomes — documented and governed with robust change control to prevent scope creep or infinite sprint cycles. In rescue situations, re-calibrate the WHAT and WHY before more damage is done.

Scopisation is the foundation upon which all other pillars rest. A programme with a vague, poorly governed scope will fail regardless of how well the other pillars are applied. Every change request must be assessed for schedule, cost and benefit impact before approval. Scope and Project Prioritisation are the twin disciplines of this pillar.

Waterfall Impact	Scope Management and Change Control. Every change assessed against baseline before approval.
Agile Impact	Discovery, Ideation and Backlog Governance. Backlog is not a catch-all for unscoped requests.
Common Failure	Scope creep accumulates across sprint cycles until the programme has doubled in size and halved in momentum.
Mission Systems Response	ISOPOSED™ I (Issue) and S (Situation) validate the WHAT before a line of plan is written. Change control authority resides with the PMO Director.

Pillar 2 — JUSTIFICATION: Why Are We Doing It?

Drill into the core business problem being solved, the opportunity from solving it and the solution required. Ensure all stakeholders understand the 'why' and its connection to delivery, targeted benefits and strategic impact. Justification defines success and drives Benefits Realisation.

A programme that cannot articulate a compelling 'why' will always struggle to sustain executive sponsorship, team commitment and stakeholder engagement under pressure. The 'why' is the programme's immune system — when things get hard, it is what prevents the organisation from abandoning the initiative before the benefits are realised.

Waterfall Impact	Business Case Validation, Benefits Planning. Benefits owner confirmed. Baseline measurement established at mobilisation.
Agile Impact	User Story Creation rooted in validated business problem. Every sprint tied to a measurable outcome — not just feature delivery.
Common Failure	Programme approved on a business case built backwards from a budget number — not forwards from a real business problem.
Mission Systems Response	ISOPOSED™ O (Opportunity) and P (Problem) quantify the opportunity and root-cause the problem before any solution is designed. 5K™ K1 and K2 validate.

Pillar 3 — TACTICAL PRACTICES: How Are We Doing It?

Refine implementation tactics by stress-testing delivery roadmaps, sequencing activities for realism, aligning capabilities and sharpening delivery tactics. Ensures solutions translate into executable plans, maximising value and minimising disruption. Positions project and product managers for success.

Tacticalisation is the discipline that separates a plan that looks good in a presentation from a plan that can actually be delivered. It requires challenging the sequence, the resource assumptions and the timing — before commitment, not after the first milestone is missed.

Waterfall Impact	Project Prioritisation, Schedule Management. Delivery roadmap stress-tested before sign-off.
Agile Impact	Sprint Planning rooted in realistic team capacity. Backlog prioritisation by value and dependency — not loudest voice.
Common Failure	Roadmaps built to satisfy a launch date rather than reflect delivery logic. The critical path is discovered in execution, not planned in advance.
Mission Systems Response	TORSEMI™ S (Sequencing) applied to every workstream. 5K™ K3 — 'Do we know how we will deliver it?' applied before any workstream proceeds.

Pillar 4 — ACCOUNTABILITY: Who Owns What? Who Decides What?

Clarify ownership across the programme and teams. Resolve allocation and interpersonal conflicts. Drive accountability, transparency and commitment. Enhance Resource Management and Optimisation effectiveness and efficiency.

The single biggest cause of delivery drift is the diffusion of accountability. In a programme with multiple workstreams, external advisors and matrixed reporting, critical tasks easily have no real owner. Every task, risk, action and benefit must have a named individual — not a team, not a committee. A person. Accountability is a culture, not a process.

Waterfall Impact	RAID ownership, RACI clarity, resource allocation. No orphaned responsibilities. Every entry has a named individual owner.
Agile Impact	Sprint tasks individually owned. Stand-up structured around personal accountability, not collective ambiguity.
Common Failure	'The team is responsible' for a critical deliverable. When it fails, no one can be held to account because no one was accountable.
Mission Systems Response	5K™ K5 — 'Do we know who is accountable?' Every workstream, risk, action and benefit has a named owner before the programme proceeds.

Pillar 5 — TIMELINING: When Must It Happen? Dependencies?

Challenge arbitrary dates, map critical dependencies and structure delivery rhythms to de-risk timelines and align teams around realistic expectations. Improve the effectiveness and efficiency of Project Prioritisation and Schedule Management.

A deadline is only meaningful when it is connected to delivery logic and when the person responsible understands the consequence of missing it. Arbitrary deadlines breed resentment; mission-critical deadlines breed ownership. The PMO's job is to convert the former into the latter — by mapping dependencies, managing the critical path actively and being honest about what is achievable.

Waterfall Impact	Milestone achievement rate tracked weekly. Critical path actively managed. Dependency map live and updated in real time.
Agile Impact	Sprint velocity tracked and used to forecast realistic delivery dates. Sprint Review used to recalibrate timelines based on evidence.
Common Failure	The programme plan has 47 tasks on the critical path. Nothing is actually critical when everything is. Slippage is discovered at the Steering Committee, not before it.
Mission Systems Response	TORSEMI™ M (Milestones) tied to delivery logic, not political dates. Every milestone is a decision point: proceed, adjust or escalate.

Pillar 6 — EXECUTION PRACTICES: Get the Right Things Done at the Right Time

Convert the knowledge and data generated through Pillars 1 to 5 into a decision management and execution tool through which all key decisions are managed, tracked and actioned. Ensures the right calls are made and actioned at the right time. This is the key to delivery momentum and benefits realisation.

Executionisation is where planning becomes reality. Pillars 1 to 5 generate clarity. Pillar 6 converts that clarity into action — and keeps it moving. It requires the 7-Step Execution Cycle to be embedded at every level, from the Steering Committee to the individual contributor. This is the common execution language of Mission Systems.

(EMBED THE 7-STPE EXECUTION CYCLE.)

Waterfall Impact	Decision Management, Action Tracking. The 7-Step Execution Cycle applied at programme, workstream and individual level.
Agile Impact	Sprint Delivery governed by the 7-Step Cycle. Solution Delivery measured against the Definition of Success — not just feature completion.
Common Failure	The programme has excellent governance, excellent reporting and consistently misses milestones. The constraint is not planning — it is execution discipline.
Mission Systems Response	MDEMT™ E — Execution Roadmap and Decision-Making Framework embedded at every level. WHAT, WHY, HOW, WHEN, ALIGNED?, DEPENDENCIES and MEASURES answered for every task.

Pillar 7 — MITIGATION: Proactive Risk and Issue Management

Convert RAID, Risk and Issue Logs from stale documents into live, visible and actionable tools — managing risk, escalating with context and foresight. Proactive management, not reactive documentation.

A risk with no named owner and no mitigation plan is not managed — it is documented. The PMO's role is to enforce RAID ownership at every review cycle, track closure rates as a performance KPI and ensure that risks are surfaced early enough to be mitigated, not late enough to be crises. The difference between a well-governed programme and a crisis-managed one is the quality of Pillar 7 in practice.

