

Project benefits/outcomes realisation

SC leadership seminar

John Smyrk

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ProjectOutcomes 
TM by Sigma Management Science

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The Steering Committee

- Made up of a *small* group of *powerful supporters*.
- The SC is treated by the funder as if it were collectively accountable for target outcomes.
- Members focus single-mindedly on achievement of target outcomes.
- The SC is NOT a technical forum—focus is strictly above-the-line.
- SCs are frequently confused with Reference Groups.

Critical success factors for SCs.

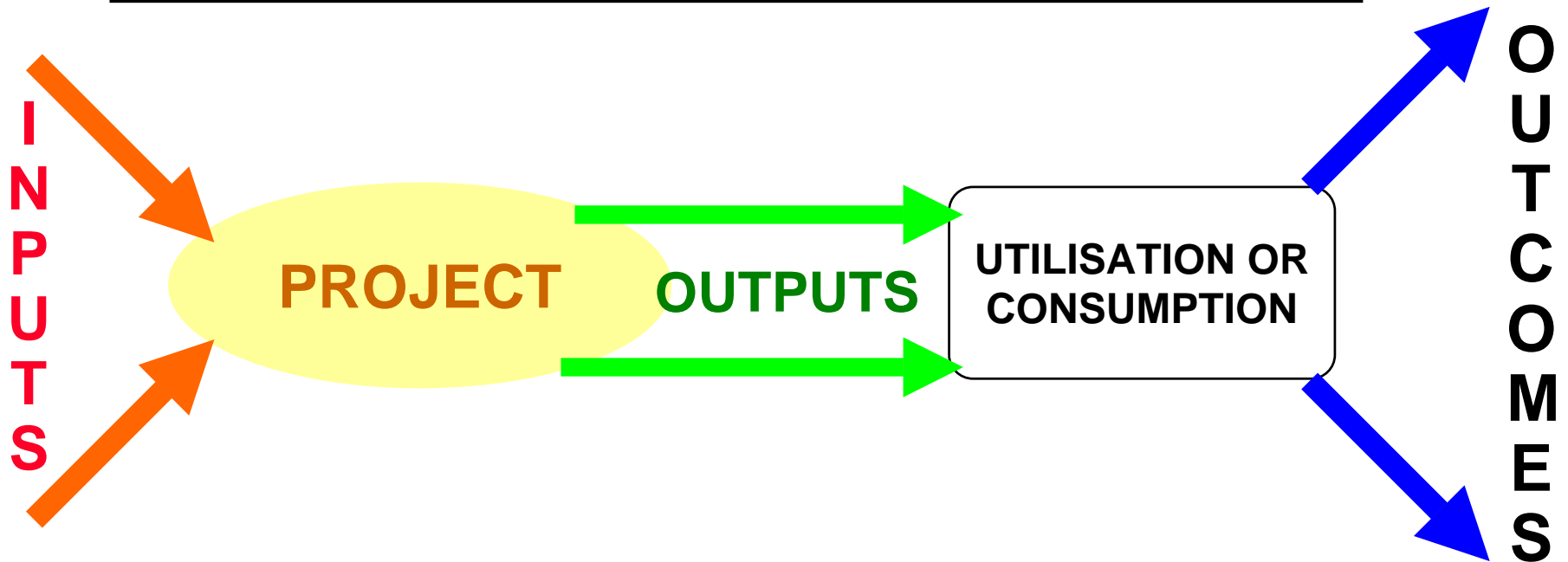
- A clear understanding of the ITO model.
- A robust, well-designed governance model.
- A clear, comprehensive SC Charter.
- A reliable business case/project plan.
- Strong support for the project manager.
- An above-the-line focus.
- A thorough understanding of how to guide projects projects using minimal regular information.

Minimal ITO knowledge.

- How does it work?
- What distinguishes outputs from outcomes? outcomes?
- How to specify outputs and outcomes?
- How to interpret a Customer Map?

