



PROUDLY SUPPORTER OF EDSICO MANAGEMENT



NAVIGATING COMPLEXITY

FROM PROJECT DELIVERY TO STRATEGIC PORTFOLIO LEADERSHIP

Insights and practical perspectives on strategy, governance, risk, and value to **lead with clarity** in an uncertain world.



ALIGN STRATEGY

Ensure every initiative drives meaningful outcomes.



OPTIMISE INVESTMENT

Prioritize the right opportunities for maximum impact.



MANAGE RISK

Balance opportunity and risk to build resilient portfolios.



DELIVER VALUE

Realise benefits that create long-term organisational value.



ADAPT & LEAD

Lead with agility through complexity and change.



BASED ON A PODCAST WITH

OMER IQBAL

STRATEGY. PORTFOLIO. DELIVERY. LEADSHIP.

Portfolio Leadership Self-Assessment Checklist

In today's complex environment, organisations must ensure that every investment aligns with strategy, delivers measurable value, and strengthens long-term capability.

Successful projects alone do not guarantee
organisational success.

This self-assessment checklist accompanies 'Navigating Complexity: From Project Delivery to Strategic Portfolio Leadership' and helps executives, portfolio managers, PMOs, and project leaders assess the maturity of their portfolio management practices.

Organised around five pillars—Strategy & Value Alignment, Portfolio Prioritisation & Investment, Risk & Complexity Leadership, Governance & Delivery Excellence, and Innovation, Learning & Adaptability—the checklist provides a practical way to identify strengths, uncover improvement opportunities, and enhance strategic portfolio performance.

How to Use This Checklist

For each question, select Yes if the practice is consistently applied within your organisation, or No if it is absent, inconsistent, or requires improvement.

By completing this assessment, you will:

- Evaluate alignment between strategy and portfolio investments
- Identify gaps in governance, prioritisation, and decision-making
- Assess your organisation's capability to manage complexity and uncertainty
- Strengthen collaboration between executives, PMOs, and delivery teams
- Build a more resilient, value-driven portfolio

Scoring: Award 1 point for every Yes response and 0 points for every No response.

1. Strategy & Value Alignment

Key Area	Assessment Question	Status
Strategic Purpose	Is the portfolio clearly aligned with organisational strategy and long-term objectives?	☐ Yes ☐ No
Value Creation	Are expected benefits and success measures defined before investments are approved?	☐ Yes ☐ No
Executive Sponsorship	Is there active executive sponsorship guiding portfolio decisions?	☐ Yes ☐ No
Strategic Alignment	Are projects regularly reviewed to ensure they remain strategically relevant?	☐ Yes ☐ No
Outcome Focus	Is success measured by business outcomes rather than project outputs alone?	☐ Yes ☐ No

2. Portfolio Prioritisation & Investment

Key Area	Assessment Question	Status
Portfolio Thinking	Are projects managed as an integrated portfolio rather than isolated initiatives?	☐ Yes ☐ No
Investment Prioritisation	Are investments prioritised using consistent strategic criteria?	☐ Yes ☐ No
Resource Allocation	Are funding, workforce, and capability allocated to the highest-value initiatives?	☐ Yes ☐ No
Portfolio Reviews	Are portfolio priorities reviewed regularly as organisational needs change?	☐ Yes ☐ No
Investment Discipline	Are low-value or misaligned initiatives stopped, deferred, or reprioritised?	☐ Yes ☐ No

3. Risk & Complexity Leadership

Key Area	Assessment Question	Status
Risk Appetite	Has leadership defined acceptable levels of organisational risk?	☐ Yes ☐ No
Risk Identification	Are strategic, operational, and delivery risks identified early?	☐ Yes ☐ No
Scenario Planning	Are major investment decisions supported by scenario planning?	☐ Yes ☐ No
Adaptive Leadership	Do leaders adapt their decision-making approach to different levels of complexity?	☐ Yes ☐ No
Organisational Resilience	Can the organisation respond effectively to disruption while maintaining strategic focus?	☐ Yes ☐ No

4. Governance & Delivery Excellence

Key Area	Assessment Question	Status
Governance	Are governance roles, responsibilities, and decision-making authorities clearly defined?	☐ Yes ☐ No
Communication	Is strategic direction consistently communicated across delivery teams?	☐ Yes ☐ No
Performance Monitoring	Do leaders receive reliable performance information to support timely decisions?	☐ Yes ☐ No
Benefits Realisation	Are benefits measured after project completion to confirm value has been delivered?	☐ Yes ☐ No
Accountability	Are leaders held accountable for organisational outcomes as well as project delivery?	☐ Yes ☐ No

5. Innovation, Learning & Adaptability

Key Area	Assessment Question	Status
Innovation Culture	Does the organisation encourage innovation, experimentation, and continuous improvement?	☐ Yes ☐ No
Learning	Are lessons learned consistently captured and applied across future initiatives?	☐ Yes ☐ No
Technology	Are digital technologies used to improve decision-making and organisational performance?	☐ Yes ☐ No
Adaptability	Can teams rapidly adapt to changing priorities and external conditions?	☐ Yes ☐ No
Continuous Improvement	Is innovation embedded in everyday operations rather than isolated initiatives?	☐ Yes ☐ No

Scoring Guide

Score	Assessment
21–25	Strategic Portfolio Leader – Portfolio management is highly mature, with strong strategic alignment, governance, resilience, and value delivery.
16–20	Mature – Strong portfolio management practices are in place, with opportunities to further strengthen innovation and organisational capability.
11–15	Developing – Good foundations exist, but greater consistency is needed in governance, prioritisation, and strategic alignment.
0–10	High Risk – Significant capability gaps exist between strategy and execution. Immediate improvement is recommended.

Reflection & Next Steps

- Review your scores across the five leadership pillars.
- Identify the three lowest-scoring areas and prioritise improvement actions.
- Discuss the results with executives, PMOs, and delivery leaders to strengthen organisational capability.
- Repeat the assessment annually or following major strategic reviews to monitor progress and continuous improvement.
- Need Support?
- If your results highlight areas for improvement, **EDSICO can help:**

 [Book a Free Consultation with EDSICO](#)

 <https://edsico.com.au/>

 Email: info@edsico.com.au

 Or [reach out via LinkedIn](#)

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- **Watch the full podcast episode.**

Hear from Omer Iqbal, President of PMI Sydney and Senior Portfolio Manager at Sydney Water, whose career has spanned oil and gas, mining, defence, transport, and utilities.

 [Watch the full episode on YouTube](#)