Waterfall Impact	RAID log updated within 24 hours of any change. Every risk has a named owner, a mitigation plan and a review date. Closure rate tracked as a PMO KPI.
Agile Impact	Sprint Retrospective used to surface systemic risks. Impediment log managed as a live risk register — not a parking lot.
Common Failure	The RAID log is 200 rows long, updated monthly, owned by the PMO Analyst and never discussed in governance meetings. No risk has been closed in 12 weeks.
Mission Systems Response	Open RED risks above 5 trigger immediate Steering Committee escalation. RAID closure rate is reported at every programme board as a governance KPI.

Pillar 8 — LEADERSHIP PRACTICES and ACTUALISATION: Culture, Alignment and Collective Excellence

By integrating 7 fundamental leadership practices — Destination, Sincerity, Clarity, Courage, Ownership & Accountability, Execution and Compassion — and embedding them into ways of working, this pillar unites teams and stakeholders, builds trust and turns resistance into commitment and cohesion. It drives Collective Excellence.

This is the pillar that activates all the others. Without the right leadership environment, the best governance frameworks, the most detailed plans and the most sophisticated tools will still underdeliver. Leadershipisation is not a soft add-on — it is the multiplier that determines whether the other seven pillars are applied with energy, honesty and commitment or merely complied with on paper.

Waterfall Impact	The 7 Leadership Practices applied by every leader at every level. Leadership self-assessment embedded in the weekly programme cadence. See Cultivating Leadership section.
Agile Impact	Psychological safety built into sprint ceremonies. What's Right over Whose Right modelled in every retrospective and planning session.
Common Failure	The programme has excellent processes and demoralised people. The tools are working. The humans are not. Pillar 8 is the reason.
Mission Systems Response	MDEMT™ is the leadership operating philosophy. The 7 Practices are operational disciplines — embedded from Day 1, modelled from the top and practised at every level.

THE 8 PILLARS — SUMMARY IMPACT BY METHODOLOGY

01	SCOPING	Waterfall: Scope Management, Change Control. Agile: Discovery, Ideation, Backlog Governance. Core outcome: Everyone knows WHAT the programme is delivering. Scope creep is eliminated before it starts.
02	JUSTIFICATION	Waterfall: Business Case, Benefits Planning. Agile: User Story Creation, Outcome-Led Sprints. Core outcome: Benefits Realisation sustained. Sponsorship and team commitment maintained through difficulty.
03	TACTICAL PRACTICES	Waterfall: Project Prioritisation, Schedule Management. Agile: Sprint Planning, Backlog Prioritisation. Core outcome: Executable plans. Project and Product Managers positioned for success.
04	ACCOUNTABILITY | DECISION MAKING	Waterfall: RACI, RAID Ownership, Resource Management. Agile: Sprint Ownership, Stand-up Accountability. Core outcome: Accountability culture. No orphaned responsibilities. Delivery trust built.
05	TIMELINING	Waterfall: Critical Path, Dependency Mapping. Agile: Velocity Tracking, Sprint Forecasting. Core outcome: De-risked timelines. Deadlines are real — tied to delivery logic, not political dates.
06	EXECUTION PRACTICES	Waterfall: Decision Management, Action Tracking. Agile: Sprint Delivery, Solution Delivery. Core outcome: Planning clarity converted into delivery momentum. The engine of benefits realisation.
07	MITIGATION	Waterfall: RAID Governance, Risk Management. Agile: Impediment Management, Retrospective Risk Surfacing. Core outcome: Risk management transformed from documentation exercise into live delivery protection.
08	LEADERSHIP PRACTICES & ACTUALISATION	All Methodologies: Culture Design, Leadership Practice, Stakeholder Alignment, Collective Excellence. Core outcome: The multiplier that activates all other pillars. The Mission Effect in practice.

ISOPOSED™ — The Programme Health Check & Business Case Framework

> ***"You cannot solve a problem you have not accurately diagnosed. ISOPOSED™ is the lens that separates symptoms from root causes — and builds the case for action."***

What Is ISOPOSED™?

ISOPOSED™ is Mission Systems' proprietary diagnostic and strategic planning framework. It is the structured lens through which we assess programme health, validate business cases, define success and build execution-ready strategies for any programme, transformation or change initiative.

ISOPOSED™ is applied at programme inception to establish the foundation for delivery — and deployed again whenever a programme shows signs of distress, drift or misalignment. It is the starting point for every Mission Systems engagement.

I	**ISSUE — What Is the Problem?**	Precisely define the business problem being solved. Separate facts from assumptions. Distinguish symptoms (what we see) from root causes (why it is happening). Without this precision, every downstream decision is built on sand. We facilitate structured workshops to achieve multi-stakeholder alignment on the true nature of the problem.
S	**SITUATION — What Is the Current State?**	Map the current state: processes, systems, data, people, financials, market position. Quantify the cost of the current situation — the burning platform. Establish the baseline from which benefits will be measured. The 'before' that makes the 'after' worth the investment.
O	**OPPORTUNITY — What Value Is Available?**	Quantify and qualify the opportunity: revenue to be unlocked, costs to be eliminated, efficiency to be gained, risk to be mitigated. Size the opportunity using TAM, SAM, SOM analysis where relevant. This is the commercial foundation of the business case.
P	**PROBLEM — Root Cause Analysis**	Apply structured root cause analysis (5-Why, Ishikawa, MECE decomposition) to identify the genuine constraints preventing the organisation from achieving its potential. Surface the problems that must be solved — not just the symptoms that are visible.
O	**OBJECTIVE — Definition of Success**	Define measurable, time-bound objectives that constitute programme success. The Definition of Success (DOS) is the contract between the programme and the business. It must be agreed, documented, signed off by the sponsor and used to measure progress at every Steering Committee meeting.
S	**SOLUTION — The Right Answer**	Define the solution that solves the root cause problems, capitalises on the opportunity and achieves the objectives. Evaluate solution options: build vs buy, phased vs big bang, in-house vs partner-led. Recommend the optimal approach with clear rationale.
E	**EXECUTION — The Delivery Roadmap**	Translate the solution into a practical, sequenced, resourced delivery roadmap. Define phases, milestones, dependencies, resource requirements and investment profile. Stress-test for realism. Build governance cadences, reporting architecture and escalation protocols from day one.
D	**DECISIONS — What Must Be Resolved Immediately**	Surface the critical decisions that must be made before the programme can proceed safely. Define who must make each decision, by when, and what the consequence of delay is. Decisions that remain open become risks — and unmanaged risks become programme killers.

ISOPOSED™ Applications — Across the Full Strategy-to-Execution Spectrum

ISOPOSED™ applies to every major business decision and transformation scenario:

NEW BUSINESS STRATEGY	Launching a new strategic direction — validate the burning platform, quantify the opportunity and define the execution plan.
GO-TO-MARKET STRATEGY	Entering new markets, launching new products or channels — diagnose barriers, quantify addressable market, build the GTM execution roadmap.
SYSTEMS SELECTION	Deciding on which software systems to choose — apply ISOPOSED™ to validate the business case before selecting a vendor.
FINANCE TRANSFORMATION	Planning a finance or data transformation — diagnose the current state, define the future state and build the business case.
PROGRAMME RESCUE	Restructuring a PMO or programme that has gone off track — re-apply ISOPOSED™ to recalibrate scope, objectives and delivery approach.
POST-MERGER INTEGRATION	Translating deal objectives into integration objectives, stream by stream, before any plan is built.
PRODUCT DEVELOPMENT	Developing a new product or service — validate the problem, quantify the opportunity, define the solution and execution plan.
BOARD SIGN-OFF	Building a programme business case for board or executive approval — every element of ISOPOSED™ maps directly to a board decision requirement.

