

TransparentChoice Micro-Guide

IT is not an island

How to merge competing priorities
from an IT portfolio and business
stakeholders

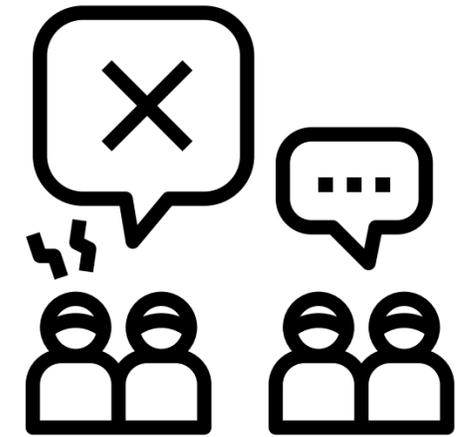


TransparentChoice builds around 4 key pillars



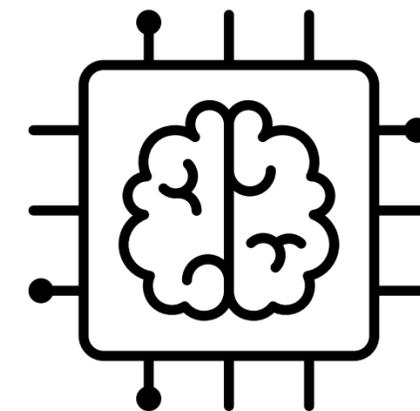
Organize data for ease of use and structure

Encourage debate to build data quality & buy-in



Use data visualization to maximise transparency

Use AI to enable fast iteration at scale



Use Kanban process to manage two backlogs in one pipeline

1. New Submissions (0)

2. Resource Estimates (0)

3. Scoring (0)

4. Ready to Prioritize (0)

5. Must Do (172)

6. Should Do (33)

7. Don't Do (95)

Create a shared work-intake process & assessment model for IT and Business Projects

Use bespoke scoring models for each backlog, to create 'Plan A' based on fair share of resource

Apply resource constraints, and optimize backlog to allocate shared resources efficiently & transparently



Generate projects for prioritization



Test Instance

Request a project

Welcome to the project request page. Please use the form on the right-hand side to request your project.

Once you have entered your request, the project management team will review your request and will get back to you with any questions they have. Your project request will be evaluated against the overall contribution it makes to the business and in the context of other projects and constraints that we have.

Thank you for requesting a new project.

* Project Name

Project Set Up

Project Benefits Case

Link to docs

Backlog

Project Lead

Lead for collecting the data

Capture basic Set Up Data via
online URL to stakeholders

AND - OR

Import from backlogs from
Excel or PPM tools



[Click here to see an example](#)



Define Resource 'pots' that will be shared between backlogs, then capture estimates for each poroject

Resource Requirements

LABEL ↕
Business Resource Number field
IT Resource: Network Engineers Number field
IT Resource: App Devs Number field
IT Resource: BA Number field
IT Resource: DBA Number field
IT Resource: PM Number field
IT Resource: Security Number field
IT Resource: System Admin Number field
IT Resource: Testing Number field
IT Resource: Total Calculated field
Total Resource Requirement Calculated field

Resource can be money, effort or a combination - the key is that both backlogs share an approach

IT Resource Requirement

Filter by list: Group by text attri:

Drag a column header and drop it here to group by that column

	Name	IT Resource: Network ...	IT Resource: App Devs	IT Resource: BA	IT Resource: DBA
Edit	Project 1	2	7	0	0
Edit	Project 10	4	6	8	0
Edit	Project 100	20	6	20	20
Edit	Project 101	18	32	32	0
Edit	Project 102	0	6	10	10

Edit Project

Details | Share

Project Name
Project 1

Description
This project is Super and will add value by Making Cool Things

IT Team Support - Days

IT Resource: PM
0
Estimated number of days required to complete project

IT Resource: Network Engineers
2
Estimated number of days required to complete project

IT Resource: Security
9
Estimated number of days required to complete project

IT Resource: BA
0
Estimated number of days required to complete project

IT Resource: System Admin
4
Estimated number of days required to complete project

IT Resource: DBA
7
Estimated number of days required to complete project

Delete



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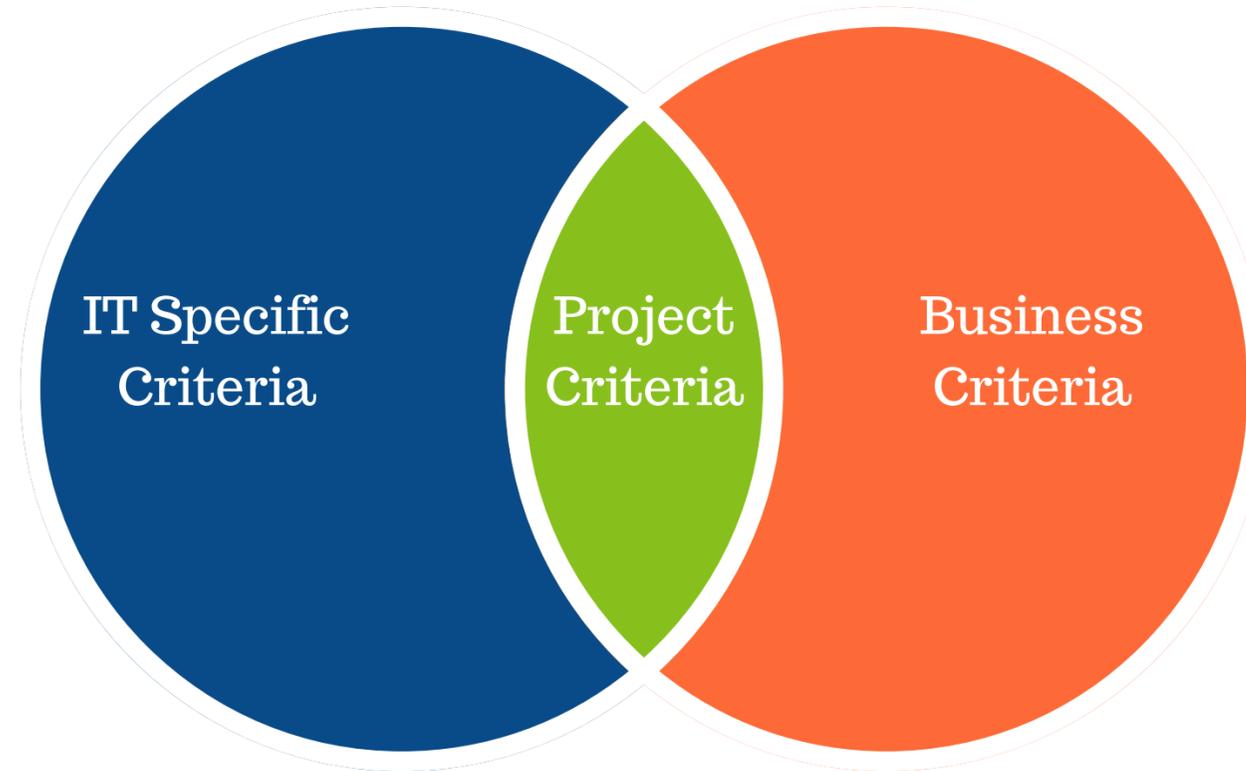
Create 2 AHP models with either shared or bespoke criteria (or a mix)

