

VISION DRIVEN DELIVERY

UNLOCKING PROJECT
SUCCESS WITH RIGHT
TO LEFT THINKING



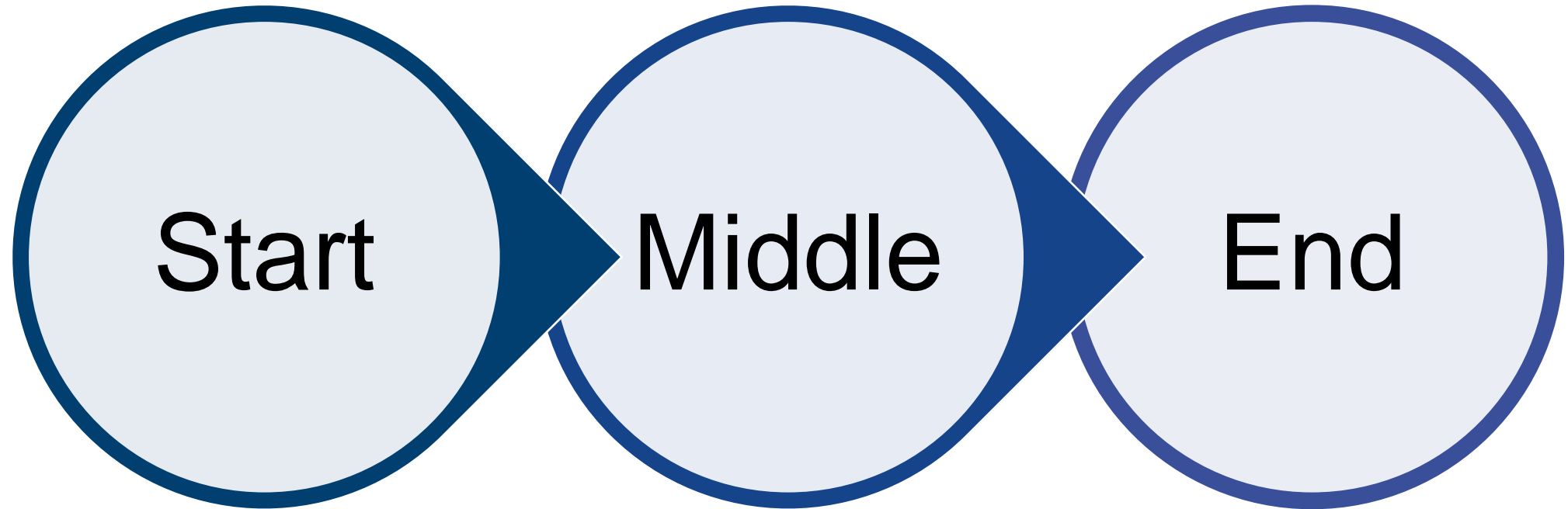
The 33rd IPMA World Congress
CAPE TOWN, SOUTH AFRICA

The image features a central white box with the 'novare consulting' logo. The logo consists of the word 'novare' in a bold, lowercase sans-serif font, with a blue diamond-shaped icon containing a white cross above the 'e'. Below 'novare' is the word 'consulting' in a smaller, lowercase sans-serif font. The background is a collage of office scenes: two men in suits talking, a man and woman in a meeting, a man pointing at a screen, and a group of people smiling. The scenes are partially obscured by blue diamond shapes.