The ITO model of a project

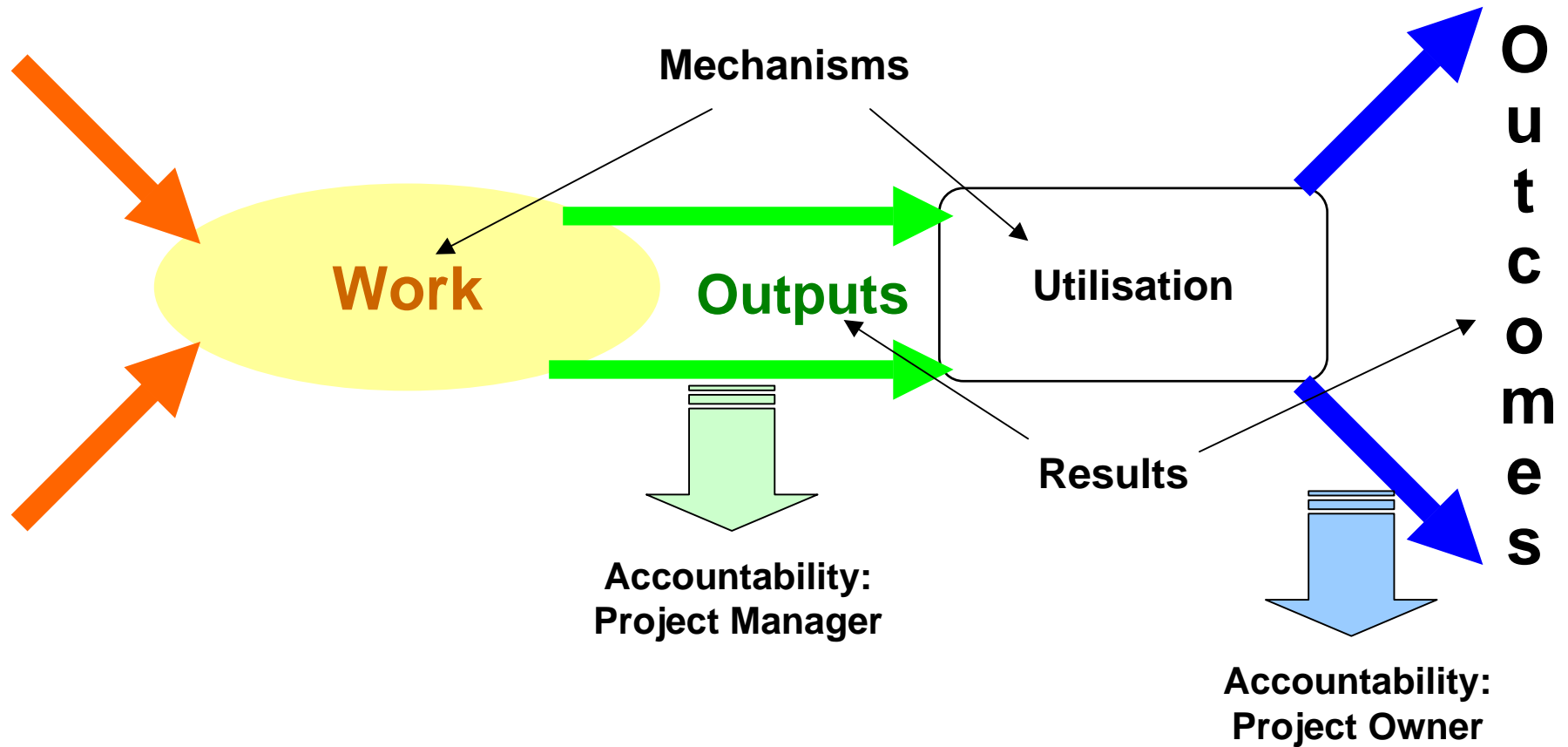
ITO = “Input-Transform-Outcome”.



Project outcomes & outputs

- Outputs:
 - Always artifacts “things”.
 - Tangible (can be “touched”).
 - Are guaranteed.
- Target outcomes:
 - Basically same as benefits.
 - Desired end effects.
 - Never tangible—but always measurable.
 - Rarely guaranteeable.