IT Requirements

- 1. Project Benefits (IT Projects only)
 - Enable better ways of working for IT team
 - License Fee saving from contract reduction
 - Manpower savings from productivity
- 2. Risk Reduction
 - Improve system resilience
 - Reduce liability from Technical Debt (e.g. unsupported systems)
 - Reduce risk of security breach (cyber, data etc.)

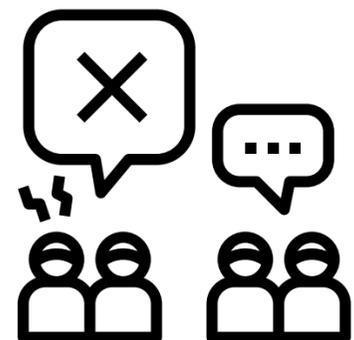
Business Requirements

- 1. Project Benefits (Business-led projects)
 - Deliver strong ROI on benefits case
 - Drive Overall Revenue to \$x by 2028
 - Enable cost savings of \$y within the next 18 months
- 2. Strategy Execution
 - Achieve Market Leadership by 2026
 - Deliver Big 5 Strategic Initiatives
 - Improve Customer Experience in key contact points
- 3. Broader Organizational Commitments
 - Make the company a better place to work for our colleagues
 - Reduce risk linked to reputational damage / PR liabilities
 - Support the company commitment to delivery Net Zero by 2035



Delivery Risk

- 3. Project Complexity
 - Compatibility with existing technology
 - Level of reliance on third parties
 - Potential for disruption to ongoing operations
- 4. Project Readiness
 - Availability of technical skills required
 - Business adoption risk
 - Commitment level for Senior Sponsorship



Debating criteria is a really useful exercise for a leadership group



Weight each model to build AHP framework

Use Pairwise Surveys... as a team sport

Generate bespoke weight set for each model

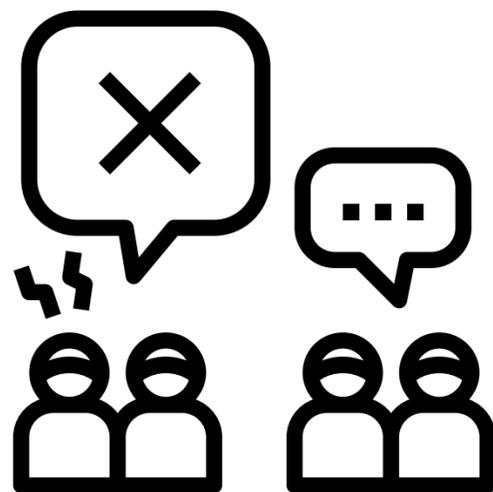
1. Project Benefits (Business-led projects)