TORSEMI™ & 5K™ — From Strategy to Execution Roadmap

> ***"Strategy without execution is hallucination. TORSEMI™ bridges the gap between where the board wants to go and the operational plan that gets you there."***

TORSEMI™ — The Execution Roadmap Framework

TORSEMI™ is Mission Systems' framework for translating strategy and business case into a practical, sequenced, commercially rigorous execution roadmap. Where ISOPOSED™ answers 'what are we doing and why?', TORSEMI™ answers 'how exactly do we do it, in what sequence, with what resources, and at what cost?'

T	**TARGETS — Where Are We Going?**	Define the specific, measurable targets that the programme must achieve — financial, operational, strategic and capability targets. Ensure targets are aligned to the ISOPOSED™ Definition of Success and the programme business case. Disaggregate targets to workstream level so every team knows their contribution.
O	**OBJECTIVES — The Strategic Priorities**	Translate high-level targets into ranked strategic priorities for the delivery roadmap. Sequence objectives by value, dependency and risk. Ensure the first 90 days focus on the highest-value, highest-visibility quick wins that build momentum and demonstrate programme credibility.

R	**RESOURCES — People, Budget, Tools**	Define the full resource requirement: skills, headcount, third-party support, technology tools and infrastructure. Build the resource plan 13 weeks ahead. Identify critical skills gaps and establish a sourcing plan. Never launch a programme phase without confirmed resource availability.
S	**SEQUENCING — The Right Order of Play**	Sequence workstreams and activities to maximise value delivery and minimise disruption. Identify all inter-workstream dependencies. Protect the critical path. Build managed buffer for the unexpected — not slack, but a structured float managed as a programme asset.
E	**EXECUTION ENGINE — Governance and Operating Model**	Install the PMO governance engine: charter, steering committee, programme board, delivery cadences, reporting architecture, RAID management, change control and benefits tracking. The execution engine is the machine that keeps the programme on track week after week.
M	**MILESTONES — The Decision Points**	Define clear milestones tied to delivery logic and to the release of programme value. Each milestone is a decision point: proceed, adjust or escalate. Milestone achievement rate above 85% on time is the Mission Systems target.
I	**INVESTMENT — Commercial Management**	Build and maintain the programme financial model: phased investment profile, cost-benefit analysis, NPV and payback period, budget vs actual tracking, forecast to completion and change log. The Steering Committee receives a financial dashboard at every meeting.

5K™ — The Five Questions That Validate Any Programme

5K™ is Mission Systems' rapid validation tool. Before any programme proceeds to the next phase, we apply 5K™ to ensure the fundamental questions have been answered with evidence, not assumption.

K1	**DO WE KNOW WHAT PROBLEM WE ARE SOLVING?**	The problem must be precisely defined, root-caused and agreed by all key stakeholders. If stakeholders cannot agree on the problem, they will never agree on the solution.
K2	**DO WE KNOW WHAT SUCCESS LOOKS LIKE?**	The Definition of Success must be documented, agreed, signed off and measurable. Success that cannot be measured cannot be achieved — and cannot be defended to the board.
K3	**DO WE KNOW HOW WE WILL DELIVER IT?**	The delivery roadmap must be practical, sequenced, resourced and stress-tested. It must have been challenged by people with direct delivery experience — not just built by consultants with a PowerPoint.
K4	**DO WE KNOW WHAT IT WILL COST AND WHAT IT WILL RETURN?**	The financial model must be complete: total investment, phased costs, benefits by category, NPV, payback period and risk-adjusted scenarios. The board must be able to defend this model under scrutiny.
K5	**DO WE KNOW WHO IS ACCOUNTABLE?**	Every workstream, risk, action and benefit must have a named, accountable owner. Collective responsibility is no responsibility. If something fails and everyone is responsible, no one is responsible.

Setting Up and Mobilising the EPMO | PMO for the Mission Effect

> *"A disciplined phased stand-up is the non-negotiable foundation of delivery success."*

The 6-Phase EPMO | PMO Stand-Up Approach

1	**DIAGNOSE — Weeks 1–3**	Assess programme maturity, governance gaps, team capabilities and stakeholder landscape. Apply ISOPOSED™ to validate the business case and Definition of Success. Produce the Programme Health Assessment Report. On average a full PMO establishment takes 12 months — begin with discipline.
2	**DESIGN — Weeks 2–6**	Define the PMO mandate, governance model, authority levels and charter. Select and agree the delivery methodology (Agile / Waterfall / Hybrid / PRINCE2 / PMI / MSP). Design the reporting architecture, RAID framework, change control process and benefits tracking model.
3	**JUSTIFY — Weeks 4–8**	Build or validate the programme business case using ISOPOSED™ and 5K™. Apply TORSEMI™ to design the execution roadmap. Define the investment profile and ROI model. Present to the Steering Committee for formal sign-off before mobilisation begins.
4	**PILOT — Weeks 6–14**	Stand up the PMO with a pilot workstream. Test all processes: reporting, escalation, RAID, change control, financial tracking. Identify gaps and refine before full roll-out. Embed change management from day one of the pilot.
5	**SCALE — Month 3 - 4 Onwards**	Onboard all workstreams. Launch the full governance cadence. Begin tracking benefits against baseline. Confirm all workstream leads understand the Mission Effect — what they are doing, why, when and what success looks like.
6	**EVOLVE — Ongoing**	Continuously assess PMO performance against KPIs. Adapt governance as the programme matures. Reduce overhead as delivery becomes more predictable. Plan the transition of capability to the client organisation. A PMO that becomes bureaucratic overhead has failed.

The PMO Charter — The Non-Negotiable Foundation

No PMO may operate without a formally agreed and sponsor-signed charter. The charter is the constitutional document of the programme — it defines authority, scope, accountability and performance standards.

PURPOSE & SCOPE	Which programmes fall under PMO authority. What is in scope and explicitly what is out of scope.
GOVERNANCE AUTHORITY	Decision rights, escalation thresholds, power to intervene — including authority to halt delivery if required.
STAKEHOLDER ACCOUNTABILITY	Who reports to whom, at what frequency and with what information. The governance hierarchy.
METHODOLOGY STANDARDS	The delivery methodology, tooling standards, reporting templates and RAID governance protocols.

FINANCIAL AUTHORITY	Budget approval thresholds, change order authority levels and financial reporting obligations.
PERFORMANCE STANDARDS	The KPIs by which the PMO itself is measured — because the PMO must be accountable too.
KNOWLEDGE TRANSFER	The explicit commitment to build internal client capability throughout the engagement.