Accountability and the ITO model



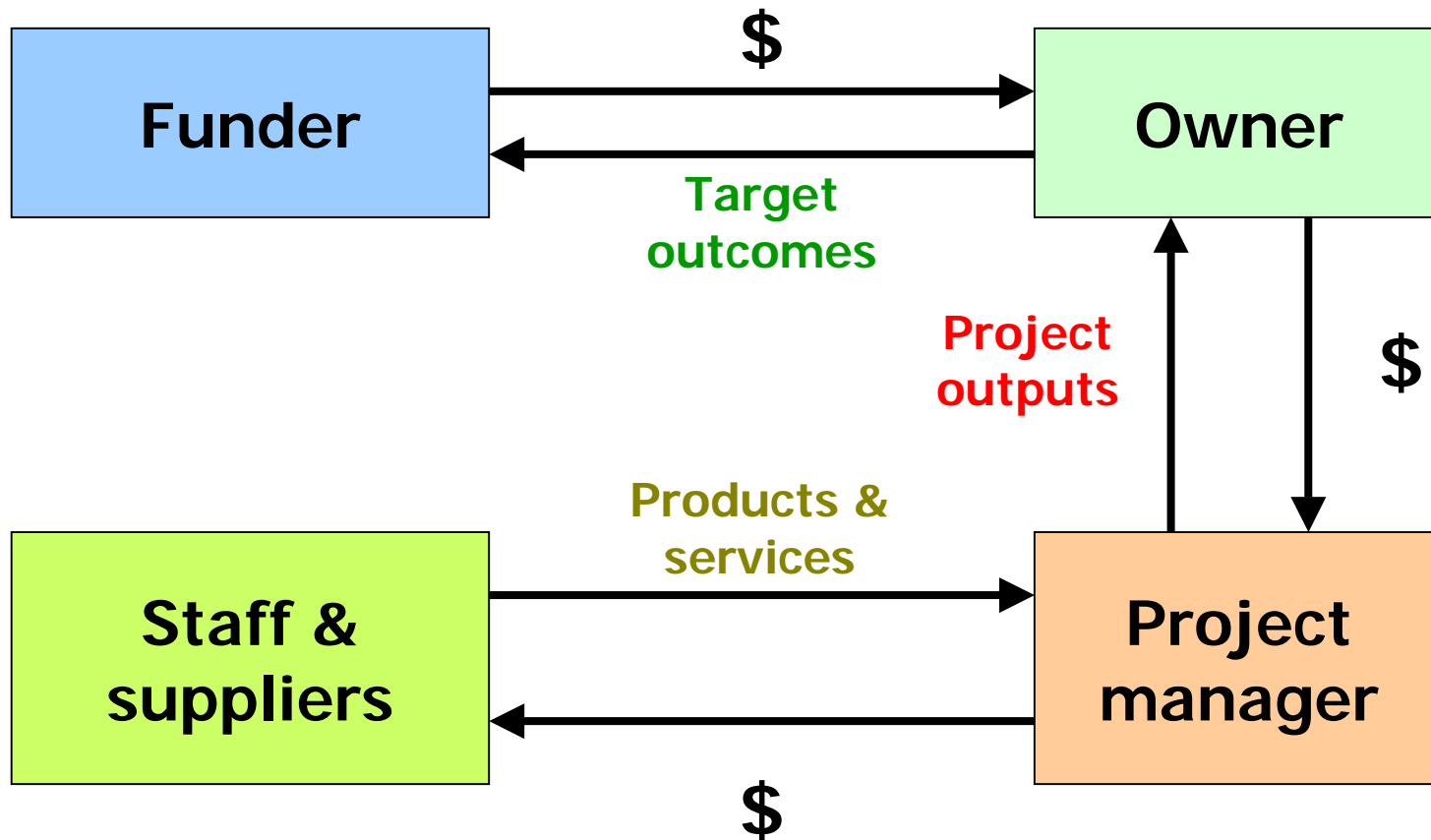
Specifying outcomes

Outcome #		#A
	Title	
Description		
	Measure	<i>Units & method</i>
Target level		
	Deadline	
Accountable		