More important ▾

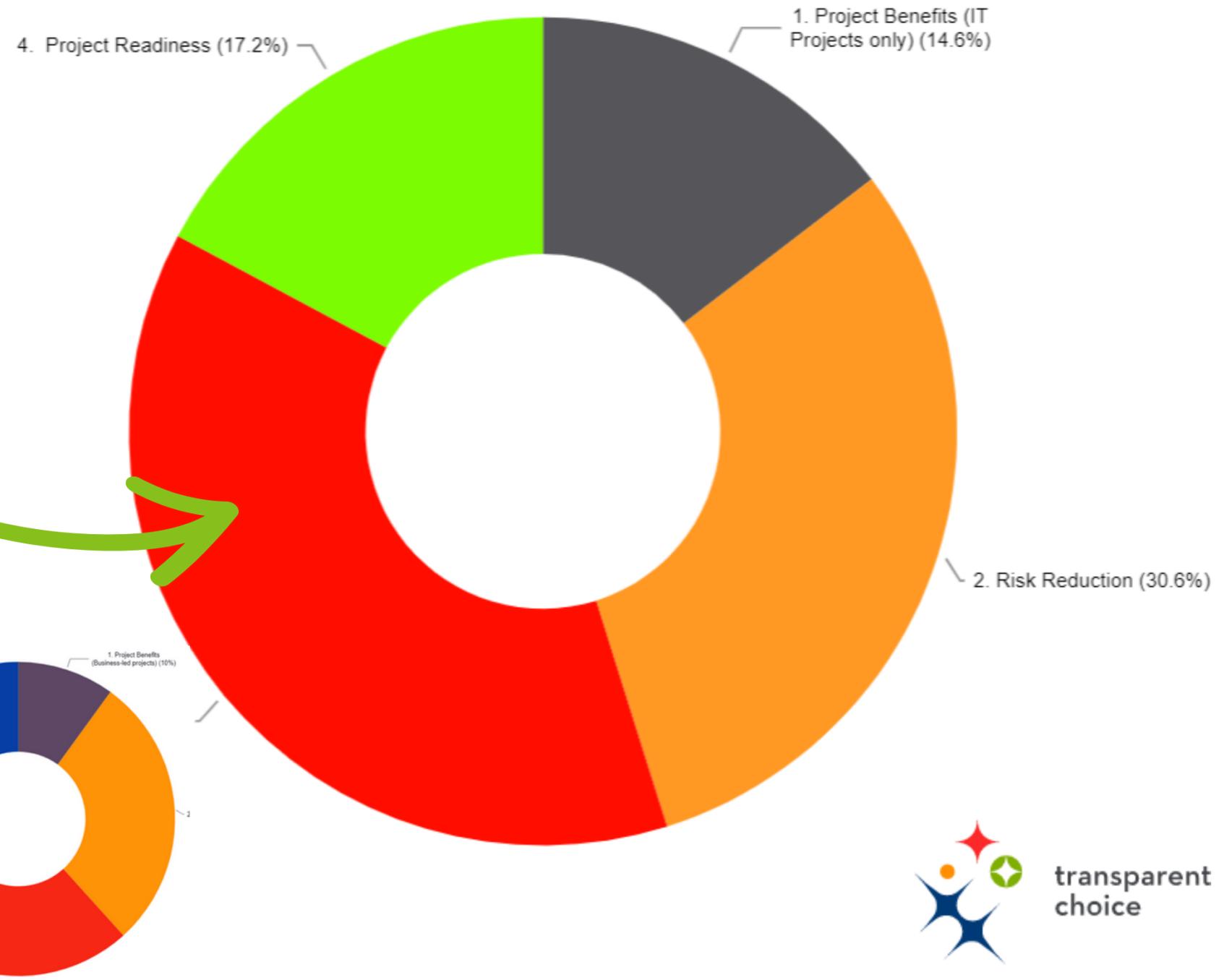
2. Strategy Execution

More important ▾

	1. Project Benefits (Business-led projects)									vs	2. Strategy Execution								
Average (1.64)	9	8	7	6	5	4	3	2	1	1.64	3	4	5	6	7	8	9		
IT Manager 12	9	8	7	6	5	4	3	2	1	5	6	7	8	9					
IT Manager 10	9	8	7	6	5	4	3	2	1	4	5	6	7	8	9				
IT Manager 13	9	8	7	6	5	4	3	2	1	6	7	8	9						
IT Manager 1	9	8	7	6	5	4	3	2	1	8	9								
IT Manager 11	9	8	7	6	5	4	3	2	1	8	9								



[Click here to see survey](#)



Score projects as a team using the right people for the job

Match subject matter experts to criteria to score projects

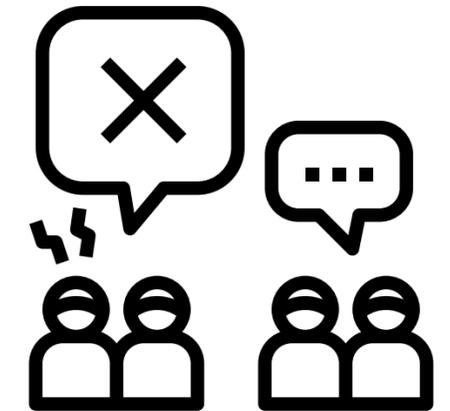
Share scoring to reduce noise, and identify areas of disagreement

Business Projects
Owner: Dan Dures
Panelists: 20
Attributes: 9/33
Projects: Business Projects

IT Backlog Scoring
Owner: Dan Dures
Panelists: 20
Attributes: 6/33
Projects: IT Projects

All Projects - Risk Review
Owner: Dan Dures
Panelists: 20
Attributes: 6/33
Projects: All

How would you rate: [Project 1](#)
in the context of: [Availability of technical skills required?](#)



- 0 - Dangerous Risk**
This project has the potential to go horribly wrong.
- 25 - Potentially Dangerous Risk**
This project has significant risk with no clear solution in place.
- 50 - Manageable Risk**
This project has risk, but it's
- 75 - Low Risk**
This project only poses low risk.
- 100 - No Risk**
This project poses no meaningful risk.

Average (25)	0	25	50	75	100
Project Lead 10	0	25	50	75	100
Project Lead 11	0	25	50	75	100
Project Lead 15	0	25	50	75	100

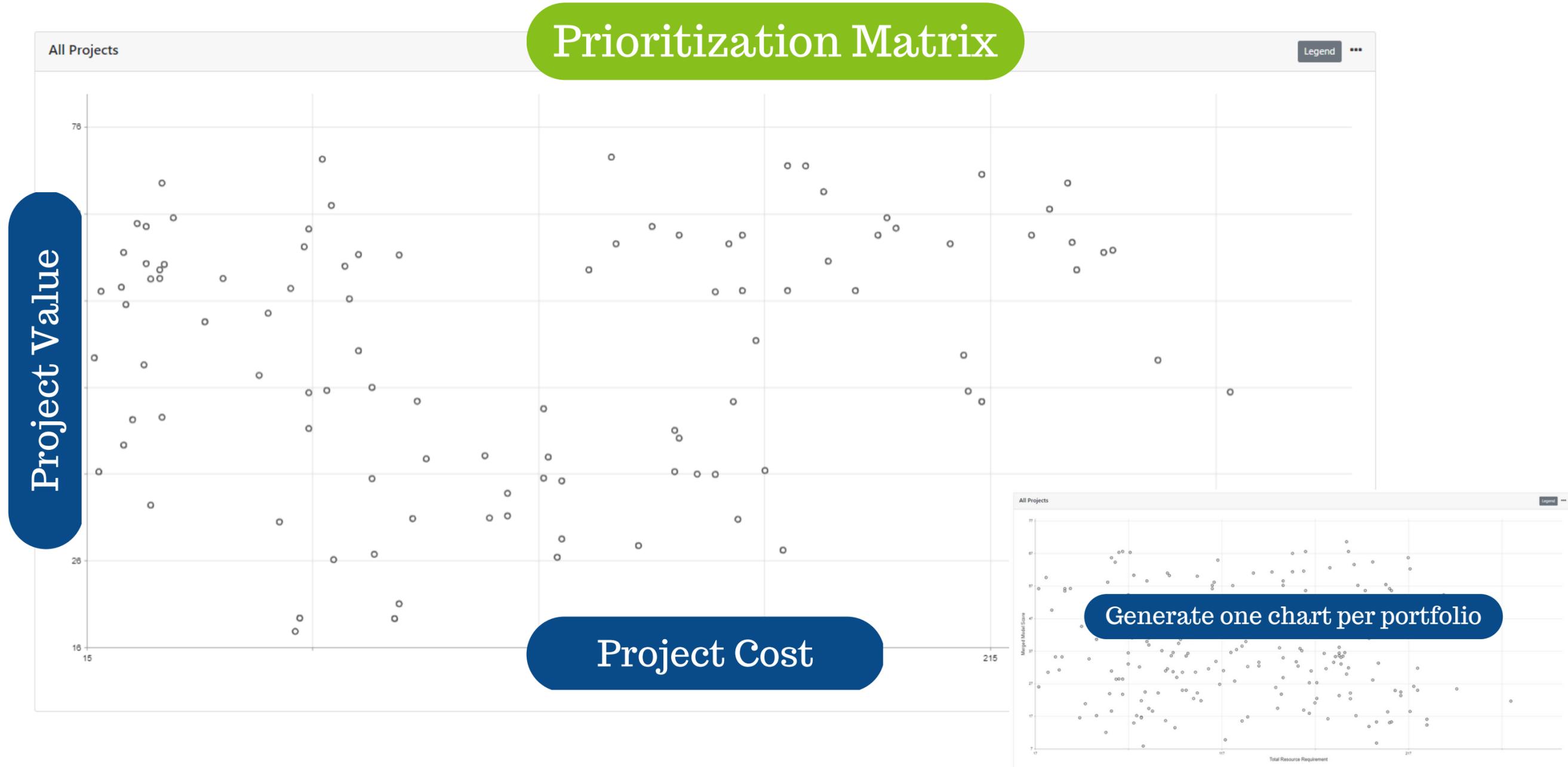
[Click here to see survey](#)



