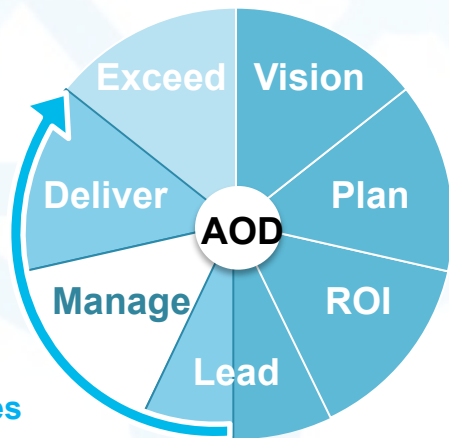


Assured  
Outcome  
Delivery

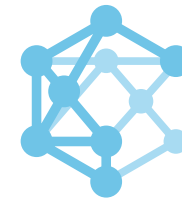
# Benefits Control Process



Sharing the tools our team use successfully with Clients to control benefit delivery.....by dealing with risk and replanting quickly and effectively



2. Deliver Projects & Programmes Smarter



Assured Outcome Delivery

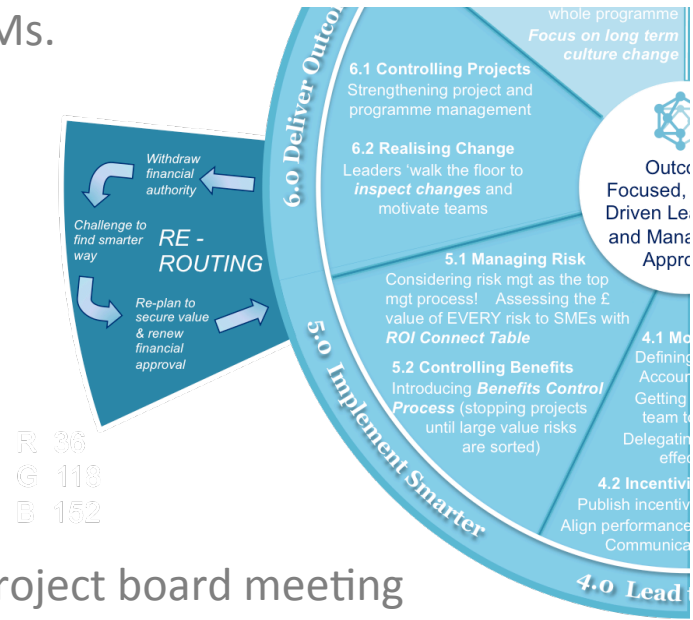
# Implementing Smarter....

.....with AOD's Benefits Control Process

# Re-Routing for Benefits Control

The Assured Outcome Delivery (AOD) approach mandates that the plan is always changed in preference to changing the Show–Me Events. AOD defined outcomes are fixed; the way to achieve them is deemed flexible for PMs.

AOD’s Benefits Control Process was developed to address one our biggest frustrations with traditional approached to risk management. Too frequently our AOD practitioners see Project management professionals look to address risks by firstly writing an risk and possible mitigation on a project register, rather than seeking to deal with the risk altogether.



How many times have you seen a long programme or project board meeting agenda leave risk management towards the end? And then perhaps not discussing risks adequately? Contrastingly, **AOD treats risk management as one of our most important control processes** – hence when the project team realise that there is a risk to a benefit above a pre-agreed value (see our **ROI Connect Table** for risk value estimation), we recommend the project is effectively stopped until satisfactory risk resolution, or effective impact reduction, is achieved.



# Benefits Control Process

## **Purpose**

To quickly and firmly bring the change programme back onto target whenever something threatens to de-rail it, or the benefits it desires.

## **So how do we control the benefits?**

For Benefit Control purposes risk management has to be particularly focused and rigorous. Benefits are controlled by monitoring risks and SMEs together in regular meetings between PMs and Sponsors. These meetings identify specific risks which threaten the achievement of specific SMEs. They use the AOD ROI Connect Table to read off the possible impact of risks on benefit value. Where necessary they set up set up small meetings to re-plan the route to target.

Finance are at the heart of this process to make sure that the revised plans convincingly re-assure the achievement of the SMEs so that the company's financial investment in change is protected.

The role of consulting the project managers and recording the risks and assessing benefit value at risk is a natural task for a PMO (Programme Management Office).



