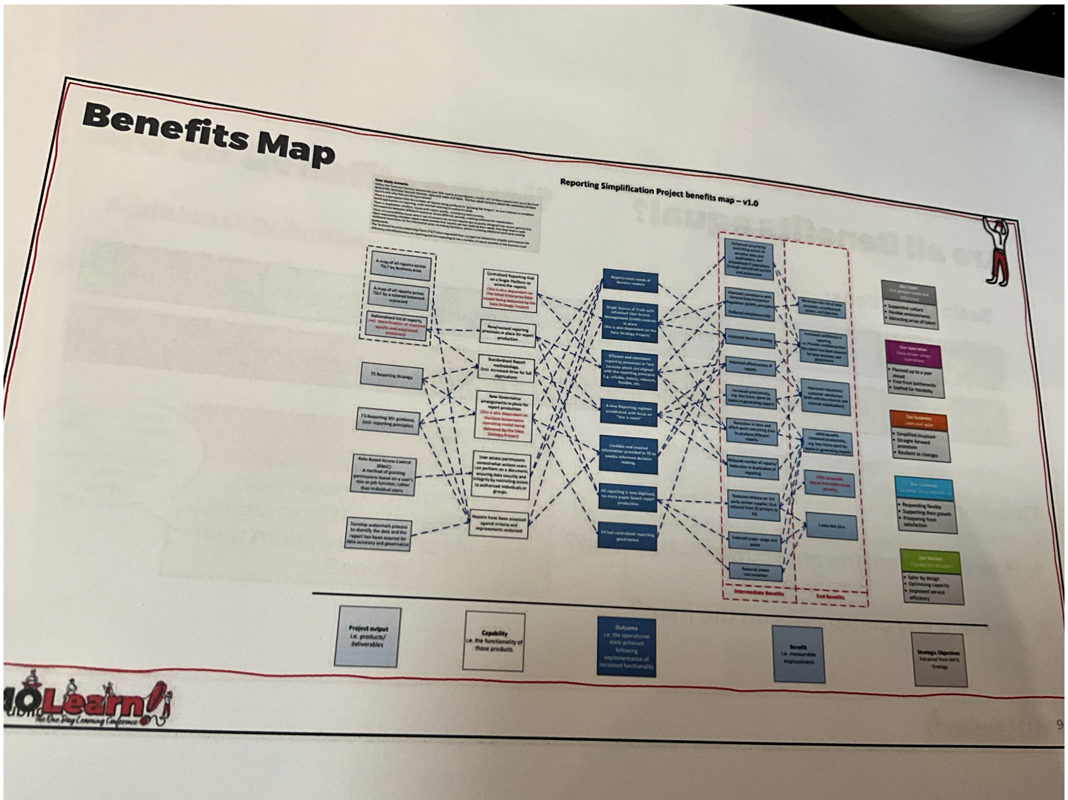
Identified benefits, now what?

the control tower!
@ NATS.

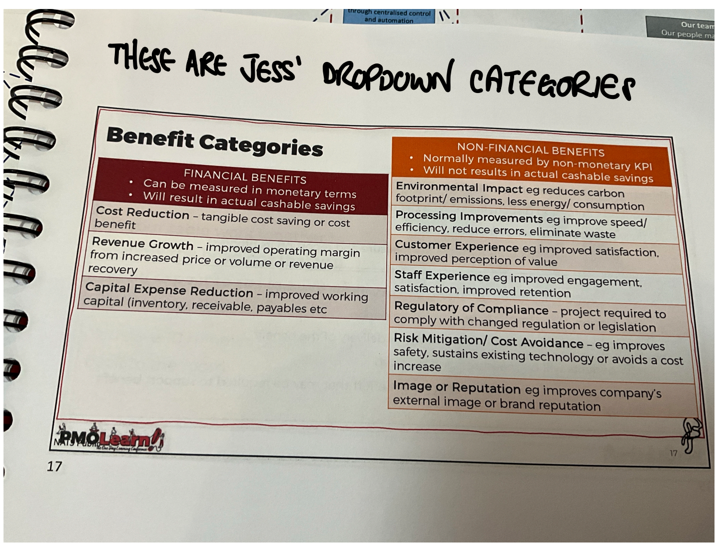
Jess Richardson +
Steve Bladen.



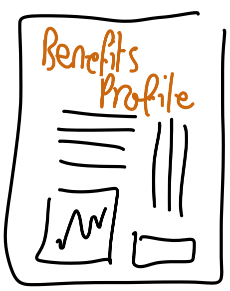
Benefit definition;
'A measurable outcome of change that is perceived as positive by a stakeholder'

Disbenefits definition;
'perceived as a negative...'

Intermediate benefits – the secondary or supporting outcomes – progress along the track
End benefits – the ultimate value or strategic outcome – the real end goal
Types of benefits – finance Vs non-financial.