Resource + Scores = Prioritization Matrix



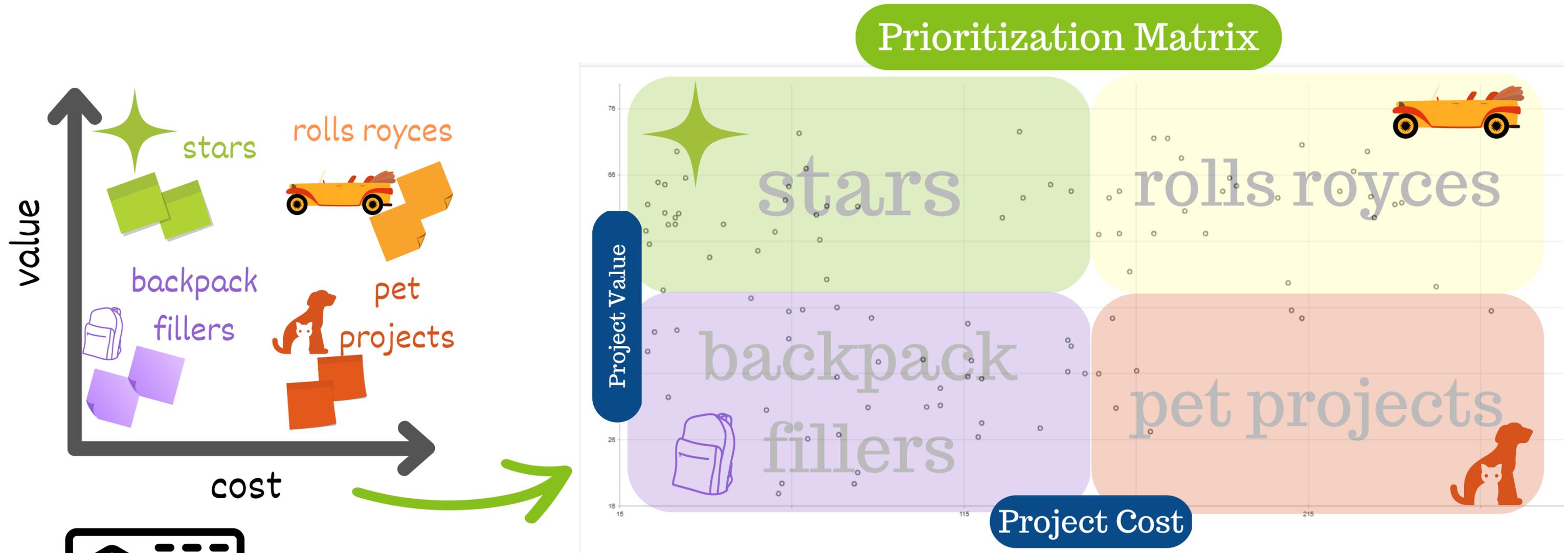
Value is the output of our AHP model - the sum of weighted sub-criteria scoring



Cost is generated using the resource estimates - this means we differentiate easy projects from hard ones

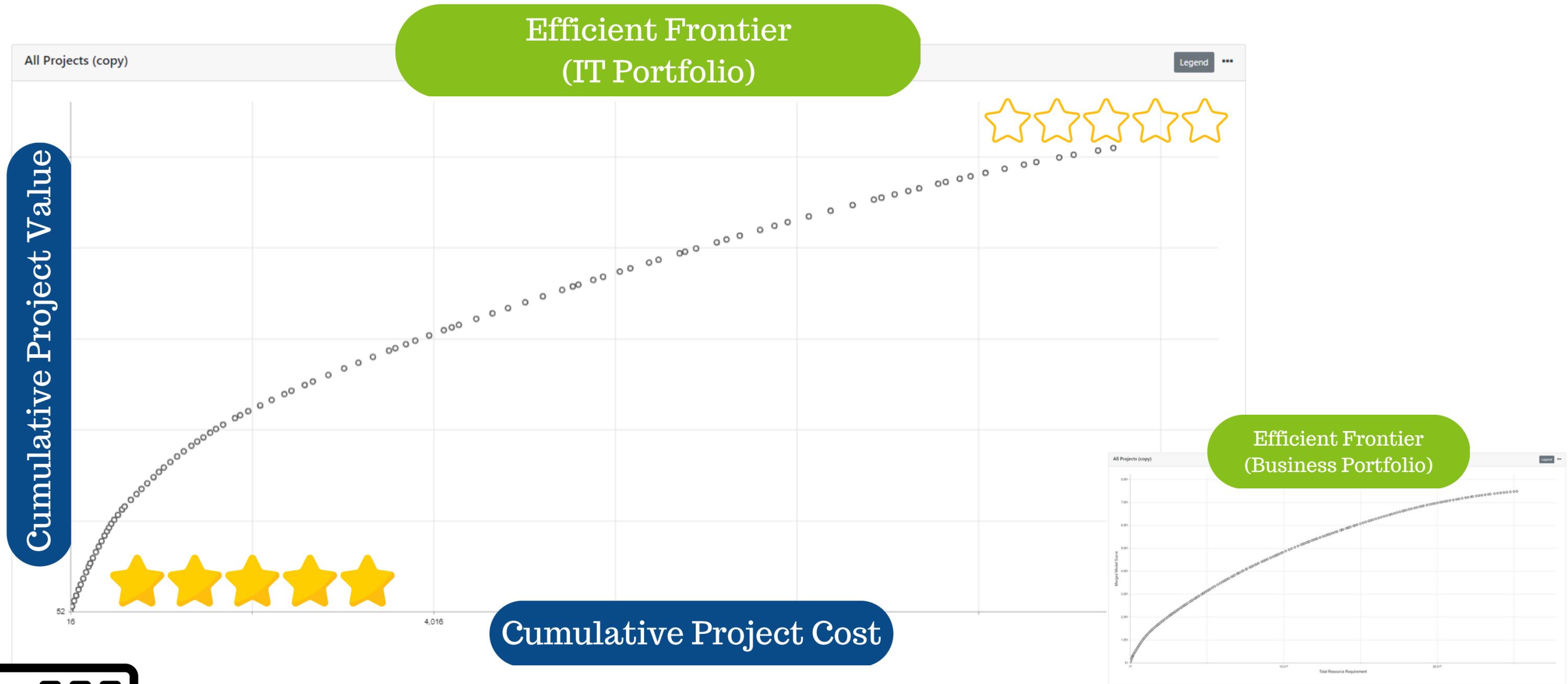
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Apply Prioritization Matrix best practice for classification of projects