# Benefit Control Actions

- Must be in ***real-time***. Re-planning to address risks to the Value Case must happen before the risk to benefit achievement develops further. It cannot wait for monthly Programme Board Reports to initiate action because value drifts off the end of the Value Case return period on a daily basis.
- Must be ***sufficiently radical***. The re-planning must change the picture enough that the benefit is once again assured. The most common cause of gross overspend and slippage in large programmes is failure to take sufficiently radical corrective actions early enough.
- Must be ***realistic***. The re-plan must convince the Show-Me Event observer and Finance that it is very likely to deliver the achievement of the benefit.



# Preparing for Benefits Control

Keep the number of attendees to a minimum to ensure that there is no delay and that discussion is focused and action-centred. The attendance of a representative of Finance is critical, together with the risk owner(s). The meeting is chaired by the Finance representative or the PMO Risk Manager.

Re-routing meetings deal with specific SMEs at risk and use the latest plans and in particular the key milestones which may have to change to re-assure the achievement of the SME and the benefit. They also use the ROI Connect Table (see Box overleaf) to assess value at risk.

The main activity of the meeting is about smart lateral thinking by a small number (1-3) of the best people from the business areas which are affected. It is critical that the SME owner (or their representative) is there with a Finance representative to be convinced of the revised plan, and the PMO Planning Manager.

The work stream board meetings use similar rigour to ensure project level interdependency risks are escalated to quickly remove blocks to progress. Generally, consider ways to remove IT solutions from any plan's critical path, where possible.



# Benefits Control Meeting Process

1. An AOD - trained representative of Finance attends the Programme Risk Management meeting. They listen for the risks which are highest-scoring (probability, impact and proximity) and consider if, and which, SMEs they may threaten.
2. The representative of Finance looks up the threatened value on the ROI Connect Table and compares the total threatened value with a PMO-defined action threshold.
3. Where the threshold is exceeded, the representative of Finance informs the meeting of the need for Re-Routing and then arranges for the SME owner and experts in the relevant business area(s) to attend a brainstorming and re-planning meeting to consider blockage removal options within 48hrs. They also advise the Sponsor and Programme Director of who is remitted to re-plan activities and save the benefit slippage.

Using the AOD Dashboard as part of the weekly / monthly progress review meetings will ensure consistent communication of change events across the programme.

AOD APPROVED						
Change Order Status						
Programme Director						
SME Owner						
SME Experts						
Re-Routing						
Benefit Slippage						
Risk Rating						



# Re-Routing meeting process

4. The chairperson reminds the attendees that the SME(s) are not negotiable. They show the attendees that the current plan and activity will no longer deliver the SME(s) with a plan update from PMO.
5. If the interdependencies and impact are not known, the PMO planning manager will demonstrate the linkages across the Right to Left plan and benefits map.
6. The chairperson asks the meeting to create alternative plans. The PMO planning manager may use the Right to Left Plan template, and GameChanging to help if people are stuck for ideas.
7. The meeting gets consensus about a fresh plan, taking into account approximate costs of solutions and benefits.
8. Following the meeting, Finance discusses with the Programme Sponsor the commissioning of a new solution including change control in the Programme Board against the background of the cost of the value of benefits threatened. This is an extra-ordinary action aside from the regular meetings, because delay would cost lost benefit value.
9. The PMO planning manager makes sure everyone involved is on the new track.
10. Changes of plan are reported to the Programme Board to publicise the effectiveness of the steps implemented to protect against benefits slippage.

Following agreement of the alternate approach to avoid risk to benefits slippage, authority to proceed is reinstated by the Sponsor.








# AOD Dashboard Template

See AOD tool ref 2.3

TRANSFORMATION PROGRAMME DEFINITION - This programme is focused on delivering the Outcomes described in XXXXX Business / Operating Plan. Insert Context / Positioning sentence							AOD DASHBOARD Copyright Outcome Delivery Network Ltd © 2016			
*SHOW ME* EVENT			Alignment with XXXXX Strategy & / XXXX Bus Plan	FIRST INCIDENCE (Initial observed change for one or more chosen components of xxxxx Plan or Strategy)			LAST INCIDENCE (Change completed successfully across all the chosen components of xxxxx Plan or Strategy)			
Client Logo	What will we see happening that will tell me that our change expectations have been met?			Date (when will event be looked for?)	Who makes it happen? (Who's accountable)	Progress Status (R/A/G?)	Re - Routing Commentary	Date (when will event be looked for?)	Leader (who makes it happen? (accountable))	Progress Status (R/A/G?)
Outcome Title Grouping 1										
Sub Title 2										
Sub Title 3										
Sub Title 4										



