

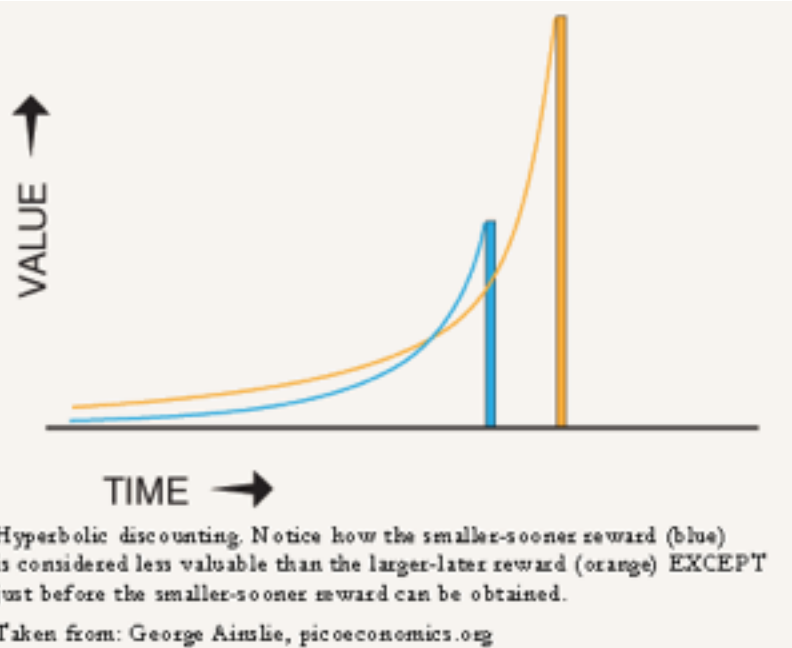
Summary of tactical suggestions; Go straight to value

1. Couple benefits to the **risk** process
2. Make benefits **progressive** wherever possible
3. **Define** with the Client what benefits Support functions provide
4. **Map** benefits
5. Close any benefit **gaps** whilst still delivering
6. **Fit the Organisation** to the agreed framework of benefits
7. Even lay the ground for **barter** if necessary

..judge actions/projects by their contribution to value

Why ? Benefits tend to be back-loaded

Hyperbolic discounting



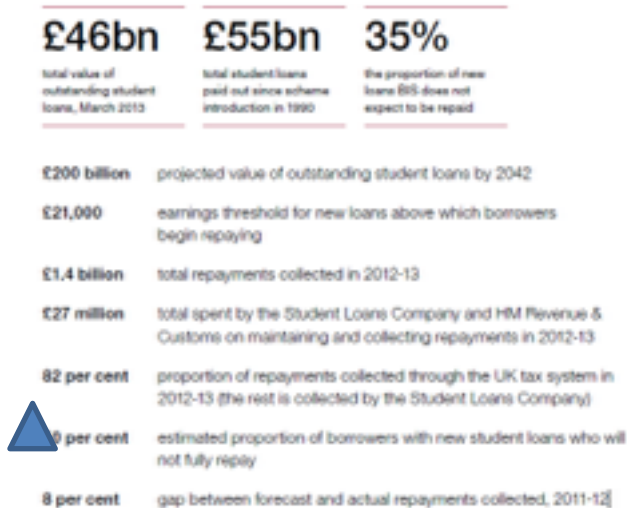
Fear, incentive and presenteeism

- A programme team is temporary
- But we have tribal instincts
- So our fear is front-loaded

...that goes against the grain

The actual benefits are often never intended

UK Student loans



Source: NAO report Nov 2013

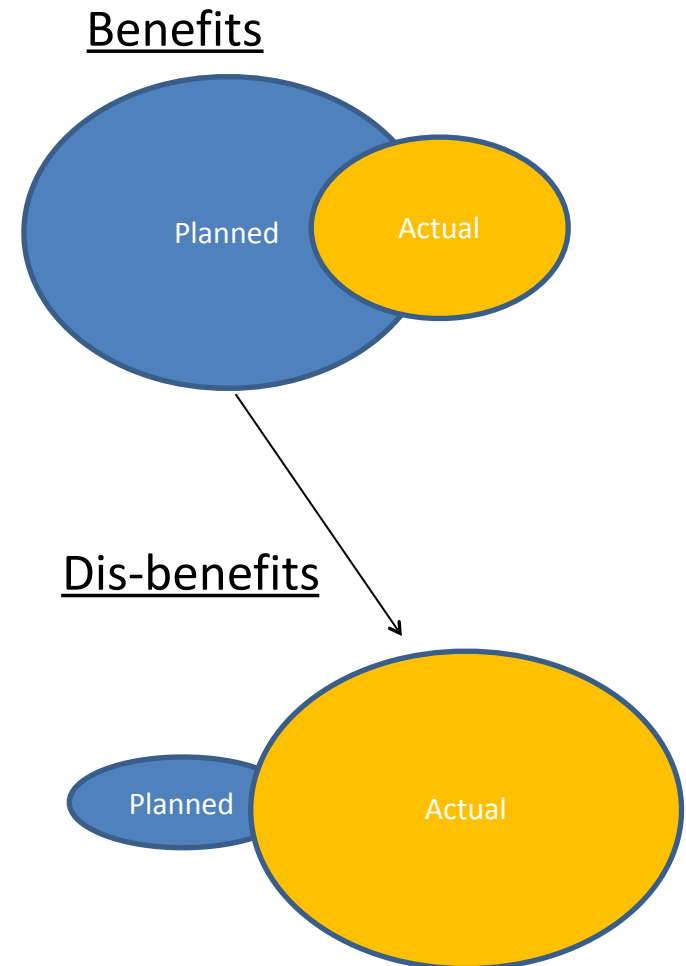
- Student loans
 - Benefits to the customer
 - Dis-benefits to the Economy
 - (Risk of instability)
- Common consequences
 - Perverse incentives
 - Unintended consequences
 - Moral hazard
- Common behaviours
 - It doesn't matter if someone else takes the hit?
 - Conventional Systems thinking
 - Claim accidental benefits
- Rare behaviours
 - Contextual system thinking
 - Adjacency
 - Reporting forecast accuracy