Start initial discussions using the same language for both portfolios

Use Value for Money to generate project rank - The Efficient Frontier



Using Value for Money, this view sorts projects from best to worst

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Apply prioritization outcomes based on data, for both portfolios, separately



pet projects

don't do

Long tail for value - cut



rolls royces

should do

Could go either way, based on resource availability



backpack fillers

must do

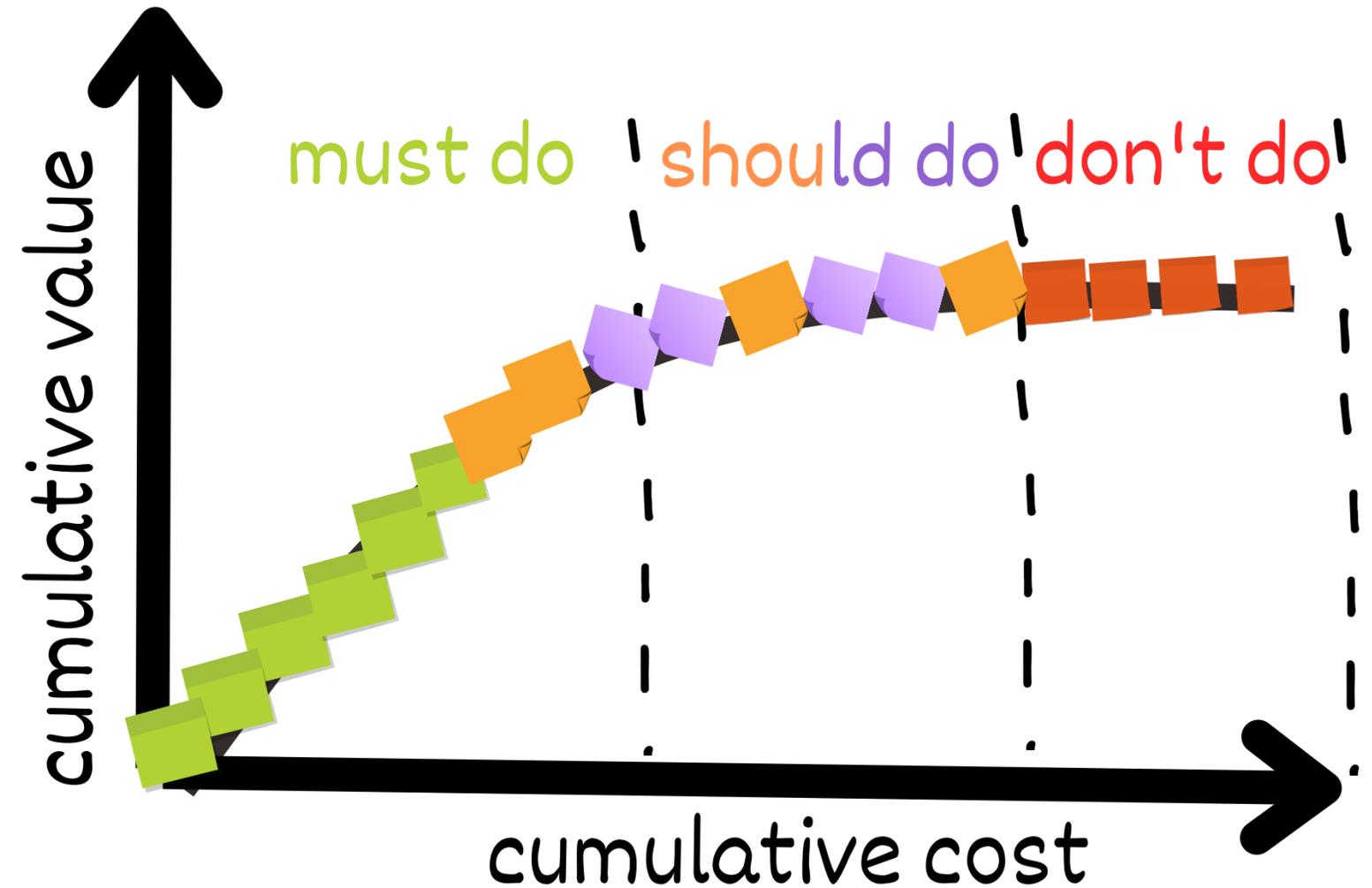
Do early & resource fully for success



stars



Generating these cut-offs is key to allocating resource - that comes next



Decide on how resources get shared between portfolios... for example

IT Projects

25%

Decide on 'minimum' allocation of resource for IT to pick 'must do' projects

Business Projects

50%

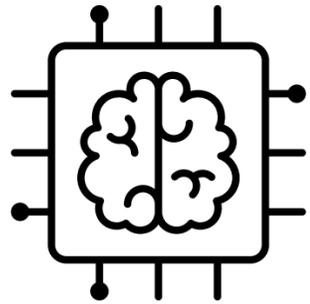
Repeat for the business portfolio's 'must do' projects, but leave some 'flex' resource

Flex

25%

Allocate remaining capacity as 'should do' items across mix of IT & business portfolios

Optimisation picks best value projects based on resource constraints you define



Final 25% shared with optimization objective **Merged Model Score**
No description

Optimize with AI

Resource constraints (8)

IT Resource: Network Engineers	from IT Resource: Network Engineers	500	days
IT Resource: App Devs	from IT Resource: App Devs	500	days
IT Resource: BA	from IT Resource: BA	500	days
IT Resource: DBA	from IT Resource: DBA	500	days
IT Resource: PM	from IT Resource: PM	500	days
IT Resource: Security	from IT Resource: Security	500	days
IT Resource: Testing	from IT Resource: Testing	500	days
IT Resource: System Admin	from IT Resource: System Admin	500	days

in this example 500 days of each type of IT resource is being optimized

Optimizer applies resource constraints to optimize 'total value'

Select projects for Select Projects for 50% allocation to Biz

Optimize with AI

← scenarios edit clone refresh

Congratulations! All resolved.

