



MSP[®] Messaging Matrix



October
2020

Messaging Matrix MSP® 5th edition

Product Suite description: MSP is a globally recognized framework for best practice programme management. Programmes are temporary structures used by organizations to lead investments in change.

MSP is specifically designed to address the most common challenges that organizations encounter when leading investments in change. It is designed to align programmes and projects to organizational strategy and to provide governance. It focuses on the outcomes of benefits, whilst mitigating risks and actively engaging stakeholders.

MSP 5th edition consists of a set of principles, themes, and processes that provide a clear roadmap for the programme lifecycle and ensure successful organizational outcomes:

The 7 principles are the driving requirements that are continually required to achieve value from programme management. These principles are universal, self-validating, and empowering.

The 7 themes help organizations to identify key roles, responsibilities, and information needed to support the theme. The themes give very practical guidance illustrating how MSP can be used according to the reasons for a programme. These reasons, or drivers, include:

- innovation and growth
- organizational re-alignment
- effective delivery
- efficient delivery.

The 7 processes provide a route through the lifecycle of a programme with an emphasis on the incremental nature of a programme enabling a cyclical progression towards the desired future state.

MSP 5th edition emphasizes more flexibility, adaptability, and responsiveness by adopting an incremental approach to the programme lifecycle and thus enabling organizational agility.

Value proposition: MSP is the go-to certification and guidance for programme managers, business change managers and the next step for project managers to develop their knowledge and skills to be able to positively respond to the challenges they face when managing programmes and larger, more strategic or multiple projects.

Programme management using MSP creates a framework that enables the organization to align the delivery of programmes and projects to organizational strategy; and to focus on the delivery of outcomes and benefits, while mitigating risks and actively engaging stakeholders at all levels. MSP can be used in conjunction with all the other best-practice products (such as PRINCE2® and MoP®) and international or internal organizational standards.

MSP is proven to work even for the most challenging, complex programmes.

Target audience	Problem/opportunity statement	Product features and benefit statements (that answer the problem/opportunity)
PRINCE2 certificate holders	<p>Challenges include:</p> <ul style="list-style-type: none"> ● Facing challenges in managing larger or multiple projects ● Building and demonstrating new skills ● Improving career and salary prospects ● Finding recognition among peers and staying competitive 	<p>Take the next step to keep developing new skills – MSP is the natural next step after PRINCE2 to develop your knowledge and skills to be able to respond to challenges and to boost your career.</p> <ul style="list-style-type: none"> ● Evolve your skills to manage larger, more complex projects: Despite projects and programmes sharing several parallel features, there are many key differences. MSP offers additional guidance and knowledge which project managers will find of value. ● Manage interdependencies and conflicting priorities: Large, complex, and multiple projects may come with many interdependencies and at times with conflicting priorities; a programme management approach using MSP offers you the required expertise to manage these in order to deliver these projects successfully. ● Adopt a wider strategic approach: MSP empowers you to think more strategically. The vision and target operating model are few elements in MSP that help you to see the ‘big picture’ and link actions to the wider organizational strategy. ● Be highly responsive to change: with its adoption of incremental approach to the programme lifecycle MSP empowers you to be adaptable, flexible, and responsive to change. These skills are essential when working in organizations that adopt agile ways of working. ● Develop more effective stakeholder relationships: effective relationships with internal and external stakeholders are particularly important when managing larger or multiple projects. With MSP stakeholders are proactively managed and engaged helping you to gain buy-in and support. ● Convey your expanding abilities to employers, employees, and peers: benefits of holding a certificate is transparency. An industry recognised MSP certificate helps to prove your programme management knowledge and conveys a message of your growing confidence and professional expertise. It reassures employers that your knowledge has been successfully examined and boosts their confidence to entrust you with larger, more complex, or multiple projects. ● Boost your salary and career progression: getting certified helps boost your career and advance your salary. Over half of individuals that gain a professional certification report an increase in salary and two in five say that getting certified helps with getting promoted or finding a new job (Value of Certification report 2019, AXELOS.com).

Project managers,
Senior project managers

Challenges include:

- Making decisions when managing large or multiple initiatives that are volatile, complex, and difficult to co-ordinate
 - managing internal and external dependencies and resources
 - navigating governance in a wider context
 - realizing benefits in line with corporate strategy
 - Poor communication and stakeholder management
 - Understanding the differences in managing projects and programmes
 - Lack of support from senior leadership
 - Developing the skills and knowledge to transition from project to programme manager
- Develop a strategic mindset: the vision, target operating model, and programme plan allow you take a wider strategic view and co-ordinate multiple projects ensuring they are linked to corporate objectives.
 - Be adaptable and choose most appropriate delivery mode: MSP's multimodal delivery mode allows multiple ways of working, based on what is most suitable for you when delivering the work and on the work itself. A single programme or project may combine different approaches to its component work, with projects using iterative (agile), linear, or hybrid lifecycles or continual improvement activities.
 - Manage resources effectively: the robust planning and review mechanisms ensure that people and cost resources are optimized, flagging when projects or activities should be changed or halted to prevent unnecessary cost/resource impacts.
 - Focus on outcomes and benefits: by continually focusing on linking activity to the agreed outcomes facilitates the realization of benefits outlined in the corporate strategy. MSP provides a rigorous approach to benefits management enabling business change
 - Actively engage stakeholders and gain buy-in: MSP ensures stakeholders are proactively managed and engaged, both internally and externally, by equipping programme leaders to develop effective stakeholder relationships
 - Know when to utilize a programme management approach: although projects and programmes share several similar characteristics, there are many key differences. In situations where the initiative is large, complex, and with many interdependent and perhaps conflicting priorities, a programme management approach using MSP offers the greatest chance of success.
 - Dealing with ambiguity: Leading change is a future-focused activity and it comes with the ambiguity caused by the inability to know what will happen next. MSP helps to understand the risks associated with a programme in order to make 'eyes-open' decisions.
 - Establish clear lines of communication with senior management: with clearly defined roles MSP ensures appropriate allocation of responsibility and accountability. This results in clear lines of communication with and support from senior management.
 - Take the next step with MSP: It is an industry-recognized certification which shows you can be trusted with responsibility for business change and major shifts in organizations.
-