..and are claimed by an adjacent or future programme

No-one plans all the bad-fall out either

- A programme without benefits....
 - is worse than useless
 - It is a liability
 - But we all have them
- Consequences are not benefits
 - which are not outcomes
 - which are not outputs
- Too much talk of benefits can be a signal
 - Without consequences, or eventualities
- Intended and unintended, good and bad
- Ongoing fall out
 - Universal credit
 - *Downstream security focus*
 - *WCML re-base-lining*

...but it comes all the time



Cui bono? Day 1 of intervention

1. Dig into the risk model
 2. Find the buried assumptions
-
1. Does the dashboard look the same each week ?
 2. Does Ops conflicts with programme on the matrix ?

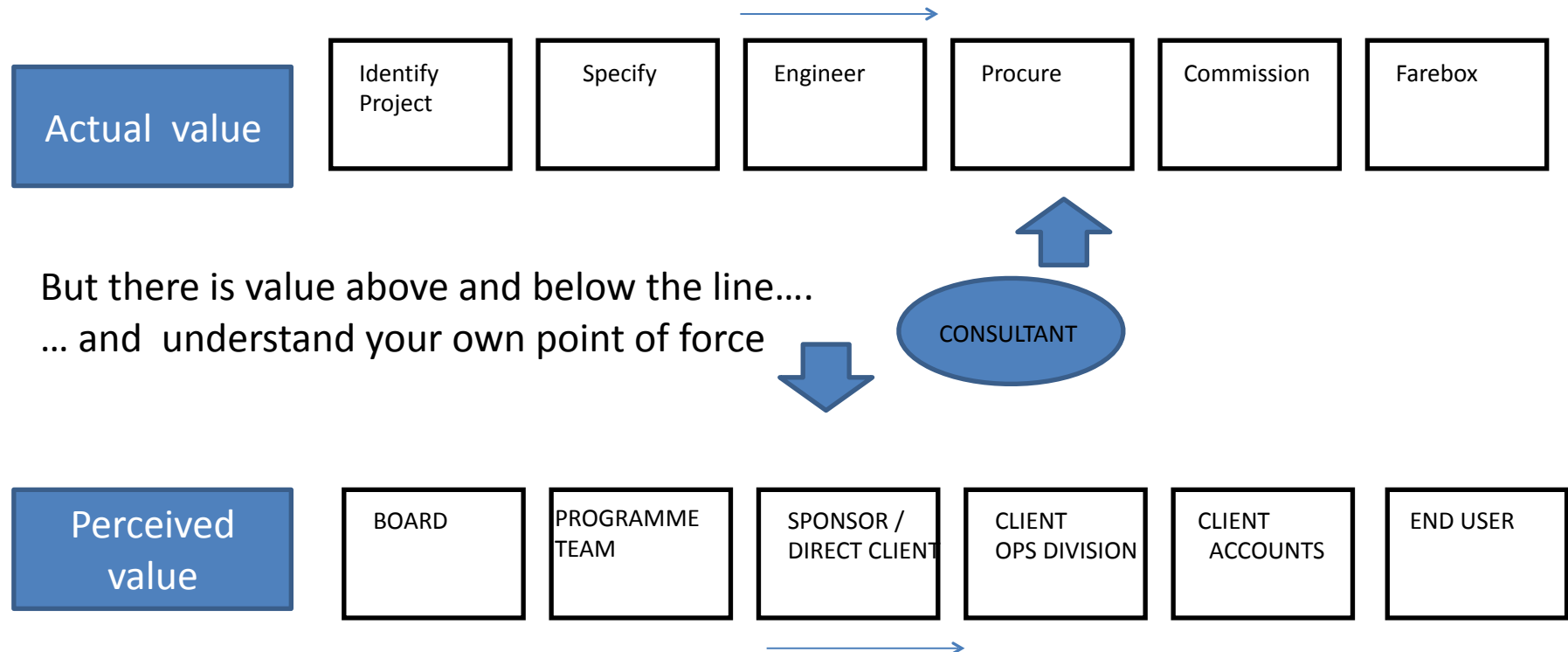
Implied Scope

Governance

Do the end user, the client, and the programme benefit?

Go straight to value, what else is there to do ?

Example Metro value chain



- But there is value above and below the line....
- ... and understand your own point of force

Bonorum !

Straight to value

Steady state: If the leadership is good, and the process is okay, then its just time to work

Check the mission / intent has bedded down deep

- Have you considered and negotiated a goal for example?
- Do you have a review cycle ?
- Have you looked at outcomes ?
- Will you be looking at outcomes again ?
- Is it under-pinned by a good enough process /work-flow

Leadership
(Process)

Then can quit fiddling with outcomes and do the work

- Things will resolve themselves in the practice

Work

Dan John: Keep the goal, the goal.

END

The case for discussion:

Can we actually get benefits by:

1. Going straight to value
2. Intervene by asking Cui bono ?
3. Implement by ensuring all benefit: Bonorum !