novare
consulting

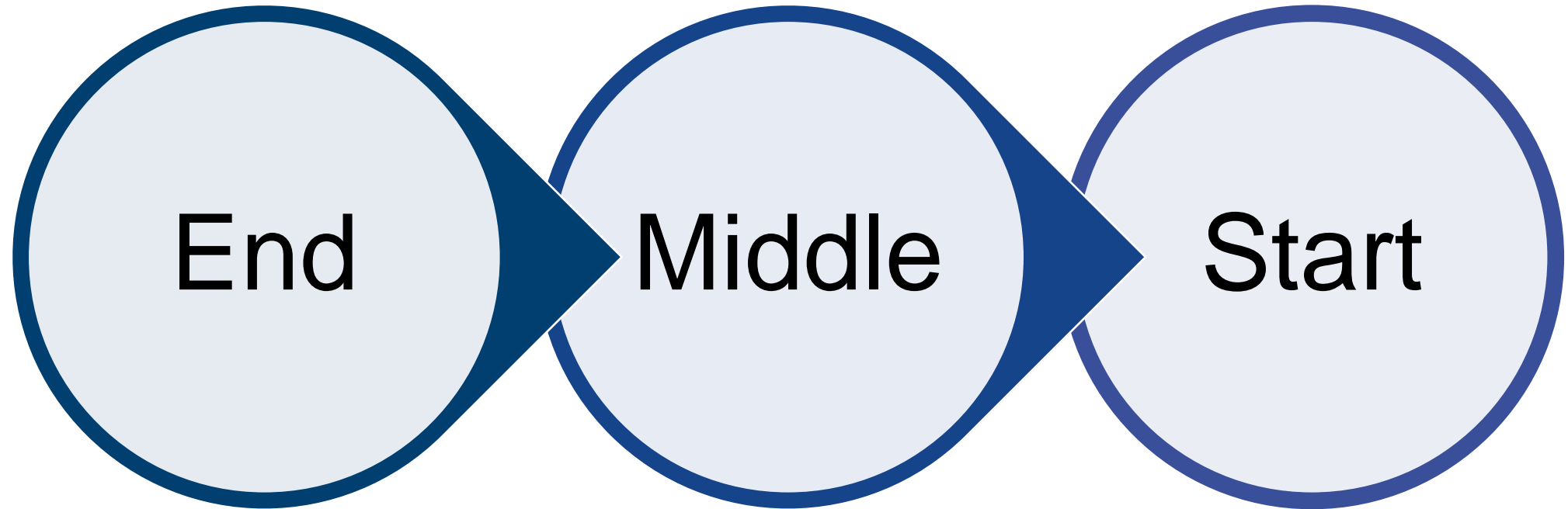
delivering **business change** using **portfolio,**
programme and **project** management solutions
tailored for you

RIGHT TO LEFT THINKING – THE CONCEPT



MOST PROJECTS PLAN FROM THE START TO THE END OF THE CHANGE

RIGHT TO LEFT THINKING – THE CONCEPT



START WITH THE END IN MIND

QUESTION



**WHAT ARE THE MAIN
CHALLENGES YOU
FACE IN DELIVERING
TODAY'S PROJECTS?**

SOME CHALLENGES WE SEE

- ✓ Customers demanding more from the supply chain to help achieve change
- ✓ Stakeholders providing shorter questions and expecting projects to provide holistic solutions
- ✓ The pace of change expected by stakeholders
- ✓ The volatility of the environment
- ✓ More risk and reward sharing in contracts

- 
- ✓ Don't just build me 1,000 new homes,
 - ✓ Fill them with people, build a community and bring certainty and stability to their lives for the next 25 years

THE WORLD IS COMPLEX AND UNCERTAIN

We are living in a time of great change.

To survive and thrive, organizations must successfully deliver changes that benefit stakeholders at increasingly rapid rates.

V

VOLATILITY

Speed, nature, size
and volume of
change



U

UNCERTAINTY

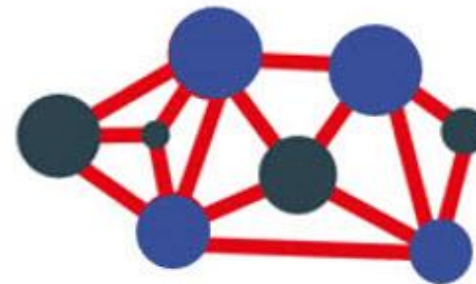
Lack of trends or
patterns to base
decisions on