Core PMO Team Roles and Profiles

→	**PMO DIRECTOR / HEAD OF PMO**	Sets strategic direction. Owns the executive steering committee relationship. Accountable for governance, benefits realisation and overall programme performance. Must operate at board level. Led programmes above £50M. PgMP or MSP certified.
→	**PROGRAMME MANAGER**	Manages end-to-end delivery of major workstreams. Owns the integrated programme plan. Chairs Tier 2 governance. Resolves cross-workstream dependency conflicts. 10+ years delivery experience.
→	**PROJECT MANAGER(S)**	Accountable for on-time, on-budget delivery of individual projects. Maintains project plan, RAID log and weekly status reporting. PMP or PRINCE2 Practitioner certified.
→	**PMO ANALYST**	Maintains consolidated reporting. Builds executive dashboards. Tracks KPIs and provides portfolio analysis. Power BI / Tableau expert. The analytical engine of the PMO.
→	**CHANGE MANAGER**	Designs and executes the change management strategy. Manages stakeholder impact assessments. Develops communications plans. Drives adoption. ADKAR or Prosci certified.
→	**PROGRAMME FINANCIAL CONTROLLER**	Manages programme financials: budget, forecasting, actuals and variance analysis. Provides real-time financial visibility to the PMO Director and CFO. Maintains financial integrity.
→	**BUSINESS ANALYST**	Elicits and validates requirements. Bridges business and technical teams. Manages requirements traceability from business case through to delivery and UAT sign-off.

Steering Committee, Governance Cadence & Reporting Architecture

> ***"Governance is not bureaucracy. Done well, it is the mechanism that gives executives real-time confidence in delivery — and gives the programme team the decisions they need, when they need them."***

The Steering Committee — Purpose and Operating Model

The Steering Committee (SteerCo) is the supreme governance body of the programme. It is not a status update meeting — it is a decision-making forum. Mission Systems designs, establishes and facilitates the SteerCo for every engagement.

MEMBERSHIP	Programme Sponsor (Chair), CFO or Finance Director, CTO or Systems Director, Workstream Executives, PMO Director, Change Lead. Maximum 10 voting members.
FREQUENCY	Monthly for stable programmes; fortnightly during mobilisation, go-live periods or escalation events.
AGENDA STRUCTURE	Portfolio RAG status → top risks for decision → financial performance → milestone achievement → benefits tracking → decisions required → any other business.
PRE-READ	Distributed 48 hours in advance. No surprises in the room — all material escalations are pre-briefed to members before the meeting.
DECISION LOG	Every decision is recorded with owner and date. Progress against decision log is reviewed at every subsequent SteerCo.
NON-NEGOTIABLE RULE	If the sponsor cannot attend, the meeting is rescheduled. A SteerCo without the sponsor cannot make the decisions the programme needs.

The Full Governance Cadence

Mission Systems installs a tiered governance architecture with clear purpose, audience and output for every meeting. The cadence provides decision-making support — not status theatre.

MEETING / REPORT	FREQUENCY	AUDIENCE	PURPOSE & KEY OUTPUTS
Executive Steering Committee	Monthly (fortnightly at critical phases)	CEO / CFO / Sponsor / Exec Workstream Leads / PMO Director	Portfolio RAG, top risks for decision, financial performance, benefits tracking, formal decisions. Board-level accountability.
Programme Board	Fortnightly	Programme Manager / Workstream Leads / PMO Director / Change Lead	Workstream RAG, cross-dependency management, RAID review, schedule health, resource conflicts, upcoming milestone readiness.
Workstream Delivery Review	Weekly	PMO Director / Programme Manager / Project Managers	Detailed delivery status, action tracking, milestone forecast, risk and issue resolution, resource utilisation. Validate forecasts and financials.
PMO Operational Standup	Daily (mobilisation & go-live)	PMO team	24-hour horizon: blockers, actions, escalations, critical path status. Fast, focused — no more than 20 minutes.
Stakeholder Engagement Sessions	Fortnightly (by workstream)	Business Stakeholders / End Users / Change Champions	Change readiness, adoption progress, issue surfacing, communications feedback.

MEETING / REPORT	FREQUENCY	AUDIENCE	PURPOSE & KEY OUTPUTS
			Builds trust and maintains engagement.
Financial Review	Monthly	CFO / PMO Director / Programme Financial Controller	Budget vs actual, forecast to completion, variance analysis, change log impact, benefits realisation progress.
Benefits Realisation Review	Quarterly (6 & 12 months post go-live)	Steering Committee / Programme Sponsor	Benefits tracked vs business case. ROI progress. Post-implementation review. Lessons learned.
Vendor Performance Review	Monthly	PMO Director / Commercial Lead / Vendor Leads	SLA performance, deliverable quality, commercial compliance, RAID items owned by vendors, escalation of concerns.

Validating Forecasts, Milestones and Financials — Supportive but Challenging

One of the most important governance practices is the one-to-one session between the PMO Director and each workstream lead to validate forecasts, milestones and financial data before it reaches the Steering Committee.

Mission Systems runs these sessions weekly. The purpose is not interrogation — it is support. We ask workstream leads five questions:

— Is your milestone forecast realistic, or are you reporting green because you don't want to escalate?
— What would need to be true for this milestone to slip — and how likely is it?
— Are there resource or dependency issues that haven't been escalated yet?
— Is your financial forecast accurate, or are you holding contingency in the actuals?
— What decision do you need from the Steering Committee in the next 14 days?

These sessions serve two purposes. First, they give the PMO Director the real intelligence needed to produce accurate, trusted governance data — not optimistic reporting that explodes into a crisis three weeks later. Second, they position workstream leads for success by surfacing issues before they become crises.

> ***"A programme where all workstreams are permanently GREEN is not high-performing — it is not being reported honestly. AMBER and RED are signs of mature governance, not failure."***

CULTIVATING LEADERSHIP

> ***"Programmes rarely fail because of missing systems or methodologies. They fail because of leadership — unclear direction, insufficient courage to surface difficult truths, accountability cultures that collapse under pressure."***

LEADERSHIP IS A PRACTICE, NOT A TITLE

The Mission Systems approach addresses leadership failures directly — not by hoping for good leadership, but by building it deliberately into every programme from Day 1. Mission Leadership is built on a single, liberating insight: Leadership is a Practice, not a Title. It is a set of specific, learnable behaviours that any person at any level can apply, improve and make their own.

In a PMO context, leadership is not the exclusive concern of the PMO Director and the Steering Committee. It is the concern of every workstream lead, every team manager and every contributor who has a responsibility to deliver. Three principles govern everything:

Repetition is the mother of skill — leadership is built through deliberate, consistent practice at every level	**Authenticity** is the foundation of respect — people follow leaders they trust, not titles they report to	**Respect** is the currency of leadership — the asset that enables speed, honesty and commitment

THE MDEMT™ LEADERSHIP PHILOSOPHY

MDEMT™ is Mission Systems' proprietary leadership operating philosophy for programme delivery. It is not a process checklist. It is a leadership discipline applied every day, at every level of the programme.

