Define Strategic Initiatives by Aligning Strategic Outcomes with Associated Benefits and Outputs

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Overview

• Definitions

• Hierarchy of Strategic Initiatives

• Outcome Profile™

• Example - Public Sector Governance Initiative

• Summary
Definitions

• Strategic Initiative
  – Program of Work (multiple projects)
  – Project

• Outcome
  – A result or consequence
    i.e. a change of significance

• Benefits
  – The advantages provided by an outcome;
    the underlying reason/s for pursuing the
    outcome

• Output
  – Product, service
Hierarchy of Strategic Initiatives

Organisational Strategy

- Operations
  - Strategic Initiative 1
    - Strategic Initiative 1-1
    - Strategic Initiative 1-2
    - Strategic Initiative 1-3
  - Strategic Initiative 2
  - Strategic Initiative 3
    - Strategic Initiative 3-1
    - Strategic Initiative 3-2
Hierarchy of Strategic Initiatives

Organisational Strategy

Outcomes
Benefits
Outputs

Operations

Strat.Init. 1
Outcomes
Benefits
Outputs

Strat.Init. 2
Outcomes
Benefits
Outputs

Strat.Init. 3
Outcomes
Benefits
Outputs

Strat.Init. 1-1
Outcomes
Benefits
Outputs

Strat.Init. 1-2
Outcomes
Benefits
Outputs

Strat.Init. 1-3
Outcomes
Benefits
Outputs

Strat.Init. 3-1
Outcomes
Benefits
Outputs

Strat.Init. 3-2
Outcomes
Benefits
Outputs
Outcome Profile

- Description
- Realisation Timeframe
- Owner
- Benefits
- Outputs
- Success Criteria
- Dependencies
- Risk Assessment
Example - Public Sector Governance Initiative

Departmental Corporate Plan

Operations

Strategic Initiative 1

Governance Review Project

Strategic Initiative 3

Strategic Initiative 1-1

Strategic Initiative 1-2

Strategic Initiative 1-3

Strategic Initiative 3-1

Strategic Initiative 3-2
Public Sector Governance Initiative

Departmental Corporate Plan

Governance Review Project

Outcome Profiles

**Outcome 1**
Staff Aligned With Good Governance

Realisation Timeframe
Owner
Benefits
Outputs
Success Criteria
Dependencies
Risk Assessment

**Outcome 2**
Current Governance Benchmarked With Best Practices

Realisation Timeframe
Owner
Benefits
Outputs
Success Criteria
Dependencies
Risk Assessment

**Outcome 3**
Options For Improving Current Governance

Realisation Timeframe
Owner
Benefits
Outputs
Success Criteria
Dependencies
Risk Assessment

**Outcome 4**
Governance Improvements Integrated With Other Initiatives

Realisation Timeframe
Owner
Benefits
Outputs
Success Criteria
Dependencies
Risk Assessment

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Outcome Profile

- **Description**
- **Realisation Timeframe**
- **Owner**
- **Benefits**
- **Outputs**
- **Success Criteria**
- **Dependencies**
- **Risk Assessment**
Governance Review Project Outcome Profile 1

Description
• Management and staff are aligned with good governance

Realisation Timeframe
• Stage 1 – “Commencement Stage” - During the project
• Stage 2 – “Formalisation Stage” - After the project

Owner
• Project Sponsor

Benefits
• Broad ownership of good governance
• Improved adoption of sustainable good governance
• Promote a culture of good governance
• Improved cross-office team work and communication
• Enhanced organisational capacity
• Project and stakeholder initiated governance related discussions
Governance Review Project
Outcome Profile 1

Outputs - Stage 1 – during the project
• "Key Messages"
• Project Communications Approach
• Communications Templates
• Senior Management Briefing
• Project Stakeholder Engagement Approach
• The Way Forward Report - Communications Strategy

Success Criteria
• Stage 1 – During the project
  – Measuring understanding and awareness
    e.g. workshop feedback forms, surveys
• Stage 2 – Post-project
  – Continued measurement of understanding and awareness
  – Management feedback about their perception of the integration of
good governance
Governance Review Project
Outcome Profile 1

Dependencies
• Key stakeholder briefing session
• Departmental organisational chart
• Departmental reference/background material.
• Way forward report format
• Good governance "value proposition".
• Advice/guidance from reference group
• Departmental branding and communications standards
• Departmental communications group timely approvals
• Understanding departmental communications processes
• Ongoing reference group involvement

Risk Assessment Summary
• 14 risks identified, with nil (0) high risks, two (2) medium risks and twelve (12) low risks
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Organisational Strategy

Outcomes Benefits Outputs

Operations

Strat.Init. 1
Outcomes Benefits Outputs

Strat.Init. 2
Outcomes Benefits Outputs

Strat.Init. 3
Outcomes Benefits Outputs

Outcome Profiles

Strat.Init. 2
OUTCOME 1 Benefits Outputs

Strat.Init. 2
OUTCOME 2 Benefits Outputs

Strat.Init. 2
OUTCOME 3 Benefits Outputs

Strat.Init. 2
OUTCOME 4 Benefits Outputs