C

COMPLEXITY

Multiple key
decision factors to
consider



A

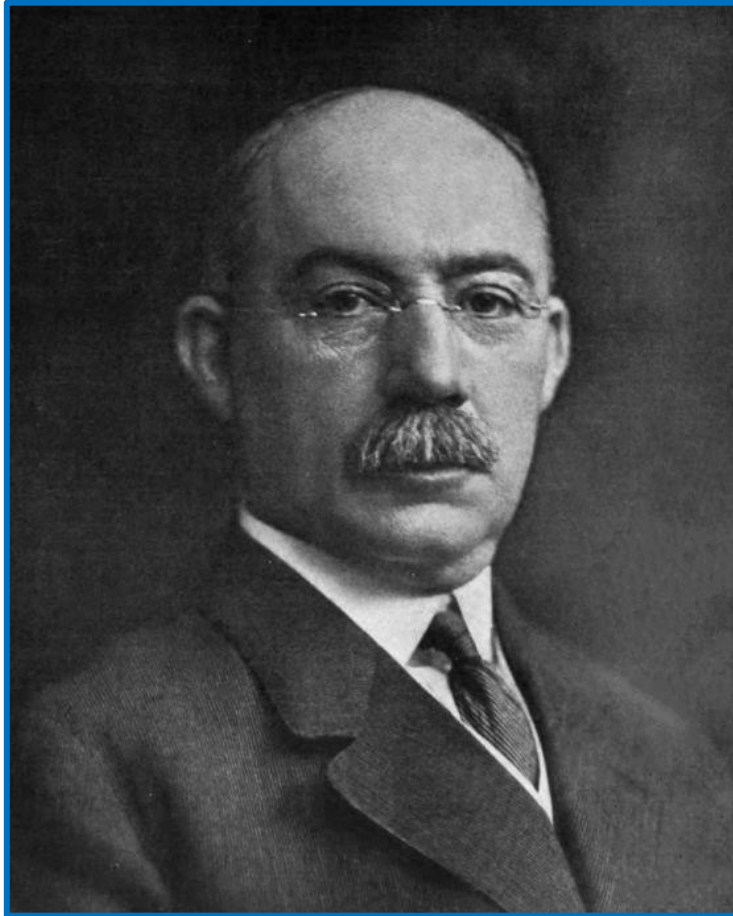
AMBIGUITY

Multiple, equally
valid interpretations
to consider

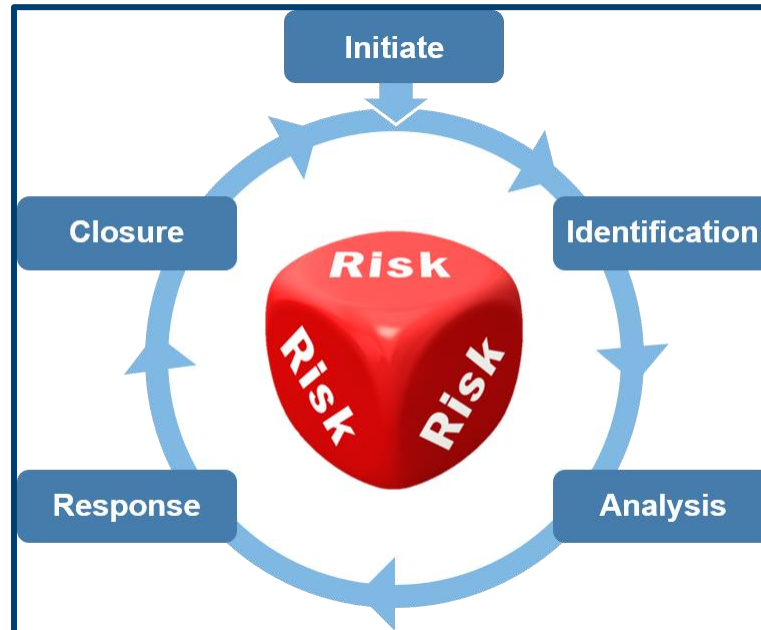


BUT WE STILL USE OLD TECHNIQUES

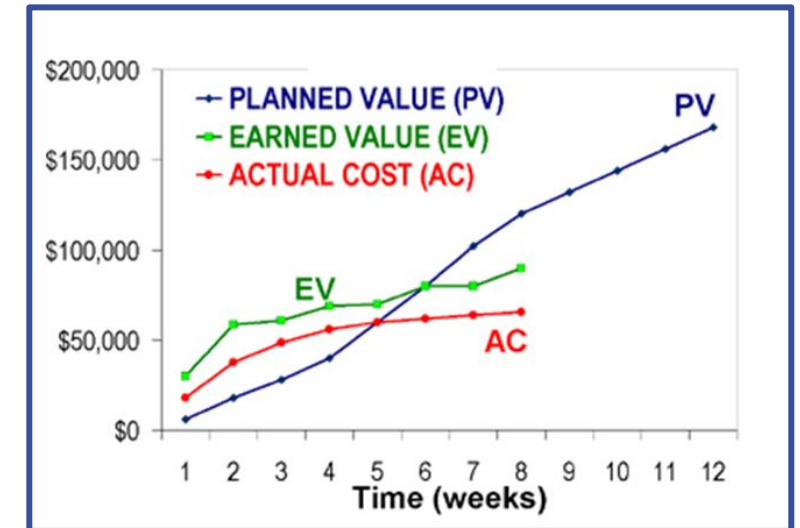
HENRI GANTT 1910



RISK MANAGEMENT 1963



EVM 1967



QUESTION



**WHAT PROJECT
INFORMATION DO
EXECUTIVES FOCUS
ON?**

WE SHOULD FOCUS MORE ON VISION AND BENEFITS

CLEAR VISION

