Re-Routing
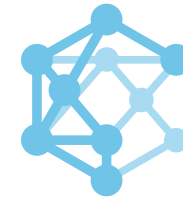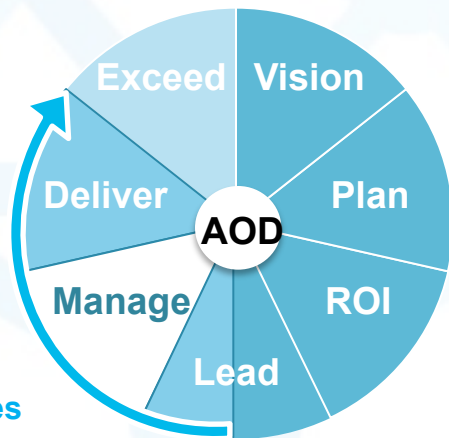
Assured
Outcome
Delivery

Sharing some of the tools our team have used successfully with Clients to prioritize how to manage risks........quickly and effectively

2. **Deliver Projects & Programmes Smarter**

Exceed **Vision**
Deliver **Plan**
AOD
Manage **ROI**
Lead

Assured
Outcome
Delivery

Implementing Smarter with AOD

........Re-routing is at the heart of an effective Benefits Control Process

Re-Routing & Re-Planning

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.

The Show-Me Events and the value they represent, and cause, are the whole objective of the programme, whereas there are very many different routes (plans) that can be used to achieve them. The only circumstances in which a Show-Me Event should be changed are those that are beyond the combined authority of the whole organisation to manage.
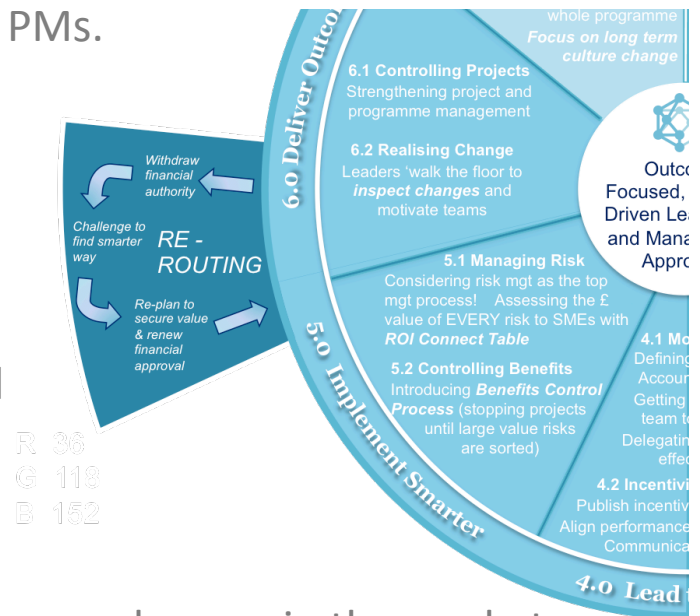
These situations are typically confined to large unforeseen changes in the market, regulatory or organisational environment outside of the organisation.   No change should be accepted by the Steering Group or Board until appropriate Change Impact Assessments are evaluated with the CMO and submitted alongside the AOD Dashboard for approval, following a Benefits Control meeting.
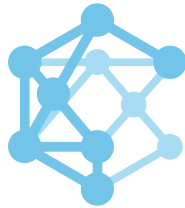
Re-Routing to Protect Benefits

The critical output of a Benefit Control meeting is therefore to produce a changed plan in response to the obstruction encountered by the manager. The plan must be sufficiently radical to convince Finance that the Cashpoint values will continue to be achieved, and to convince the project manager that the obstruction they foresaw has been avoided or removed. The changed plan will usually have to be endorsed by the governance of the change programme, but will come to them substantiated by the managers involved and by Finance.

This part of the AOD process creates a Control Feed-Back Loop that responds to any foreseen or unforeseen event by changing course without giving up the objective. A good analogy is that of a GPS that responds to an obstruction or diversion by "re-calculating route", and doing so instantly rather than after pursuing the wrong route to some staging-point (rather than traditional insertion on a risk register and discussing resolution, or not, at the next programme board mtg, perhaps 4 weeks hence).   To create a re-plan that meets all these needs demands some creative thinking, so it is sometimes necessary to convene a further discussion utilizing one or two of the organization's most informed thinkers and those in the best position to "think out of the box".

Can AOD help increase your confidence in benefits realisation?

Steve Dickie

07725 070753

steve.dickie@outcomedeliverynetwork.com

www.outcomedeliverynetwork.com