

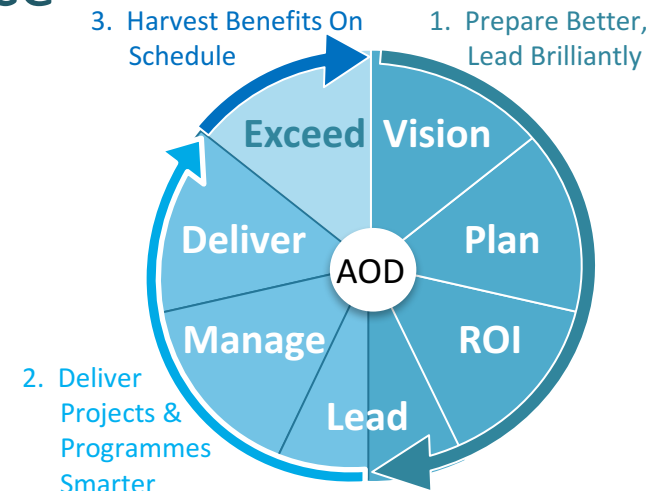
Outcome-Focused Governance

“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.
- ✓ Result agreed at the start – delivery approaches flex to achieve it.
- ✓ Change is made by the business – not just passed off to a programme.
- ✓ 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:

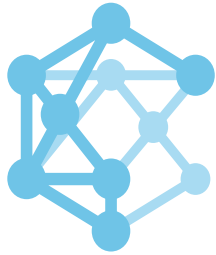
- Outcome** - how to get your vision and make it tangible and deliverable; producing consensus about the future – always focusing on the desired ending.
- Return On Investment** - extending, estimating and connecting benefits to operational change; bias-free estimating removes double counting and factors for risk; the benefit control process promotes achievement of gross cash value.
- Right to Left Plan** - creating the plan from the desired benefits, accelerating achievement, and aligning it with current work i.e. “we ‘back-cast’ from success, not forecast in the traditional way.”
- People & Processes** - promoting leadership effectiveness and enabling epidemic change. “Integrating change management and behavioural elements of benefit realisation with programme management and business performance measurement.”



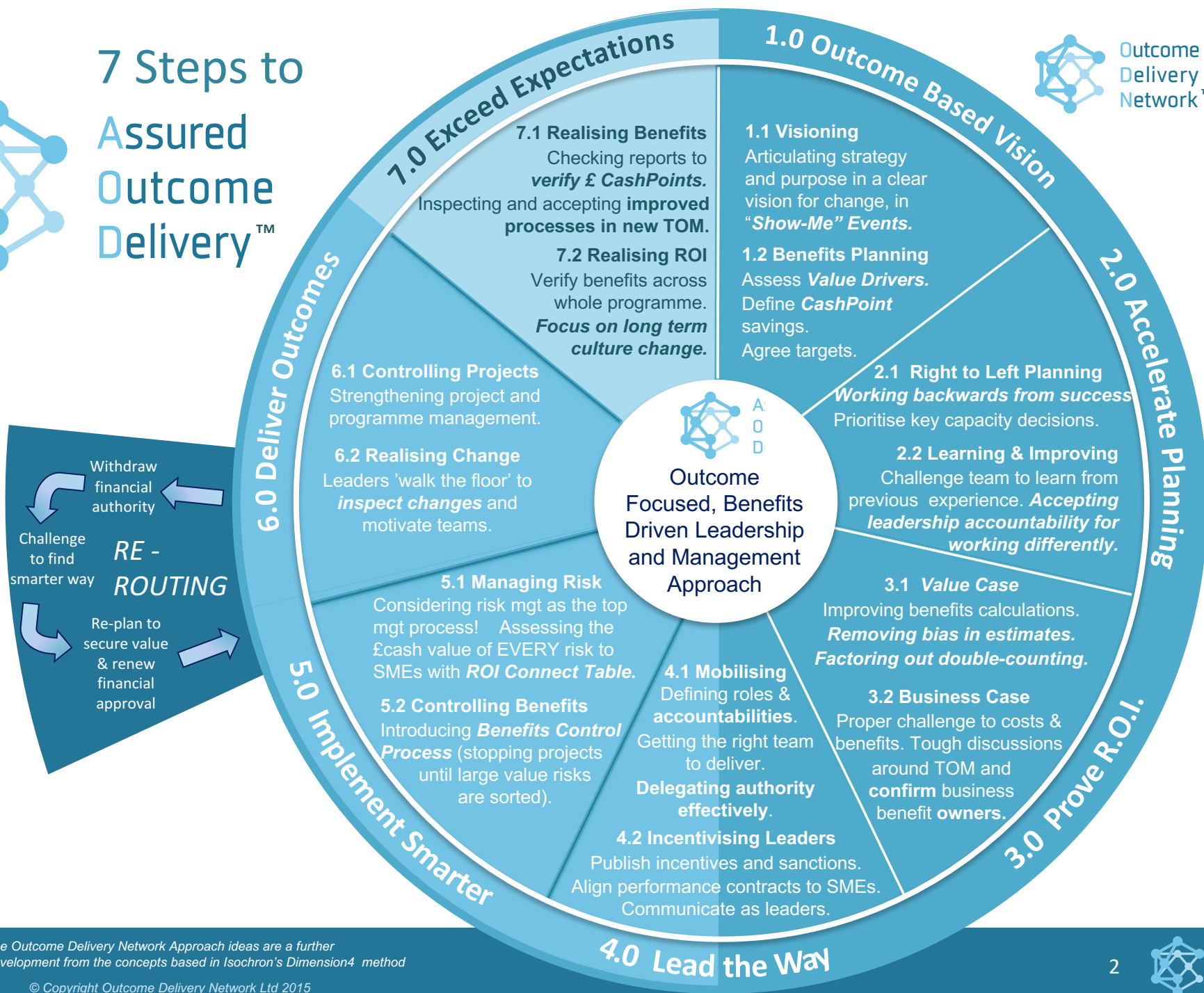
Each seeks to address the key areas of interest for four senior stakeholder groups who will direct, lead or contribute to the desired organisational change programme as illustrated in the table below:

Stakeholder	AOD Streams	Interest Focus	Assured Outcome Delivery Tools
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.
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 / Change Director	Outcome, Plan, ROI, People & Processes	Serve business framework within which the programme fits; involve the business stakeholders & secure commitment; justify investment; provide effective change communication & support.	Right to Left Planning; ROI Connect Table; Benefits Control Process; GameChanging; Benefits dashboard; rich pictures & communications tools.
Business Unit Directors / Heads	People and Processes & Outcome	Gain authority, recognition and the means to drive change; convert resistance; deliver on organisation priorities; design new operating model & processes; performance management.	Performance management; “Show-Me” Events; bandwidth analysis; GameChanging; capability development.





7 Steps to Assured Outcome Delivery™



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