Accepted (113)

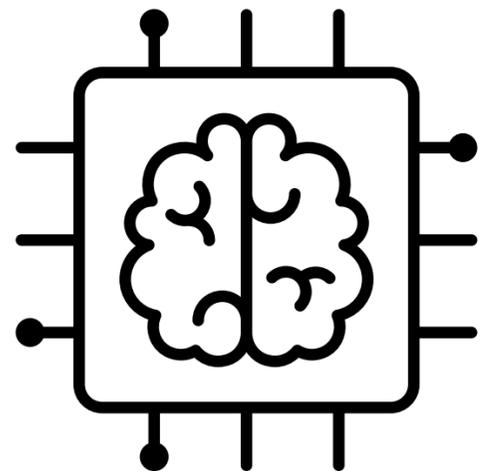
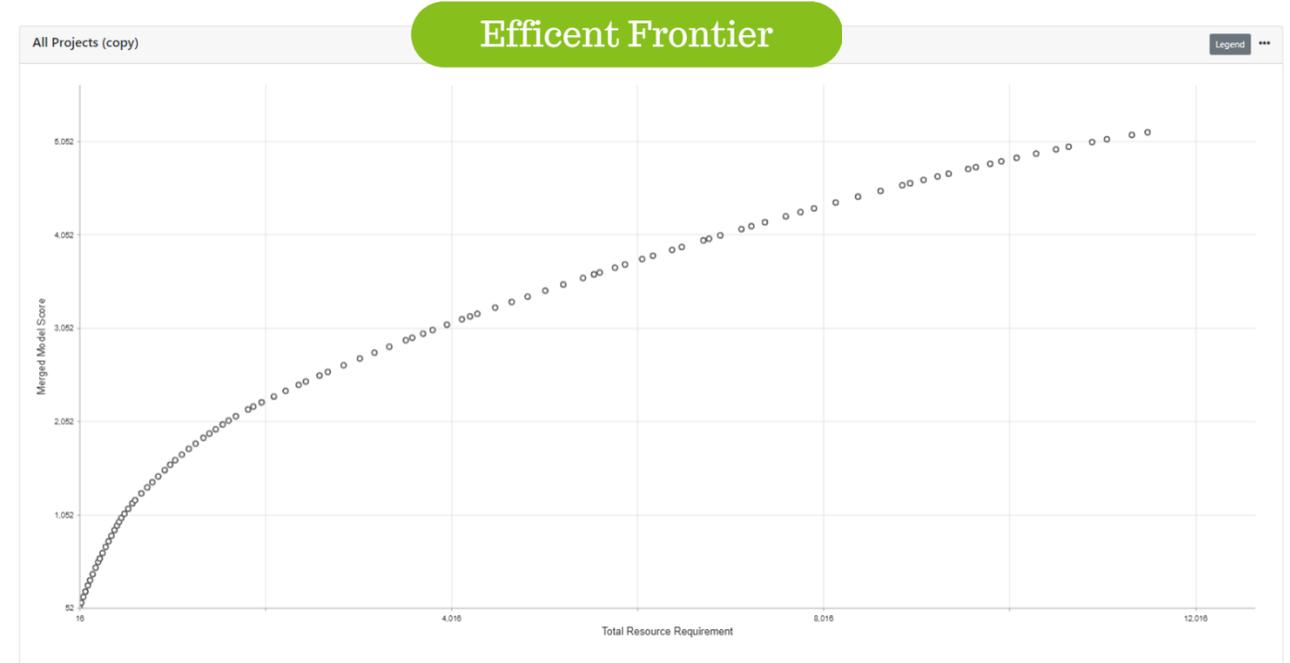
Project 147

Rejected (85)

Project 76

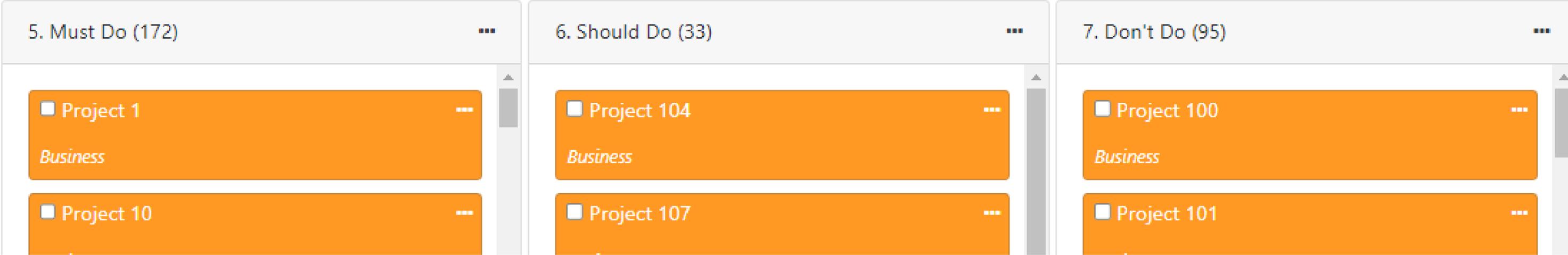
33
95
0
1375.32
VALUE

IT Resource: Network ... IT Resource: App Devs... IT Resource: BA: 479.5 IT Resource: DBA: 489 IT Resource



Broadly follows efficient frontier but AI will look for ways to make use of all resource available

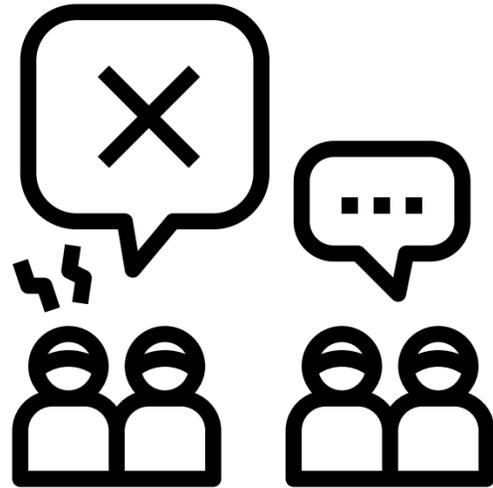
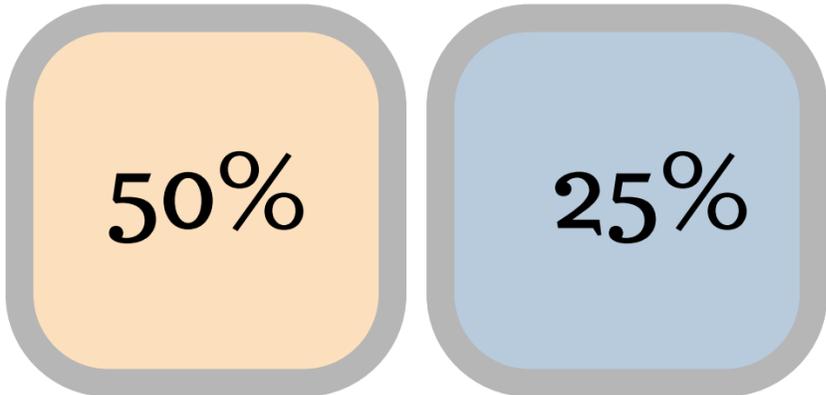
Push AI driven lists back into Kanban to start a focused selection debate