M	**MISSION — Mission-Focused Leadership**	Everyone knows the Mission, their Why, their role and who to escalate to. Mission clarity is not a Day 1 event — it is a daily discipline reinforced in every meeting, every status report and every Steering Committee session. Every person must answer: Why are we doing this? What are we trying to achieve? Who is accountable? How will we achieve it? When must it be complete?
D	**DISCIPLINED — Planning & Communication Loops**	One Plan. One Timeline. One Risk Register. One Steering Committee. One Decision Framework. One Reporting Structure. The Disciplined pillar eliminates the most common cause of delivery drift: different teams working from different versions of the truth. Closed-loop communications mean information goes out and confirmation comes back. No assumption is left floating.
E	**EXECUTION — Roadmap & Decision Framework**	For every task, project and initiative, every person must be clear about: WHAT must be done, WHY it matters, WHO owns it, WHEN it is due, WHAT DEPENDENCIES must be managed, and HOW we will know it is complete. The Execution Roadmap is a living decision-making instrument that positions everyone, everywhere, for success.
M	**MOMENTUM — Continuous Momentum Management**	This is where most programmes fail. Not planning. Not governance. Momentum. The Momentum Formula: Identify issues early. Escalate quickly. Decide rapidly. Execute immediately. Verify the outcome. The five Momentum Rules: No surprises. Red means Red. Bad news travels fast. Escalation is encouraged. Issues do not age. The PMO Director and Steering Committee Chair must model these rules without exception.

T	**TRANSPARENCY — Real-Time Reporting & Trust**	Visibility creates trust. Trust creates speed. Speed creates value. The PMO provides dashboards, reporting cadence and decision support tools to ensure board members, sponsors, stream leads, managers and SMEs at every level share the same real-time picture. Transparency is equally about surfacing what is not going well, early enough for it to be fixed.

The 7 Practices of Mission Leadership

These seven practices define the leadership behaviours every EPMO | PMO leader must deliberately cultivate and consistently apply. They are not aspirational values. They are operational disciplines — applied in every meeting, every 1-to-1 and every governance session.

1	**DESTINATION — Provide a Definitive Direction**	The PMO Director and stream leads must provide a definitive destination at every level: the programme mission, the workstream objectives and the personal contribution expected from each team member. Ambiguity about direction is toxic — it creates competing priorities, duplicated effort and conflicting decisions. Every team member must be able to state where they are going, why it matters and what done looks like. Practise: In every team session, check that everyone can state the destination in the same terms you do.
2	**SINCERITY — Say What Needs to Be Heard**	Leaders who say what needs to be heard rather than what needs to be said build the trust that enables fast, honest communication. Sincerity in a programme context means: transparent status reporting (Red is Red), honest escalation of problems, direct feedback even when uncomfortable, and never dressing up bad news as good news to protect a position or team status. Practise: Before the next status report — ask yourself whether you are reporting what is happening or what you wish were happening.
3	**CLARITY — Make Expectations Explicit and Unambiguous**	In a complex programme with multiple concurrent workstreams, clarity is a survival skill. Leaders must be explicit about what each workstream is delivering, what success looks like, what the consequences of delay are and how each workstream connects to the programmes strategic objectives. Clarity is the operating principle behind WHAT, WHY, WHEN, DEPENDENCIES and SUCCESS CRITERIA for every task. Practise: If a team member cannot articulate their Definition of Success in two sentences, the problem is the clarity they have been given — not their effort.
4	**COURAGE — Make the Right Call, Not the Popular One**	Programme leadership requires decisions that will not be universally popular: resource reallocations, scope challenges, difficult conversations about underperformance, escalations that put issues in front of the board. Courageous leadership is not recklessness — it is the principled, consistent application of what's right over whose right, even when the personal cost is significant. Practise: Identify one decision you have been avoiding this week that you know is the right call. Make it.
5	**OWNERSHIP & ACCOUNTABILITY — Name the Owner, Hold the Standard**	The single biggest cause of delivery drift is the diffusion of accountability. In a programme with multiple workstreams, external advisors and matrixed reporting lines, critical tasks easily have no real owner. Mission Leadership demands that every task, every decision and every obligation has a named individual — not a team, not a committee. A person. Accountability is a culture, not a process. Practise: Audit your RAID log. Every entry must have a named individual owner. If it doesn't — that is your first leadership action this week.
6	**EXECUTION — Model the Discipline Personally**	Leadership without execution is commentary. The leaders who create lasting value combine strategic clarity with relentless delivery discipline. The 7-Step

		Execution Cycle is the operational tool — but the leadership practice of Execution means modelling that discipline personally: applying methodology and first principles, prioritising what's right over whose right, and delivering without excuses. Practise: Apply the 7-Step Cycle to your own most important current task. Can you answer all seven questions with clarity and honesty?
7	**COMPASSION — Sustain Performance Through the Human Reality**	Programmes put people under extraordinary pressure. Uncertainty, workload, change and the pace of delivery are the daily environment. The leaders who sustain performance through this environment combine high standards with genuine human care — recognising when someone is struggling, making time for people as people and never forgetting that the programme's success is ultimately delivered by human beings who chose to commit to it. Practise: In your next 1-to-1, ask how the person is doing before asking what they are delivering. Mean it.

The Leadership Anchor — Applied Daily

The Leadership Anchor is the practice every Mission Systems programme leader applies every day. It is a simple self-assessment — not a performance review, but a habitual act of honest leadership self-reflection:

> ***"What am I doing? What can I do better? What am I NOT doing to position — My Programme | My Team | The People in it | My Customers and Stakeholders — for Success?"***

Weekly Leadership Self-Assessment — by Practice

DESTINATION	Every team member can state our programme destination in the same terms I do. Objectives are specific, measurable, time-bound and individually owned. Direction is documented. When priorities shift, direction is updated and recommunicated immediately.
SINCERITY	My status reports reflect reality — Red is Red, Amber is Amber, Green has evidence. I communicate problems to the PMO before I have a solution. I give honest feedback even when uncomfortable. I do not dress up bad news.
CLARITY	Every member of my team knows exactly what they are delivering — in output, quality and timeline. Consequences of not meeting expectations are known. Dependencies up and downstream are confirmed, not assumed.
COURAGE	I raise risks and issues the moment I become aware of them. I make the right call rather than the popular one. I have difficult conversations before they become crises. I escalate when I need to — not when I am forced to.
OWNERSHIP & ACCOUNTABILITY	Every task has a named owner — no orphaned responsibilities. I model ownership personally. When tasks go wrong I focus on correction, not blame. Accountability in my workstream is a culture, not a process.

EXECUTION	My team can answer WHAT, WHY, HOW, WHEN, ALIGNED?, DEPENDENCIES and MEASURES for every task. I prioritise what is right over whose right. My workstream delivers evidenced outcomes against the milestone plan.
COMPASSION	I recognise when people in my team are struggling and I act — not just notice. I hold high standards while treating people with dignity and care. My compassion increases under programme pressure — it does not decrease.