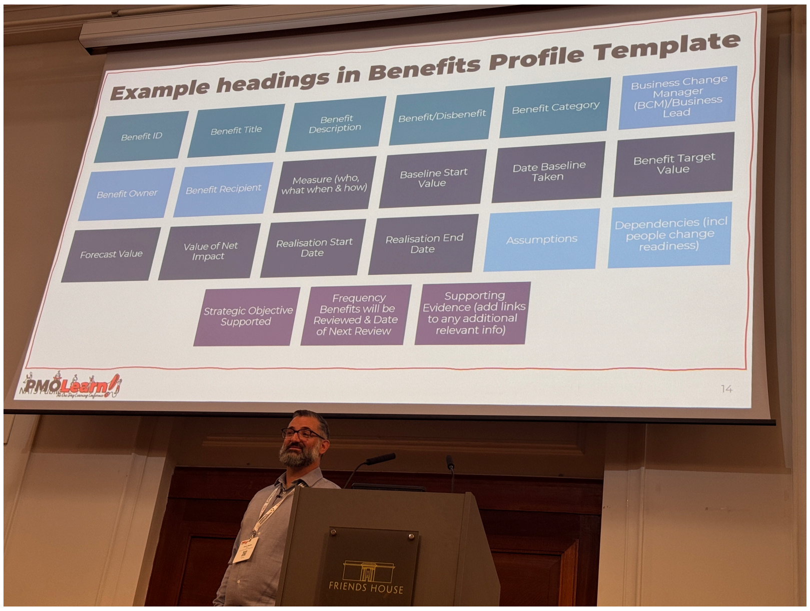


BENEFIT PROFILES : more detail.
: define change in value
: how to measure + report on progress
: the improvement when realised
: identifications of individuals responsible for delivery of the benefits
: how benefits will be measured
: indication of effort.



HEADERS:

Do people do 3D modelling – combining Cynefin + Benefits?



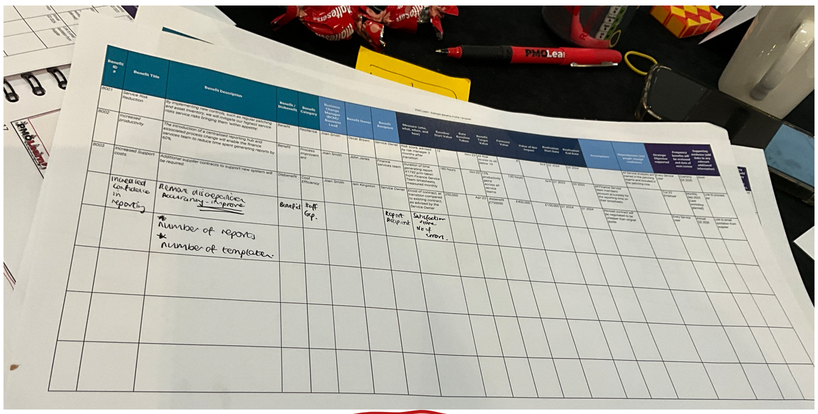
A good profile?

1. Description
2. Observation
3. Attribution
4. Measurement

DOAM

Benefits Profile exercise.

1. Financial benefits
2. Non-financial benefits



worked example.

* Jess recommended 'Managing Benefits' S-Jenner
  - book includes some good non-financial benefits + how to measure.

OVER MONETISE BENEFITS?

- attempting to assign £ to non-finance benefits
- unrealistic assumptions in models
- optimism bias
- External or political influence

BENEFITS

Tangible

(Definite – predicted
Expected – predicted
Logical – not predicted

Intangible

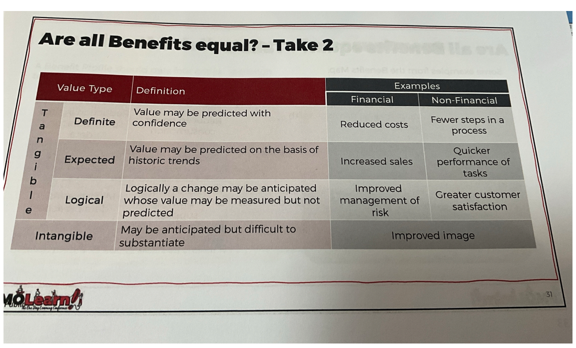
\ anticipated
difficult to
substantiate

BENEFITS are a subjection of VALUE

'I we value this because...'

Benefits Mgmt Vs Value Mgmt
a session or hothouse.

SMART
– on the org's strategies



Are all Benefits equal? – Take 2

Value Type		Definition	Examples: Financial	Examples: Non-Financial
Tangible	Definite	Value may be predicted with confidence	Reduced costs	Fewer steps in a process
	Expected	Value may be predicted on the basis of historic trends	Increased sales	Quicker performance of tasks
	Logical	Logically a change may be anticipated whose value may be measured but not predicted	Improved management of risk	Greater customer satisfaction
Intangible		May be anticipated but difficult to substantiate	Improved image	

BENEFIT MEASUREMENT

- definition of measure
- a benefit may have several measures.

The Delicate Art:

Finance Vs Non-Finance
Tangible Vs Intangible
Leading Vs Lagging
Direct Vs Indirect

Benefits - SMART

Benefits Map 1 → Benefits Profile 2 → Benefits Realisation Plan 3