



LEVEL 7 STRATEGIC MANAGEMENT AND LEADERSHIP

Day One

Ian "Ren" Rennie



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Welcome!

- Introductions

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- DAY ONE
- Being Strategic: Planning, Implementation and Monitoring

Analyse the stages of strategy development and gain insight into how to effectively design, implement and monitor strategy.

- Principles of Strategic Planning and Setting Strategic Objectives
- Getting the Design and Implementation of Strategy Right
- Risk Management and Stakeholder Engagement
- Monitoring, Evaluating and Re-thinking Strategy.

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- DAY TWO
- Mindset and Models for Effective Leaders and Managers

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- DAY THREE
- Mastering the Skillset of Managers and Leaders

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- DAY FOUR
- Organisational Design, Wellbeing, and Identity

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- DAY FIVE
- Personal Development as a Leader and Manager

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Session 1

- Principles of Strategic Planning and Setting Strategic Objectives

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The essence of strategy

- The three pieces of the puzzle are:
- **Where are we now?**
- **Where are we going?**
- **How will we get there?**

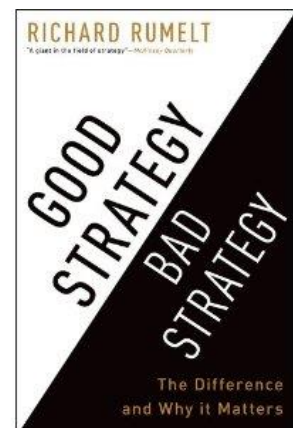


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The essence of a strategy

- "The kernel of a strategy contains three elements:
 - **a diagnosis**
 - **a guiding-policy and**
 - **a coherent action"**
- Strategy has to address the "how?"
- "Unlike a standalone decision or goal, a strategy is a coherent set of analyses, concepts, policies, arguments, and actions that respond to a high-stakes challenge".



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Good strategic planning ...

- delivers better outcomes and transformation
- builds responsiveness to external drivers for change
- facilitates better planning resource allocation, and risk management.



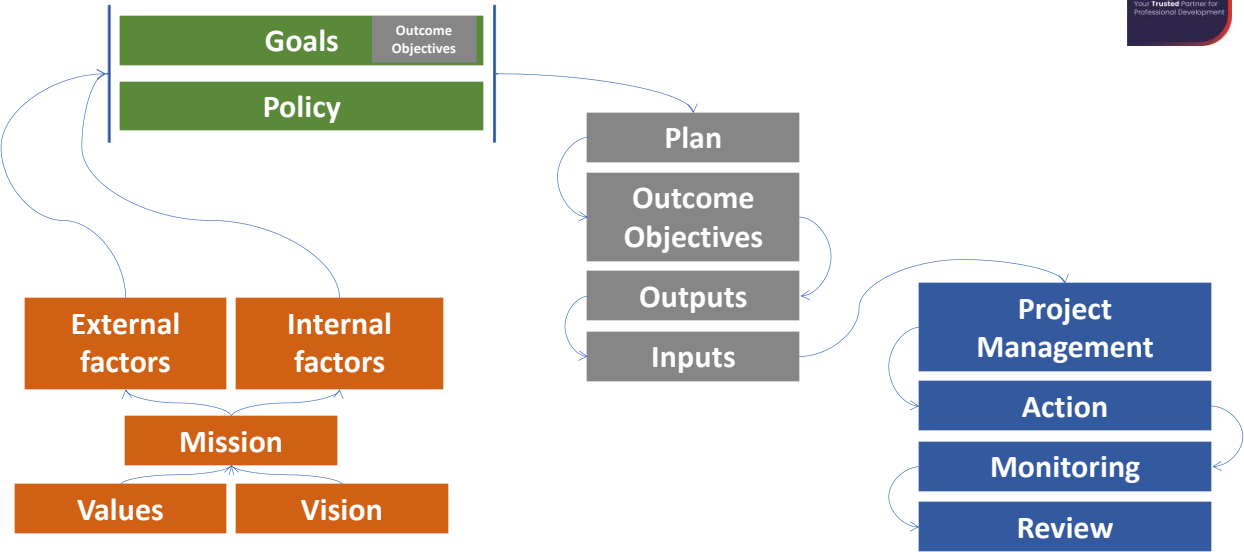
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Bad strategy typically ...

- fails to recognise and define the real challenge(s)
- mistakes goals for strategy
- creates confusion and mixed messaging by being woolly
- has not engaged stakeholders.



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EXAMPLE: MIND: Vision + Mission



- **Our vision**
 - We won't give up until everyone experiencing a mental health problem gets both support and respect.



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Visions statements – examples

- **Alzheimer’s Association:** A world without Alzheimer’s
- **Kent Fire and Rescue Service:** Helping everyone to be safer by working towards a future where no one is killed or seriously injured by a fire or other emergency.