Building Leadership Capability Throughout the Programme

ONE PRACTICE PER 30-DAY CYCLE	In each milestone period, the leadership team agrees one practice to focus on collectively. 'This cycle we are focusing on Clarity — every leader must improve how they communicate expectations and consequences.' Deliberate focus accelerates development.
WEEKLY SELF-ASSESSMENT	Each leader applies the 7-practice self-assessment weekly. Not as a performance instrument — as a personal mirror. What went well? What fell short? What will I do differently next week?
PRACTICE IN REAL SITUATIONS	Every Steering Committee, every stream review and every 1-to-1 is an opportunity to practise one of the seven disciplines. Repetition is the mother of skill. Theory without practice is philosophy.
PEER FEEDBACK & COACHING	The PMO Director and stream leads create structured opportunities for honest peer feedback on leadership practice — separate from programme performance reviews. Build a culture where leaders can hear the truth about their leadership.
MODEL FROM THE TOP	The PMO Director, Steering Committee Chair and executive sponsor must visibly practise all seven disciplines. If the top of the programme is not modelling sincerity, clarity, courage, ownership and compassion — nothing further down will close that gap.

ELEVATING EXECUTION

> ***"Execution is not complicated. It is the consistent application of seven clear questions, every time, at every level. From the boardroom to the basement. At every level, every task — the scale changes. The questions do not."***

THE 7-STEP EXECUTION CYCLE — A COMMON EXECUTION LANGUAGE

The Mission Execution 7-Step Cycle is Mission Systems' operational framework for disciplined execution at every level of a programme. It exists to do two things: demystify execution — making it accessible, clear and manageable for every person on the team — and establish a common way of working, so that everyone speaks the same execution language, uses the same questions and operates to the same standards of clarity and accountability.

Applied at division level, team level or to any individual managing their own tasks — the scale changes, the questions do not. A relatively simple individual task and a complex multi-team programme are governed by the same seven questions. This is the common execution language of Mission Systems.

WHAT What am I doing? What is my Definition of Success?	**WHY** What problem am I solving? What is the opportunity?	**HOW** What is my specific execution sequence and reasoning?	**WHEN** What are the consequences of failure and success?

ALIGNED? Is what I am executing solving the right problem and aligned to my DoS?	**DEPENDENCIES** What must I manage and communicate up and downstream?	**MEASURES** How am I tracking? Am I on track to hit milestones and achieve my DoS?	**↻ LOOP** Revisit continuously — the cycle never closes. It only improves.

THE CENTRAL PRINCIPLE — WHAT'S RIGHT, NOT WHOSE RIGHT

The 7-Step Cycle is built on one non-negotiable principle: in Mission Execution, what's right always beats whose right. This is not a cultural preference — it is a performance requirement. Programmes where 'whose right' dominates are programmes where ego, politics, hierarchy and habit block the best ideas, the best decisions and the best outcomes. The mission suffers.

WHOSE RIGHT — The Execution Blocker	WHAT'S RIGHT — The Mission Standard
"That's not how we do it here"	Does our current approach solve the problem? If not, what does?
"That idea came from someone junior"	Is the idea right? Source has no bearing on merit. The best idea wins.
"We've always done it this way"	Does 'the way we've always done it' still deliver the best outcome? Show the evidence.

WHOSE RIGHT — The Execution Blocker	WHAT'S RIGHT — The Mission Standard
"The policy says we have to"	Does the policy serve the mission here? If not, challenge the policy — not the person.
"It's not my responsibility"	Is it in the programmes interest that this gets done? Own it or find the person who can.
"I disagree with this approach"	What is your evidence-based alternative? Bring the better answer, not just the objection.

The 7 Steps in Full

1	**WHAT — Define What You Are Doing**	What solution, task, tactic or action am I working on — and what does done look like? Execution without clarity of purpose is activity. The first obligation of anyone executing is to state precisely what they are working on right now and — critically — what the completed state looks like. The Definition of Success (DoS) is the anchor against which every decision and action is tested. Without it, completion is subjective and standards are negotiable. Leader tip: If someone cannot say what they are working on and what done looks like in two sentences, the problem is not their effort — it is the clarity they have been given. Fix the clarity. Every time.
2	**WHY — Understand the Purpose Behind the Action**	Why am I doing this — what problem does it solve and what opportunity does solving it create? People who understand why they are doing something are more committed, more resourceful when obstacles arise and more resilient under pressure. People who do not understand why are executing by instruction — and instruction-based execution stops the moment the instruction runs out. The WHY also provides a continuous alignment test: if the action being taken does not solve the identified problem, it must be questioned before it continues. Leader tip: 'Do this because it solves X and creates Y' produces ownership. 'Do this because I said so' produces compliance — and compliance stops at the first obstacle.
3	**HOW — Design the Execution Sequence**	How am I executing this — what is my step-by-step sequence and the reasoning behind it? The HOW is not a list of things to do — it is a structured, sequenced, reasoning-based plan that can be communicated, reviewed, challenged and improved. When someone can articulate how they are going to accomplish something with a clear sequence and rationale, two things happen: they surface the gaps themselves before others find them, and a leader can coach and support them precisely rather than guessing what help is needed. Leader tip: A person who can articulate how they are going to do something is four times more likely to do it to standard. The plan is not the constraint — it is the launchpad.
4	**WHEN — Commit to a Timeline and Own the Consequences**	When must this be completed — and what are the consequences of failure and success? A task without a deadline is a wish. A deadline without consequences is a suggestion. Mission Execution demands every action has a committed completion time and that the person executing understands why that timing matters. Both sides of the commitment matter: consequences of failure create urgency; consequences of success articulate what is unlocked. Together, they make the deadline real — not bureaucratic. Leader tip: Never assign a deadline without explaining why that date matters. Arbitrary deadlines breed resentment. Mission-critical deadlines breed ownership. Tell people what is at stake — and they will protect the timeline differently.
5	**ALIGNED? — Test the Execution Against the Mission**	Is the solution, action or strategy I am executing solving the problem, capturing the opportunity and aligned to my Definition of Success? This is the alignment check — the step that separates purposeful execution from activity. At any point

		in an execution cycle, stop and ask: is what I am doing right now actually solving the problem? Is it the most direct route to the DoS? If the answer to either question is no, the action must be interrogated before it continues. Misaligned execution is one of the most common and most costly forms of wasted effort — people working hard on the wrong thing because nobody stopped to check. Leader tip: Teams drift from the mission gradually and almost invisibly. Step 5 is the course-correction mechanism. Build it into every review.
6	**DEPENDENCIES — Manage What You Rely On and What Relies on You**	What dependencies up and downstream do I need to manage? What changes must be agreed and communicated? No one executes in isolation. Every task exists within a web of upstream inputs and downstream outputs. Failing to manage dependencies is one of the most common causes of execution failure — not because people are incapable, but because they assume the interface is someone else's responsibility. In Mission Execution, the person executing owns the communication of their dependencies in both directions. Unmanaged dependencies and uncommunicated changes create bottlenecks, surprises and blame cycles. Leader tip: Teach your team to own their interfaces, not just their tasks. A person who manages dependencies proactively is ten times more valuable than one who works hard in isolation and delivers surprises at the end.
7	**MEASURES — Track Progress, Close the Loop**	What is my tracking cadence — and is the work I'm doing getting the outcomes needed to achieve my DoS? Execution does not manage itself. The seventh step closes the loop between action and outcome — it is the discipline of knowing, at any given moment, whether what is being executed is actually working. Tracking is not reporting for the sake of reporting. It is the early-warning system that surfaces drift before it becomes failure. The cadence of checks should be proportional to the timeline and scale of the task. Leader tip: Tracking is not surveillance — it is support. A leader who builds a regular structured progress cadence creates the conditions for early intervention instead of crisis management. Problems found early cost a fraction of problems found late.