Chosen with core budget allocation

Chosen with flex (split between IT & business)

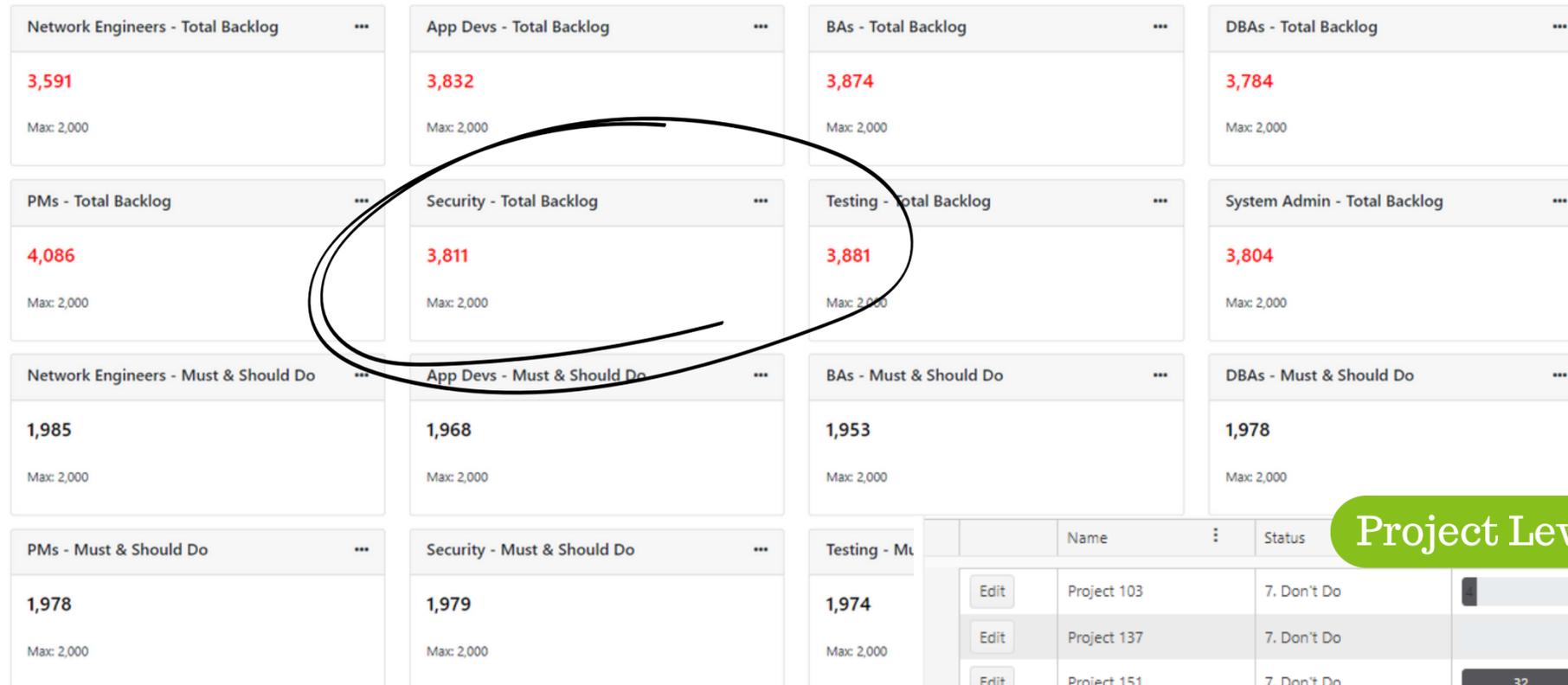
There is not enough resource to do these projects



We're not reviewing the whole list...we're asking 2 questions:
(1) Are any 'don't do' items actually too important to ignore?
(2) If yes, which 'should do' items will make way for them?

Make manual swaps but stay within resource constraints

Reporting Metrics

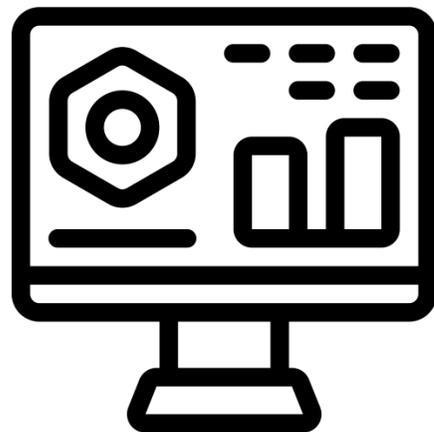


Checklist

- Are any 'don't do' projects critical?
- Does any scoring look right?
- Can I unblock any bottlenecks?
- Collect stakeholder feedback
- Does everyone buy into the model?