Programme Managers, Business Change Managers	Challenges include: <ul style="list-style-type: none"> ● Limited support, communication, and feedback from senior leadership ● Embedding a collaborative and integrated approach and managing business as usual (BAU) and change within the business ● Managing senior stakeholder expectations ● Unrealistic expectations of the organizational capacity and ability to resource a programme ● Gaining external recognition of existing skills and experience 	<p>A clear governance structure – MSP defines programme roles to ensure that accountability and responsibility is appropriately allocated, and clear lines of communication are built with senior management.</p> <ul style="list-style-type: none"> ● Gain more clarity within complex environments: MSP provides a clear route through complex programmes and encourages a strategic viewpoint to deliver outcomes and benefits, without getting distracted by operational issues. The framework is designed to be flexible and adaptable through the programme lifecycle. ● Build your capability to lead business change across the organization: in the strategic context i.e. from delivering outputs to enabling a vision through the principles and themes of MSP which ensure that there is a continual focus on co-ordinating multiple projects to the agreed strategic outcomes. ● Supporting organizational agility: by adopting a multimodal delivery philosophy and emphasizing an incremental approach, MSP enables organizations to be agile, responsive, and flexible. ● Actively engage stakeholders and achieve buy in: MSP ensures stakeholders are proactively managed and engaged, both internally and externally, by equipping programme leaders to develop effective stakeholder relationships. ● Manage resources effectively: through the robust planning and review mechanisms of MSP, ensure that people and cost resources are optimized, and flag when projects or activities should be halted to prevent unnecessary cost or resource impacts. ● Be transparent about your skill sets: obtaining an MSP certification provides clarity of your programme management expertise, and offers you the confidence about your abilities which you can proof by adding a globally industry-recognized certification to your CV.
--	---	---

Organization,
budget
decision-
maker,
C-Level

Challenges include:

- Cost reduction while needing to invest to future-proof business
 - Staying in control and insuring accountability
 - Weak collaboration between execution and strategic goals
 - Business disruption and talent shortage due to constant innovation
 - Managing internal and external risks
- Align projects and programmes to organizational strategy: MSP aligns programmes and projects to the organizational strategy; it provides governance and focuses on the outcome of benefits for the organization.
 - Stay competitive and respond to industry change: Organizations need to continually improve their ability to change to be able to react to changes in the industry. MSP is specifically designed to address common challenges such as fixed deadlines and scarce resources that organizations encounter when leading investments in change.
 - Ensure control and accountability: MSP defines programme roles to ensure that accountability and responsibility is appropriately allocated, and clear lines of communication are built with senior management.
 - Optimize resources: the robust planning and review mechanisms ensures resources such as costs and people are optimized, it flags when projects or activities should be changed or halted to prevent unnecessary cost/resource impacts.
 - Manage risk: Leading change is a future-focused activity and it comes with the ambiguity caused by the inability to know what will happen next. MSP helps to understand the risks associated with a programme in order to make 'eyes-open' decisions.
 - Facilitate organizational agility: by adopting a multimodal delivery philosophy and emphasizing an incremental approach, MSP enables organizations to be agile, responsive, and flexible.
 - Rely on a proven, successfully applied framework: MSP represents proven best practice in the successful delivery of organizational change through the application of programme management.

Certification scheme

MSP consists of guidance, training, and certification. There are two certification levels: Foundation and Practitioner.

MSP 5th edition Foundation: for individuals that are interested in learning how to manage multiple projects and programmes successfully. The course provides the theoretical knowledge of how to plan, manage, and deliver programmes from start to finish. It is designed to support programme or project managers, those working in a programme office, business change managers, and programme and project delivery team members, that wish to gain a greater understanding of the MSP guidance to work more effectively in large-scale project or programme environments.

MSP 5th edition Practitioner: for project, programme, and business change managers that want to build on their knowledge of MSP, in order to practically apply the MSP framework to real life scenarios, providing the skills to lead and manage a programme. It is a must-have certification for both project and programme management professionals to deliver organizational value to their employers and boost their careers.

Certification is accompanied by a content subscription service, My MSP that offers MSP practitioners a wide range of content designed to help them achieve exam success, excel in their professional roles, and advance their careers.

PRE-REQUISITES AND EXPIRY DATES

MSP 5th edition Foundation: there are no pre-requisites for taking the MSP 5th edition Foundation exam. It is an entry level certification that does not require any previous knowledge or experience, making it accessible to anyone interested in learning how to manage multiple projects and programmes successfully. This certificate has no expiry date.

MSP 5th edition Practitioner: to take the MSP 5th edition Practitioner exam, candidates are required to have MSP 5th edition Foundation certificate. The MSP 5th edition Practitioner certificates are valid for three years. To remain accredited, Practitioners can re-sit the exam or log CPD points through our online subscription, My MSP.

TRANSLATIONS

The launch date for MSP 5th edition core guidance and examinations is 26 October 2020 (for both certification levels).

AXELOS will announce plans for other language availability throughout 2021.