Vision statements – examples

- **Guildford BC:** Guildford to be a town and rural borough that is the most desirable place to live, work and visit in South East England. A centre for education, healthcare, innovative cutting edge businesses, high quality housing and wellbeing. A county town set in a vibrant rural environment that balances the needs of urban and rural communities alike. A town that celebrates our outstanding urban planning and design, and with a new structure that will properly cope with our needs.





EXAMPLE: MIND: Vision + Mission

- **Our vision**
 - We won't give up until everyone experiencing a mental health problem gets both support and respect.
- **Our mission**
 - We provide advice and support to empower anyone experiencing a mental health problem. We campaign to improve services, raise awareness and promote understanding.



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EXAMPLE: MIND – Values

- **Open**
 - We reach out to anyone who needs us
- **Together**
 - We're stronger in partnerships
- **Responsive**
 - We listen, we act
- **Independent**
 - We speak out fearlessly
- **Unstoppable**
 - We never give up.



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Match the values to the organisation

1. Independent, authoritative, collaborative, fair
2. Personal responsibility and nonviolence, independence, no permanent friends or foes, promoting solutions
3. Trusted to deliver excellence, act with integrity and operate safely
4. Honesty, integrity, courage, fairness, and a sense of duty to the [customer] and the community.



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But words alone are not enough



- Integrity
- Respect
- Communication
- Excellence
- These were the values of Enron – one of the most fraudulent companies in the late 20th century
- Values have to have meaning.



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Evidence tools – analytical

- Fishbone analysis
- Systems analysis
- SWOT
- PESTLE (STEEPLE) ...

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Environmental scan

- What is going on in the external environment now or on the near horizon?
- Failure to see and understand the world as it is risks a misaligned strategy and misaligned policies.



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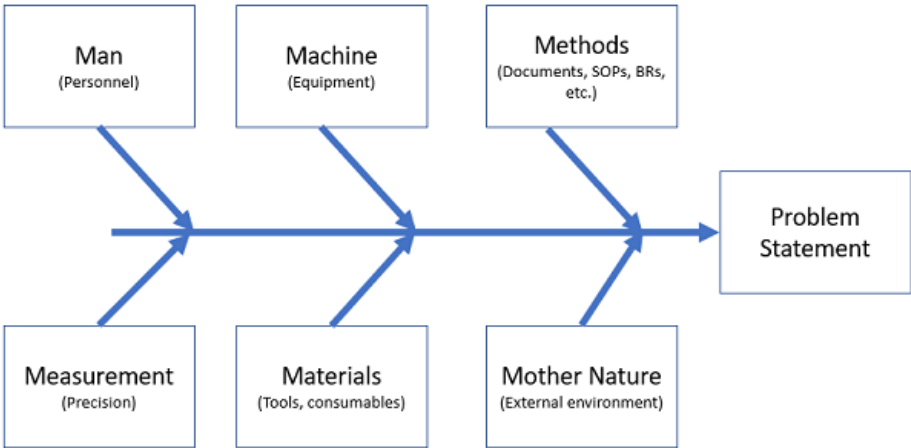