The Tracking Cadence — Built Into Every Level

Mission Execution tracking creates a structured rhythm of accountability at every level — from individual daily checks to weekly milestone gates. Apply it consistently, at every level of the programme.

CHECKPOINT	CADENCE	QUESTIONS TO ANSWER
Start of Day	Daily	What am I working on today? Am I still aligned to my Definition of Success? What are my priorities?
14:00 Check	Daily	Am I on track? Have any risks or blockers emerged since this morning? What needs attention before end of day?
Monday	Weekly	What are this week's priorities? What milestones must be hit? What does success look like by Friday?
Wednesday	Weekly	Mid-week progress check — are we on track? What needs intervention before the week ends?

CHECKPOINT	CADENCE	QUESTIONS TO ANSWER
Friday	Weekly	What was delivered this week? What milestones were hit or missed? Why? What carries forward?
Milestone Gate	On cadence	Is the milestone achieved to the Definition of Success standard? Yes or No. If No — root cause and corrective action immediately.

Using the 7-Step Cycle as a Leadership Coaching Tool

The most powerful leadership application of the 7-Step Cycle is as a structured coaching and review tool. Used in 1-to-1s and team check-ins, it replaces vague performance pressure with specific, constructive dialogue — surfacing what someone is working on, where they are, what is blocking them and what they need.

INSTEAD OF ASKING...	USE THE 7-STEP CYCLE TO ASK...
"How are you getting on?"	Step 1+2: What are you working on, what does done look like, and why does it matter?
"Are you going to hit the deadline?"	Step 4+7: When is it due, what are the consequences, and is your tracking showing you on course?
"Why isn't this done yet?"	Step 3+6: Walk me through your HOW — and what dependencies have emerged that weren't anticipated?
"What's the problem?"	Step 5+2: Is what you are executing still solving the right problem and aligned to the Definition of Success?
"What do you need from me?"	Step 6+7: What dependencies are you waiting on, and where is tracking showing drift that I can help clear?

> ***The 7-Step Cycle is not a one-time planning exercise. It is an iterative loop. When circumstances change — revisit Step 1. When the problem evolves — revisit Step 2. When a deadline is threatened — escalate through Steps 4 and 7. When something isn't working — Step 5 surfaces the misalignment. When measures show drift — Step 7 triggers the intervention. The loop never closes. It only improves.***

Master Checklists — Setting Up, Mobilising & Operating the EPMO | PMO

These checklists are the operational backbone of the Mission Systems EPMO and PMO stand-up. Organised by programme scale and sequenced by delivery phase.

EPMO Checklist — $50M Finance Transformation Programme

PHASE 1 — INITIATION & PROGRAMME FOUNDATION (Weeks 1–4)	
☐	Obtain formal programme mandate and executive sponsor sign-off
☐	Apply ISOPOSED™ — validate business case, root cause analysis and Definition of Success
☐	Apply 5K™ — confirm all five foundational questions are answered with evidence, not assumption
☐	Establish Programme Steering Committee membership, charter and meeting cadence
☐	Define PMO operating model (Directive / Transformation Office recommended at $50M scale)
☐	Agree PMO charter: mandate, authority, governance rights, escalation thresholds
☐	Recruit or confirm PMO Director, Programme Manager, Change Lead and Financial Controller
☐	Define all workstreams and appoint accountable workstream executives
☐	Establish programme RAID log with ownership protocols and escalation SLAs
☐	Confirm baseline metrics for all benefits in the business case (the 'before' state)
☐	Agree and publish the integrated programme plan — phased, resourced and dependency-mapped
☐	Set up financial management: budget codes, cost centre structure, approval thresholds
☐	Establish change control process: change register, impact assessment template, approval authority

☐	Define the Benefits Realisation Framework: owner, baseline, target, tracking mechanism per benefit
☐	Conduct stakeholder mapping and engagement plan — identify champions, resistors and neutrals

PHASE 2 — MOBILISATION & DESIGN (Weeks 4–12)	
☐	Apply TORSEMI™ — build the detailed execution roadmap by workstream
☐	Validate and agree programme schedule with all workstream leads
☐	Run workstream lead validation sessions — confirm milestone realism and resource availability
☐	Confirm all third-party vendors: contracts in place, SLAs agreed, delivery plans received and challenged
☐	Stand up data workstream: data quality assessment, migration strategy, integration architecture confirmed
☐	Establish PMO reporting cadence: all report templates live, first reports issued
☐	Run first Steering Committee — present programme plan, financial model and risks
☐	Complete stakeholder impact assessments for all workstreams
☐	Launch change champion network in all affected business units
☐	Establish UAT strategy: scope, resource, timeline, entry and exit criteria
☐	Confirm infrastructure and environments roadmap (dev, test, staging, production)
☐	Complete initial RAID population — all known risks, assumptions, issues and dependencies logged
☐	Begin weekly forecast validation sessions with each workstream lead

PHASE 3 — DELIVERY EXECUTION (Monthly Throughout)	
☐	Maintain weekly workstream delivery reviews — forecast validation, RAID management, action tracking
☐	Issue programme status report fortnightly — accurate, challenging, no permanent green
☐	Run Steering Committee monthly — decision-focused, pre-read distributed 48 hours in advance
☐	Track budget vs actual monthly — escalate any variance exceeding ±5% immediately
☐	Review and update RAID log weekly — close risks and issues or escalate
☐	Track milestone achievement rate — target >85% on time; investigate and escalate any miss
☐	Manage change control actively — assess every change for schedule, cost and benefit impact
☐	Monitor resource utilisation weekly — flag over-allocation or capability gaps within 48 hours
☐	Conduct vendor performance reviews monthly — SLA compliance, deliverable quality
☐	Run stakeholder engagement sessions fortnightly — surface change resistance early
☐	Update benefits tracking monthly — ensure baseline measurements are in place for go-live comparison
☐	Conduct programme health check quarterly using ISOPOSED™ — reassess, recalibrate, re-justify

PHASE 4 — GO-LIVE READINESS & CUTOVER	
☐	Complete Go-Live Readiness Assessment — score against all readiness criteria before approval
☐	Confirm cutover plan: sequence, timing, roles, rollback criteria and communication plan
☐	Run hypercare team standup: daily during the 4 weeks before and 4 weeks after go-live

☐	Complete end-user training — track completion rates; minimum 90% before go-live
☐	Confirm helpdesk and support model is live and resourced before cutover
☐	Run parallel run (if applicable) — confirm data and transaction reconciliation
☐	Obtain formal go-live sign-off from programme sponsor and all workstream executives
☐	Execute communications plan: all impacted stakeholders notified, aware and supported
☐	Confirm data migration integrity: record counts reconciled, quality thresholds met
☐	Establish post-go-live benefits measurement: first measurement point agreed and resourced