- Provides purpose and hope
- Energises people
- Aligns stakeholders
- Is clear and compelling
- Is concise

STAKEHOLDER BENEFITS

- Underpins performance improvements
- Aligns the stakeholder needs and outcomes of benefit to them
- Need to be planned and realised for the project to succeed

START WITH THE END IN MIND

GUIDE THE CHANGE USING A VISION

‘Building safe, inclusive and healthy housing where people can see their hopes of a better future for themselves, their children and community become a reality’



IDENTIFY THE BENEFITS FOR STAKEHOLDERS

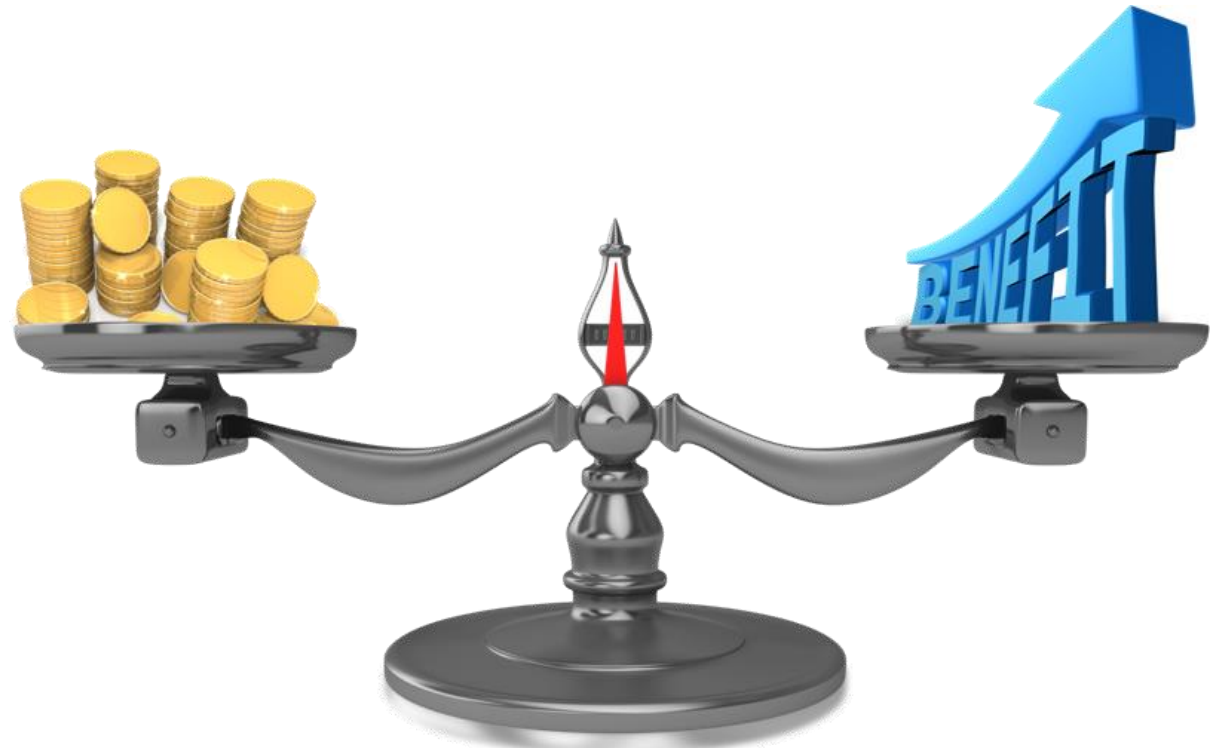
- Benefits identified and linked to strategic objectives, with measurable, short-term improvement goals
- Aligned with different stakeholders
- Stakeholder v Benefits chart
- Progress measured in terms of benefits
- Incremental and modular approach with 'quick wins'
- Approach based on evidence and lessons-learned



