## **Outcome-Focused Governance** Outcome Deliverv <sup>™</sup>

"Assured Outcome Delivery (AOD) is a proven Board-Level approach and toolset"; its outcome delivery focus is based on a number of key change leadership principles:

- Focus on change for Stakeholders and Customers "Show-Me" events, not just numbers.  $\checkmark$
- $\checkmark$ Result agreed at the start – delivery approaches flex to achieve it.
- Change is made by the business not just passed off to a programme.  $\checkmark$
- $\checkmark$ Target achievement is driven by successful change.

## The AOD approach leads transformation efforts to deliver and realise benefits more effectively. It has seven elements organised into four streams:

- how to get your vision and make it tangible and deliverable; producing Outcome consensus about the future – always focusing on the desired ending.
- Return On extending, estimating and connecting benefits to operational change; bias-free estimating removes double counting and factors for risk; the benefit control Investment process promotes achievement of gross cash value.



- creating the plan from the desired benefits, accelerating achievement, and aligning it with current work i.e. "we 'back-cast' **Right to**
- Left Plan from success, not forecast in the traditional way."
- promoting leadership effectiveness and enabling epidemic change. "Integrating change management and behavioural People &
- elements of benefit realisation with programme management and business performance measurement." **Processes**

Each seeks to address the key areas of interest for four senior stakeholder groups who will direct, lead or contribute to the desired organisational change programme as illustrated in the table below:

	Stakeholder	AOD Streams	Interest Focus	Assured Outcome Delivery Tools
Outcome Plan	CEO	Outcome	Establish leadership direction clarity - quickly get from vision to "Show-Me" events - and a basis for consistent communications; establish accountability for change.	Outcome success from the outset, defined by "Show-Me" Events; Socialisation; Business Ownership; Inspecting changes on due dates.
People AOD & Processes R.O.I.	Finance Director	ROI & Outcome	The means to assure the Return On Investment; drive cash benefits; connect values to outcomes; manage returns; ensure project teams understand value of risk.	Value Driver analysis; CashPoints; Bias-Free Estimating; Double count removal; Value Case and Business Case.
	Programme /	Outcome, Plan,	Serve business framework within which the programme fits;	Right to Left Planning; ROI Connect Table; Benefits
	Change	ROI, People &	involve the business stakeholders & secure commitment; justify	Control Process; GameChanging; Benefits
	Director	Processes	investment; provide effective change communication & support.	dashboard; rich pictures & communications tools.
	Business Unit	People and	Gain authority, recognition and the means to drive change;	Performance management; "Show-Me" Events;
Outcome	Directors /	Processes	convert resistance; deliver on organisation priorities; design new	bandwidth analysis; GameChanging; capability
Delivery Network ™	Heads	& Outcome	operating model & processes; performance management.	development.



Assured



## 7 Steps to Assured Outcome Delivery<sup>™</sup> Deliver Outcomes

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5.0

Withdraw financial authority Challenge RE to find smarter way ROUTING Re-plan to secure value & renew

financial

approval

1.0 Exceed Expectations 7.1 Realising Benefits Checking reports to verify £ CashPoints. Inspecting and accepting improved processes in new TOM.

> 7.2 Realising ROI Verifv benefits across whole programme. Focus on long term culture change.

**6.1 Controlling Projects** Strengthening project and programme management.

6.2 Realising Change Leaders 'walk the floor' to inspect changes and motivate teams.

> 5.1 Managing Risk Considering risk mgt as the top mgt process! Assessing the £cash value of EVERY risk to SMEs with ROI Connect Table.

Inplement Smarter **5.2 Controlling Benefits** Introducing Benefits Control Process (stopping projects until large value risks are sorted).

1.0 Outcome Based Vision 1.1 Visioning Articulating strategy and purpose in a clear vision for change, in "Show-Me" Events.

1.2 Benefits Planning Assess Value Drivers. Define CashPoint Agree targets.

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Outcome

Focused, Benefits

**Driven Leadership** 

and Management

Approach

4.1 Mobilising

Defining roles &

accountabilities.

Getting the right team

to deliver.

**Delegating authority** 

effectively.

2.1 Right to Left Planning Working backwards from success Prioritise key capacity decisions.

2.2 Learning & Improving Challenge team to learn from previous experience. Accepting leadership accountability for working differently.

3.1 Value Case Improving benefits calculations. Removing bias in estimates. Factoring out double-counting.

Prove ?: 3.2 Business Case Proper challenge to costs & benefits. Tough discussions around TOM and confirm business benefit owners. 3.0

4.2 Incentivising Leaders Publish incentives and sanctions. Align performance contracts to SMEs Communicate as leaders



2.0 Accelerate Planning

Outcome

Deliverv Network<sup>™</sup>

\* The Outcome Delivery Network Approach ideas are a further development from the concepts based in Isochron's Dimension4 method