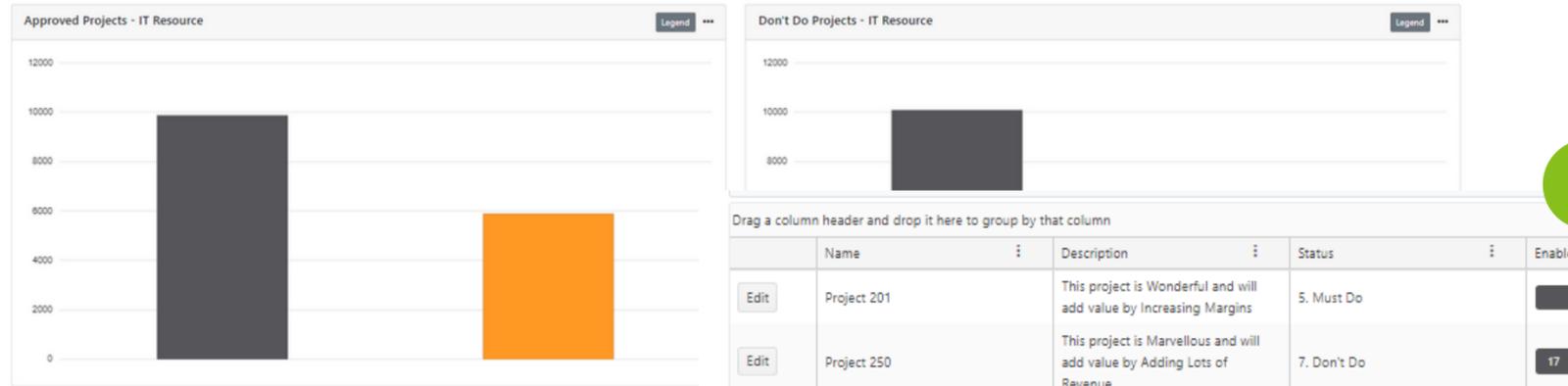
Project Level Data

	Name	Status	IT Resource: BA	IT Resou
Edit	Project 103	7. Don't Do	24	38
Edit	Project 137	7. Don't Do	16	32
Edit	Project 151	7. Don't Do	32	6
Edit	Project 189	7. Don't Do	18	42
Edit	Project 220	7. Don't Do	8	4
Edit	Project 236	7. Don't Do	36	48
Edit	Project 246	7. Don't Do	30	
Edit	Project 269	7. Don't Do	16	32
Edit	Project 279	7. Don't Do	30	34
Edit	Project 38	7. Don't Do	12	6
Edit	Project 44	7. Don't Do		
Edit	Project 176	7. Don't Do	6.5	6.5
Edit	Project 105	7. Don't Do	28	38
Edit	Project 12	7. Don't Do	5	15
Edit	Project 172	7. Don't Do	18	28



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Check proposed portfolio for balance & strategic alignment



Checklist

Is this 'fair' - and does this matter?
 Are we missing a key project for one criteria?
 Does our portfolio match our criteria weights?

Project Criteria Scores

Name	Description	Status	Enable better ways of workin...	Improve system resilience	License Fee saving from cont...	Manpower savings from pro...	Reduce liability from Tech...	Reduce risk of security breac...
Project 201	This project is Wonderful and will add value by Increasing Margins	5. Must Do	75	50	33	67	92	50
Project 250	This project is Marvellous and will add value by Adding Lots of Revenue	7. Don't Do	17	83	58	58	92	42
Project 275	This project is Wonderful and will add value by Increasing Margins	5. Must Do	17	42	75	50	92	67
Project 278	This project is Jolly Good and will add value by Making Cool Things	7. Don't Do		17	25	67	92	
Project 218	This project is Wonderful and will add value by Reducing Costs	5. Must Do	63	50	50	50	88	
Project 217	This project is Quite Nice and will add value by Reducing Costs	5. Must Do	58	33	67	58	83	67
Project 232	This project is Marvellous and will add value by Adding Lots of Revenue	7. Don't Do	58	25	17	25	83	25
Project 237	This project is Jolly Good and will add value by Updating Legacy Systems	6. Should Do	42	67		58	83	75
Project 292	This project is Jolly Good and will add value by Making Cool Things	5. Must Do	67	50	50	75	83	25

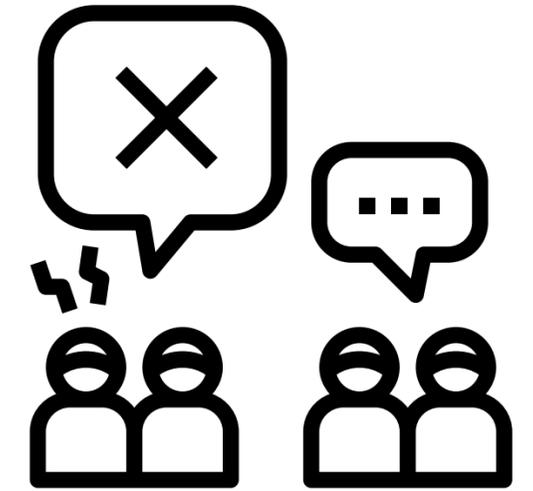


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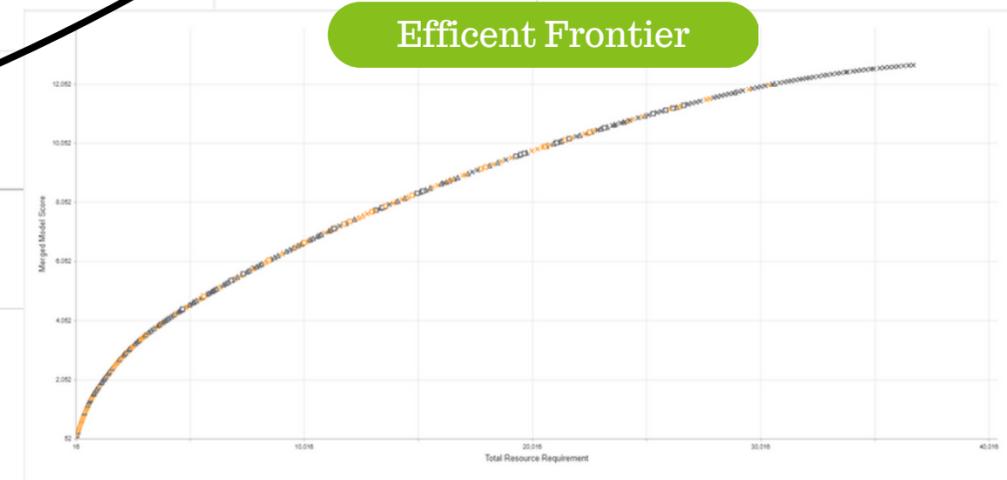
Use Efficient Frontier & Prioritization Matrix to review AI suggestions

Prioritization Matrix



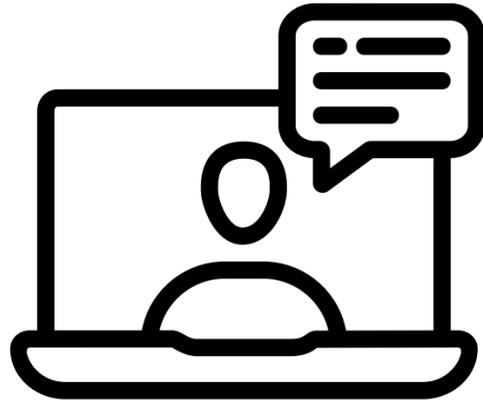
final debate... happy with the model and the choices?

Efficient Frontier



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Further Resources



[Webinar with Deep Team, Partner](#)



[Book a Call with Customer Success](#)