BENEFITS MANAGEMENT

Benefits should be:

- Greater than the investment in the project
- Identified for all stakeholders
- Prioritised to select the quick wins
- Planned over time
- Sustained and tracked
- Realised and measured
- Celebrated and success recognised



Are these steps actively implemented in your organisations?

PRIORITISE BENEFITS

Value	High	Deliver these benefits later	Deliver these benefits
	Low	Do not pursue these benefits	Deliver these if possible
		Low	High

Urgency

DESIGN THE FUTURE TARGET OPERATING MODEL

Organisation

- What will the future organisation structure need to be?

Processes

- What will the future process flows be?

Technology

- What technology will be operated in the future?

Information

- What information will be used to manage the future state?

Culture

- What is the desired culture in the future?

Assets

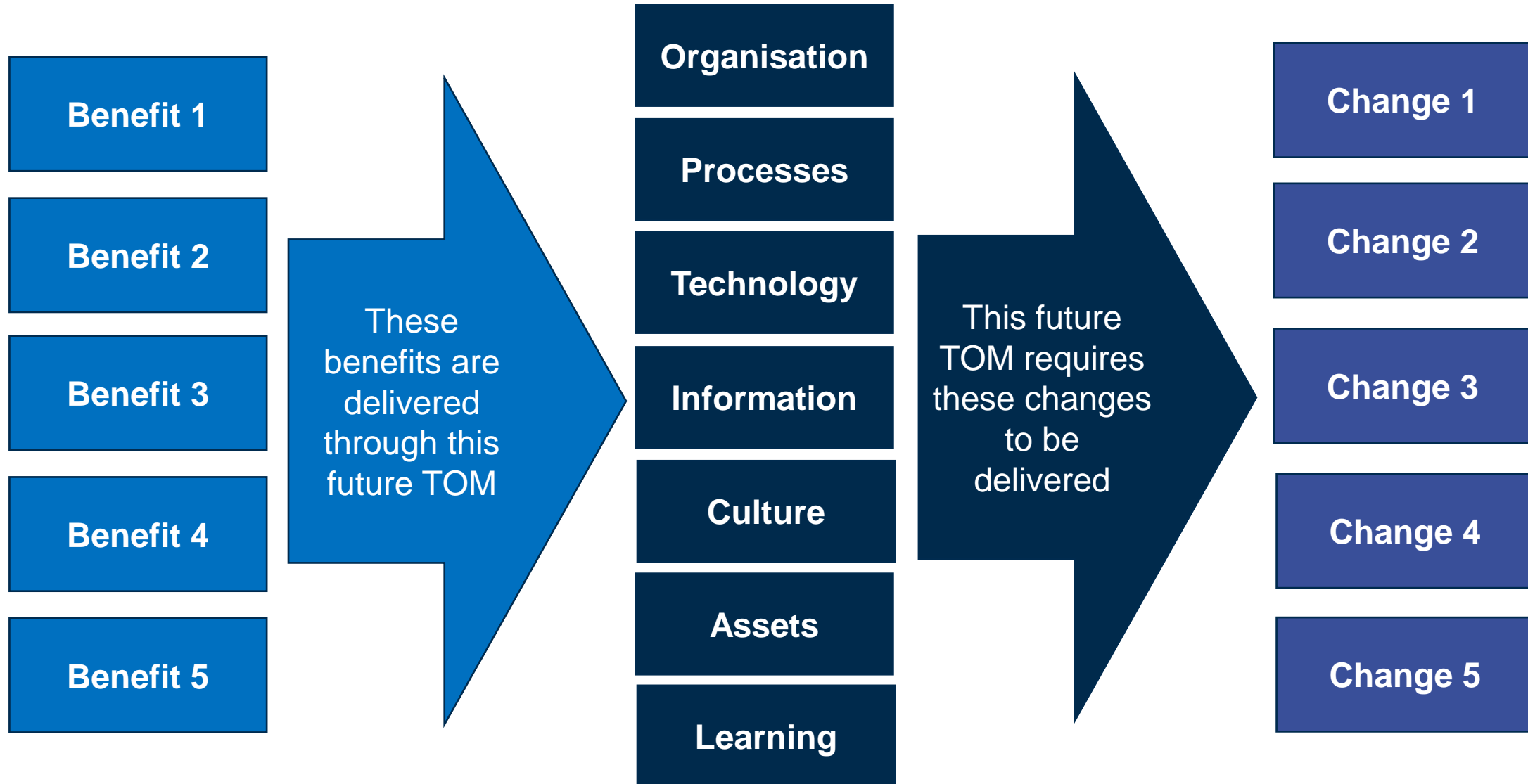
- What is the required future infrastructure?

Learning

- How will the future operation learn and develop?

Based on the prioritised benefits for stakeholders

MAP THE BENEFITS TO THE TOM AND THE CHANGES



BUILD THE TOM DRIVEN BY THE BENEFITS

Organisation

Processes

Technology

Information

Culture

Assets

Learning



Apply the OPTICAL Model to help analyse the current and future state using stakeholder benefits as your guide