PHASE 5 — BENEFITS REALISATION & PROGRAMME CLOSE	
☐	Measure benefits at 3 months, 6 months and 12 months post go-live
☐	Report benefits realisation to Steering Committee: target >80% of business case
☐	Conduct post-implementation review: lessons learned, what worked, what didn't
☐	Complete knowledge transfer: all PMO capability, processes and tools handed to internal team
☐	Archive programme documentation: all plans, RAID logs, decisions and reports
☐	Obtain formal programme closure sign-off from sponsor
☐	Celebrate the team — recognise delivery achievement at all levels

PMO Checklist — $10M Systems Implementation

PHASE 1 — PMO SETUP (Weeks 1–3)	
☐	Apply ISOPOSED™ — confirm business case, root cause and Definition of Success
☐	Agree PMO structure: recommend Controlling or Directive model at $10M scale
☐	Establish PMO charter: mandate, authority, governance rights
☐	Appoint PMO Manager, Project Manager(s), Business Analyst and Change Lead
☐	Define workstreams and appoint accountable leads
☐	Set up RAID log with ownership protocols
☐	Agree project plan: phased, resourced, dependency-mapped
☐	Confirm budget structure and financial tracking mechanism

PHASE 2 — MOBILISATION (Weeks 3–8)	
☐	Validate project schedule with workstream leads — challenge unrealistic milestones
☐	Confirm vendor contracts, SLAs and delivery plans
☐	Complete requirements elicitation — baseline, prioritised, signed off
☐	Stand up data quality and migration workstream
☐	Issue first project status report
☐	Run first project governance meeting
☐	Complete stakeholder impact assessment
☐	Begin change management activities: communications, training plan, champion network

PHASE 3 — DELIVERY & GO-LIVE	
☐	Weekly project status reports — accurate, action-oriented
☐	Weekly workstream reviews — forecast validation, RAID management
☐	Monthly financial review — budget vs actual, forecast to completion
☐	Track milestone achievement rate — target >85%
☐	Manage change control — every change assessed for schedule and cost impact
☐	Complete UAT: all test cases executed, defects resolved, sign-off obtained
☐	Go-live readiness assessment — formal approval before cutover
☐	Execute cutover plan: data migration, parallel run (if applicable), communications
☐	Post-go-live hypercare: 2–4 week intensive support
☐	Benefits measurement at 3 and 6 months post go-live
☐	Project close: lessons learned, knowledge transfer, documentation archive

Mission Systems in Action — Client Outcomes

Mission Systems' track record is built across complex, high-stakes programmes spanning diamond auctions, digital platforms, salon technology, film ecosystems and multi-sector PMO delivery. Every engagement is measured against the business case.

CLIENT / PROGRAMME	WHAT WE DELIVERED	MY ROLE	MEASURABLE RESULTS	FRAMEWORKS
eDiamond Ltd	Launched the world's first independent online rough diamond auction platform in under 120 days	Raised $4.5M funding; managed tech, sales and operational setup; led product launch	$120M revenue in Year 1; 3,000 global clients onboarded within 12 months	Business Launch PMO, ISOPOSED™, End-to-End Programme Management
De Beers eAuctions	Transformed De Beers' global sales model from traditional counter-trade to digital auctions	Rewrote business case; designed new sales framework; led full	Revenue increase from $500M to $750M; improved margins by 30%	ISOPOSED™, TORSEMI™, PMO Strategy & Business Change Management

CLIENT / PROGRAMME	WHAT WE DELIVERED	MY ROLE	MEASURABLE RESULTS	FRAMEWORKS
		business change and technology programme		
Jaxon Beauty Systems	Launched a scalable B2B/B2C PaaS solution for salon operations across 5,000+ clients	Led business model redesign; created the go-to-market strategy and business launch plan	Sales revenue increase of 50%; gross margin from 12% to 25%	TORSEMI™, Business Case Planning, Agile PMO Practices
STREAMZ	Designed a digital ecosystem to transform how film & TV projects are funded, made and monetised	Defined full ecosystem blueprint; led strategy and business planning for platform launch; built PMO and execution roadmap	Delivered $5Bn digital studio concept; established roadmap to fund 10,000+ hours of content	ISOPOSED™, Agile PMO, Capability Delivery, Mission Architecture

Mission Systems EPMO | PMO — KPI Framework

The PMO must be accountable for its own performance. These KPIs measure both the health of the programme and the effectiveness of the governance engine. Reported to the Steering Committee monthly.

Delivery Performance KPIs

Schedule Performance Index (SPI)	> 0.9 — measures whether delivery is progressing at the planned rate
Cost Performance Index (CPI)	> 0.9 — measures cost efficiency against planned spend
Milestone Achievement Rate	> 85% on time — tracks delivery execution quality
Budget Variance (Workstream Level)	< ±5% — flags financial control issues before they compound
RAID Closure Rate	> 70% of identified risks/issues resolved or mitigated within agreed SLA
Reporting Compliance	100% on time — a PMO that cannot report on schedule is not governing

Outcomes and Benefits KPIs

Benefits Realised vs Business Case	> 80% of forecast benefits tracked and evidenced at 12 months post go-live
Change Adoption Rate	> 75% at 3 months post go-live — measured by system usage, process compliance, survey
Stakeholder Satisfaction Score	> 7/10 across programme stakeholders — measured quarterly

High-Risk Open Items	< 5 unmitigated RED risks at any point — if above this, escalate immediately
Data Quality Score	> 95% clean migrated records — measured pre and post go-live
End-User Training Completion	> 90% before go-live — non-negotiable gate criterion

85%+ Benefits realisation vs business case — Mission Systems directive model track record	**<±5%** Budget variance target at workstream level	**85%+** Milestone achievement rate on time	**75%+** Change adoption rate at 3 months post go-live

Six Commitments. One Mission. Measurable Outcomes

01	**STRATEGY FIRST**	Every EPMO and PMO we lead begins with a clear understanding of the business outcomes the programme must deliver. Governance and methodology serve those outcomes — not the other way around.
02	**EXECUTIVE PARTNERSHIP**	We operate at board and C-suite level. Our PMO Directors speak the language of business: commercial impact, financial performance, strategic risk and people leadership. We challenge executives when the programme is at risk.
03	**OUTCOME ACCOUNTABILITY**	We hold ourselves accountable for business outcomes — not delivery milestones. Our success is measured by benefits realised against the business case. We track, report and own the outcomes we commit to delivering.
04	**PEOPLE-LED CHANGE**	We embed change management as a core PMO discipline from day one. The technology is never the hard part. The hardest part is getting people to change behaviour. We design our approach accordingly.
05	**COMMERCIAL RIGOUR**	Our Programme Financial Controllers maintain financial integrity throughout. Real-time visibility of spend, forecast and value at all times. We treat the programme budget with the same rigour we would apply to our own business.
06	**KNOWLEDGE TRANSFER**	We build internal PMO and delivery capability in every client organisation. Our engagement model is explicitly designed to leave the organisation stronger than we found it. We plan our own exit from day one.

READY TO DELIVER THE MISSION EFFECT?

Mission Systems provides end-to-end EPMO and PMO design, establishment and leadership for large-scale programmes across any sector.

blaine@mission-systems.com | +44 (0)7407 079 474 | www.mission-systems.com