1. Business Diagnostic
   1. Do business and strategic objectives exist? Are they unambiguous, actionable, and readily available to management and other organizational areas? Does management participate in the formation of these objectives? How well does the strategic plan mirror or link to the corporate strategic plan? Are key performance indicators, critical success factors, and balanced scorecards provide metrics and monitoring capabilities, translating performance metrics into business benefits? Are future business needs and a technology road map available to business and management?
   2. Are there regulatory or legislative actions that are driving portfolio management?
   3. What are the expectations of the benefits of portfolio management?
   4. Is the implementation and maturation of the capabilities of portfolio management critical for the organization to meet its goals? Can the business goals be reached without portfolio management?
   5. What drivers create the need to mature the organization’s capability in portfolio management?
      1. What is the management of the critical area hopes to resolve with maturing portfolio management capabilities?
      2. Are many projects that made it through the process but failed to deliver value? Conversely, are technology candidates failing to make it through to operations, and have these roadblocks been identified (e.g., skills, funding, politics)?
      3. How engaged are vital customers, stakeholders, and end-users in developing and monitoring portfolio management?
         * Are the value propositions of each of these entities understood?
         * Is a customer segmentation analysis showing the prioritization of customers and their needs?
         * Has a stakeholder readiness assessment been completed?
         * How are current and future priorities incorporated into the process?
      4. Is there funding available for establishing full-time positions focused on portfolio management? Is there funding available to ensure that investments can transition from the discovery portfolio to the project portfolio and asset portfolio (operations and sustainment)?
      5. Are expected financial returns based on models such as return on investment, internal rate of return, payback period, and so on used when evaluating investments? Is the total cost of ownership calculated?
      6. Are there benchmarking data points to assess investment competitiveness? Are best practices from other companies and industries considered and leveraged?
      7. Has the impact of not investing been considered?
      8. Are competitors using portfolio management to create a sustainable competitive advantage?
      9. Are economic, IT, and other trends and competitive intelligence factored into the criteria used for prioritizing investments?
      10. Do partners, vendors, and suppliers have insight into the future needs and requirements of the organization? Does the organization influence its future road maps and investments? Does the organization have insight into the obsolescence and other risks associated with its solutions?
2. Internal Diagnostic
   1. Is a governance framework with committees/boards that have defined areas of responsibility, accountability, and decision-making authority? Is executive management and management represented on these committees/boards? Is there a strong relationship between corporate governance and departmental governance? Do the governance committees/board have purview over all departmental portfolios (discovery, project, and asset portfolios)? How engaged are the members of the board of directors in portfolio management?
   2. What current portfolio management processes exist? Are they working, and how are they governed, managed, and measured? Do clear prioritization criteria exist, and are they consistent with business and strategic objectives? What are the lessons learned from these business units/divisions, and can they be leveraged and communicated across the organization? Is the portfolio used for internal and external (e.g., outsourcing) purposes?
   3. Does the organization have people, processes, and technology to rapidly and agilely respond to unexpected, unplanned, and unscheduled events?
   4. How well do employees and senior management understand portfolio management? How committed is the organization to maturing its portfolio management capabilities? Is senior leadership fully engaged?
   5. Does an architecture board, a requirements committee, and a program management office exist? Are their strategies, plans, and insights linked to the business? How adaptable are their processes in sensing and responding to unanticipated needs? Are their capabilities at a level 2 or above on the maturity scale? What is their role, function, and input to the portfolio management framework? Do enterprise-wide architectural standards exist? Are they enforced, and is there an exception handling process?
   6. Is a team assembled to study and provide recommendations regarding maturing the portfolio management efforts? Who is championing, sponsoring, and supporting this effort? How well-represented is the functional and business unit leadership on this team? How knowledgeable are they in portfolio management? What support are they receiving from leadership, business units, divisions, and so forth? What will be their commitment to implementing, monitoring, and managing portfolio management after their engagement is complete?
   7. Do standardized business cases exist? Are they monitored, measured, and matured throughout the entire life cycle of an investment?
   8. Is there sufficient funding, time, and resources available to perform a complete internal diagnosis?
   9. How detailed are processes defined that affect or impact portfolio management?
      1. Which steps have the most significant impact and have the poorest performance on key process measures?
      2. Which processes require the greatest rework?
      3. What systems or solutions support the process? Are they flexible in handling off-cycle requests? Are outputs measurable?
      4. Which divisions/business units are engaged in the process? Are they the right personnel, are these processes required, and do these personnel add value to the process?
      5. Are there bottlenecks, delays, missing, out-of-sequence, or redundant steps? Are there overly burdening manual and paper-based steps?
      6. Is there training for the processes? Are the processes well documented?
   10. Is there a standard nomenclature for how information and data are defined?
   11. Are employees incentivized and rewarded for reaching specific milestones and achieving well-defined performance targets?
   12. Is management willing to make possible transformational changes to assure the success of portfolio management?
       1. Has management considered changes to the organizational structure, alterations to people practices and processes, new measures, reorganizing, and establishing a performance culture?
3. Operational Diagnostic
   1. Are there knowledge capture, sharing, and knowledge repositories detailing aspects of all investments and portfolios (or sub-portfolios) that are up-to-date and accessible by employees?
   2. Are investment dependencies on other existing or new investments mapped and well documented? Are portfolios mapped to other related portfolios?
   3. Does a centralized asset repository exist? Are any of the following fields captured in this repository?
      1. Age?
      2. Impact of the system or solution?
      3. IT system dependencies?
      4. History of failure rates?
      5. Supportability, maintenance, and operations?
      6. Current and future state processes (project, development, maintenance, change management, demand management, operations management, others)?
      7. Is there a series of checkpoints (Stage-Gates) to evaluate investments? Are investments that provide little to no value to the business strategy identified and halted early in the process? Are systems that provide little to no value to the business strategy frequently sunsetted?
      8. Key users?
      9. Service-level agreements?
      10. Training and knowledge management?
   4. Are there facilities that enable experimentation, proof of concept, piloting, and prototyping activities?
   5. Is there a postmortem performed on initiatives and projects? How often are investment assets assessed?
   6. How often is the portfolio process reassessed?