Organisation

Processes

Technology

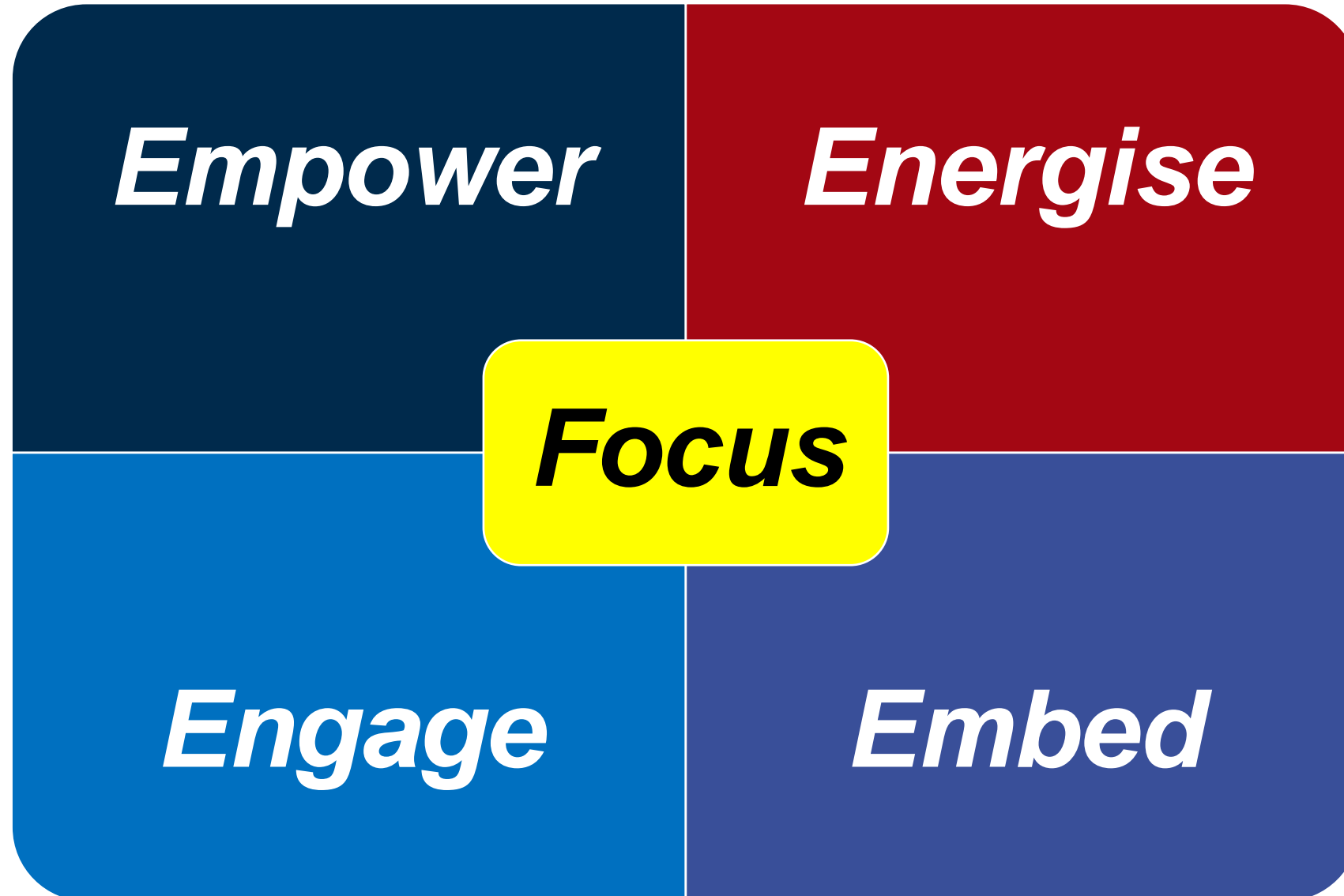
Information

Culture

Assets

Learning

DELIVER THE CHANGES

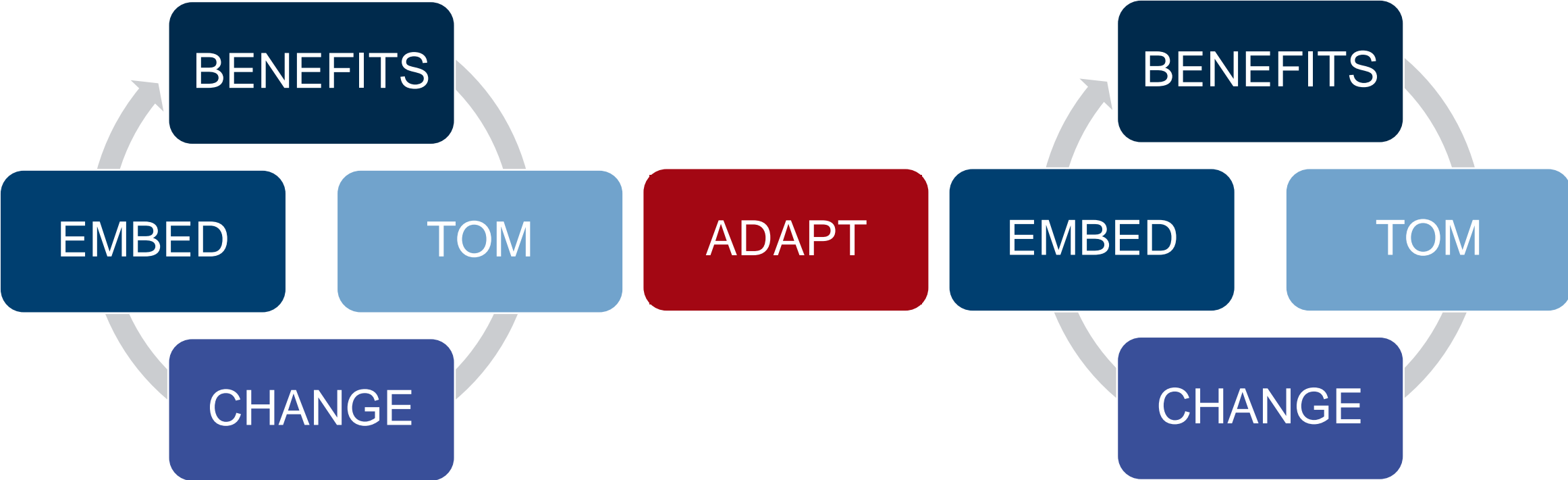


REACH A LANDING POINT AND ADAPT

- Stabilise the benefits realisation
- Look at the changing context – SWOT or PESTLE analysis
- Apply contextual changes to the project to prioritise the next wave of benefits