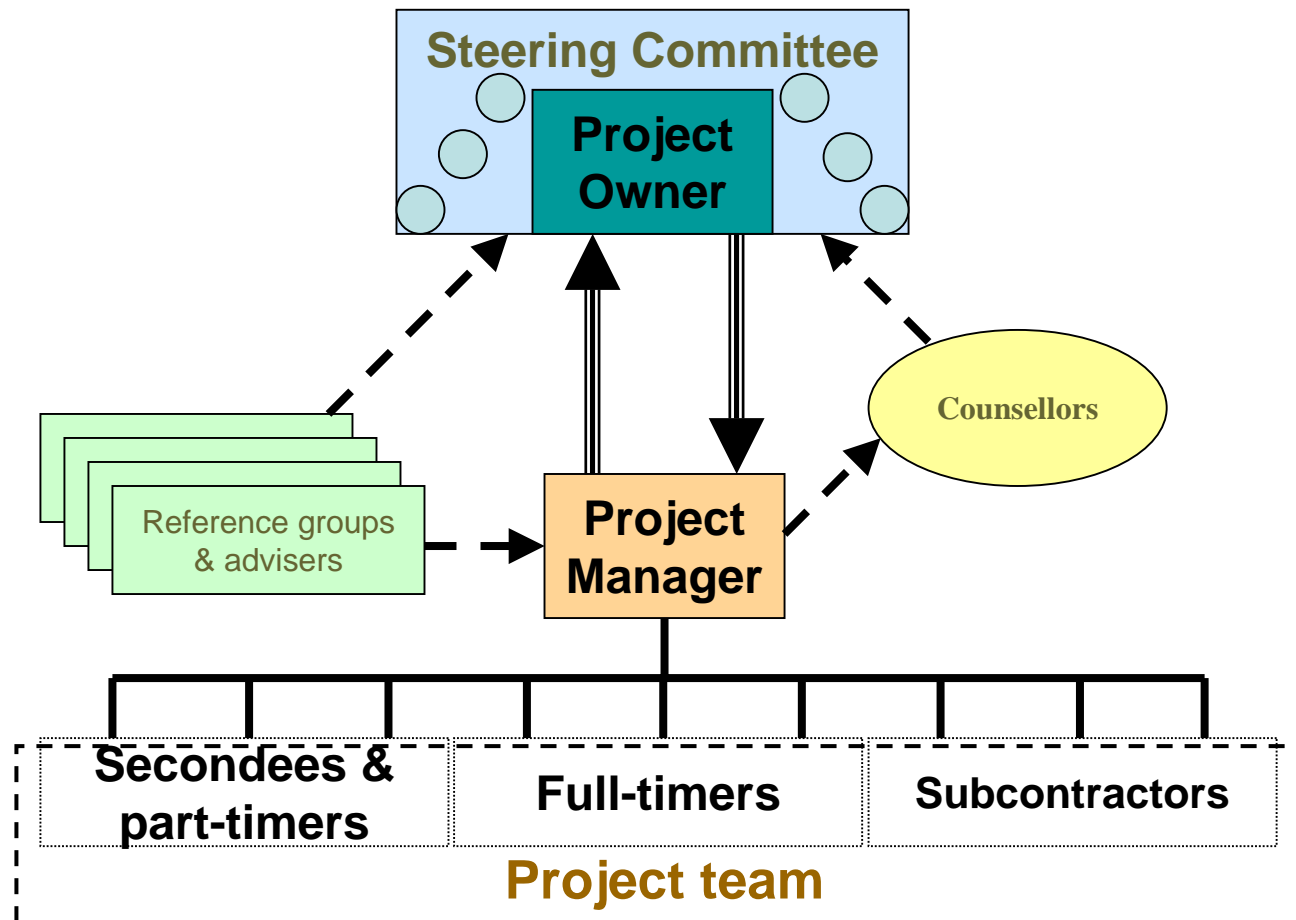
Specifying outcomes & the SC

- The PM assists the PO/funder—by doing the analysis.
- The SC must be absolutely confident in the completeness, thoroughness and reliability of the the target outcomes specifications.
- SC members must be absolutely competent and and confident in their understanding of the concept of concept of target outcomes.

The accountability chain.



A robust, well-designed governance model.



Designing a Project Governance Model (PGM). (PGM).

- Identify all elements.
- Brief all players on their role.
- Have all players sign-off their role.
- Quality assure the proposed PGM.
- Periodically review the operation of the PGM.

A clear, comprehensive SC Charter. Charter.

- States the purpose of the SC.
- Sets its objective in terms of target outcomes.
outcomes.
- Stresses the levels of above-the-line knowledge that SC members must have.
- Suggests qualifications (& “disqualifications”) “disqualifications”) for SC membership
- Describes the nature of the relationship with all with all other players.

Some common SC problems

- “Tinkering” below-the-line—because they don’t they don’t understand their above-the-line line responsibilities.
- Confusing the attractiveness of a project plan plan with its reliability.
- Not understanding how to keep a project project pointed at its target outcomes.
- Not knowing how to inform decisions with with relevant regular reports.

The customer map (CM).

#			A
	Names of	Outcomes	Names of outcomes go in here
	Outputs		
1	Names of outputs go in here		Names of linking customers (only) go in here

A reliable business case/project plan. plan.

- What should it cover (for this project)?
- What is the quality of this document—and is it acceptable?
- An intolerance of poor quality—especially in:
 - The WBS.
 - The workplan.
 - Estimates.
- The secret of a reliable Business case is a clear, unambiguous, reliable Scoping Statement.

The structure of a statement of scope

Statement of objective:

- Short
- Begins with “To ...”
- Outcomes oriented.
- Indicates intent

List of outputs

List of target outcomes
outcomes

An above-the-line focus & minimal reporting.

- Milestone status (progress) report.
- Resource status (budget) report:
- Issues report.
- Risk report.
- Deliveries.

Principle: progress and budget reporting are *milestone-* not *date-*based.

Wrap up

- Summary of main points.
- Key issues & implications?
- Close.