RIGHT TO LEFT THINKING

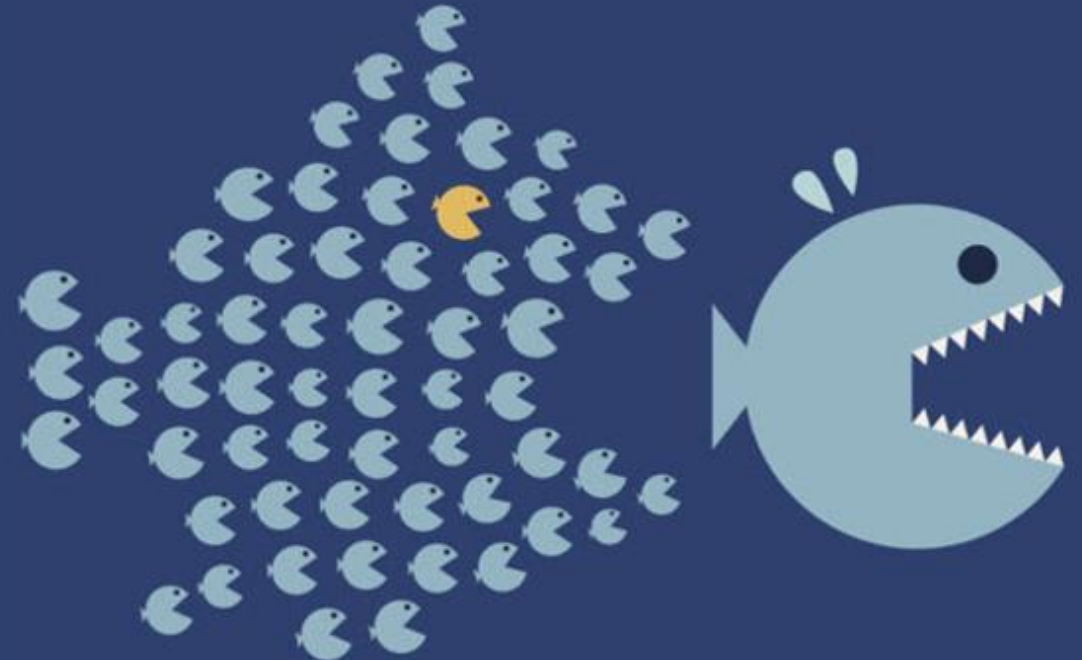


WE ARE OPERATING IN A NEW ERA

Yesterday the **big fish** ate the **small fish**



Today the **fast fish** eat the **slow fish**



Quote by: Klaus Schwab, Founder and Executive Chairman World Economic Forum

THANK YOU – ANY QUESTIONS?

FEEDBACK



REACTION



BEHAVIOUR



GOALS



LEARNING



COMMENTS



RESULTS



COLLABORATION