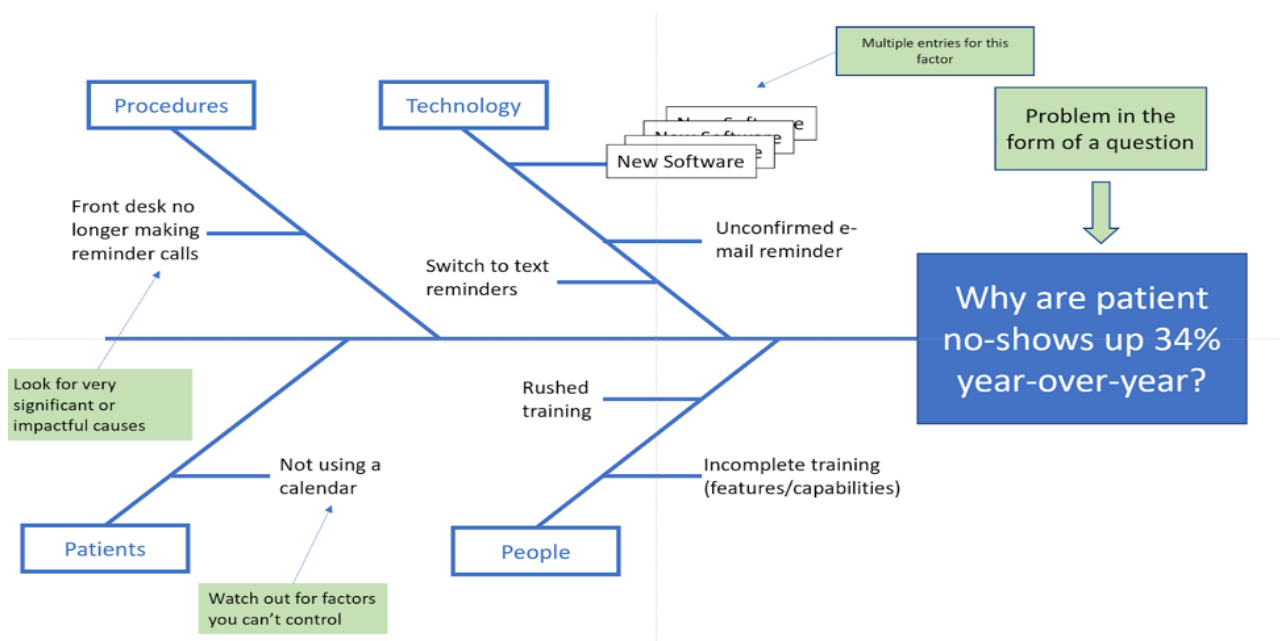
What shape is the organisation in? SWOT

Strengths What will help us complete the strategy successfully	Weaknesses What do we currently <u>not</u> have that we need to complete the strategy successfully
Opportunities What things can we gain or do better as a result of delivering this strategy?	Threats Obstacles, risks, potential problems that may hinder the success of the strategy.



Fishbone analysis





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Evidence – qualitative



- Challenge Panels
 - Looking at weaknesses and ideas to improve current or future policy
 - “Red Teams”
- Citizen voice
- Deliberative Dialogue
 - Bringing members of the public, experts and policymakers together to discuss policy issues and discover possible solutions in an impartial and facilitated environment ...

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Evidence quantitative

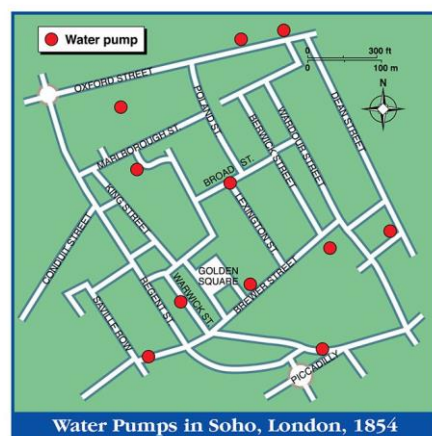
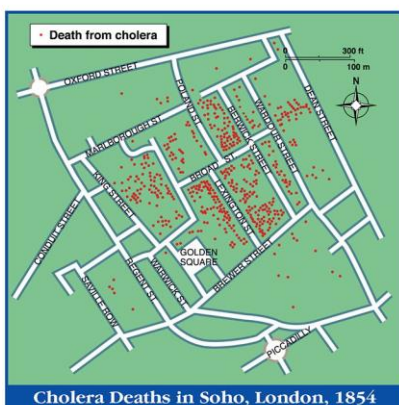
- Statistical Data
- Data Science
 - Using advanced software, computer power and artificial intelligence to analyse and visualise big and complex data to provide insights that can improve an understanding of a problem and design better policy.



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Data Science : Dr John Snow, 1854



616 deaths in a matter of weeks

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Evidence experience

- Prototyping
 - Useful for identifying flaws and issues early (and thereby saving money!)
- Randomised control trials
- Journey Mapping
 - Gaining perspective over time, looking at key touchpoints
- Ethnography
 - Observing target users in their natural environment
- Behavioural insights ...

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Select Committee on Public Accounts Tenth Report

TENTH REPORT

The Committee of Public Accounts has agreed to the following Report:

INDIVIDUAL LEARNING ACCOUNTS

INTRODUCTION AND LIST OF CONCLUSIONS AND RECOMMENDATIONS

1. The Government introduced Individual Learning Accounts in England in September 2000, to widen participation in learning and to help overcome financial barriers faced by individuals. Accounts were to be available to everyone, including the self-employed, and were to be used to help pay for learning of the learner's choice. At the same time, the Government was keen to target people with particular learning or skill needs; for example, young people without qualifications and in low skill jobs, employees in small firms and those seeking to return to work. The scheme was to be funded from £127.5 million released from the wind-down of the Training and Enterprise Councils together with additional funding of £23 million (subsequently increased to £40 million) and £46 million in 2000-01 and 2001-02 respectively.[1]

2. The scheme was successful in attracting over one million people back into learning. However, in November 2001, a fortnight after announcing the planned suspension of the scheme with effect from December, the Government withdrew it following allegations of fraud and abuse. Total expenditure is likely to exceed £290 million against a budget of £199 million (Figure 1). [2] The scale of fraud and abuse could amount to £97 million, including £67 million fraud.[3]

Figure 1: ILA Expenditure on National Delivery (£ million)

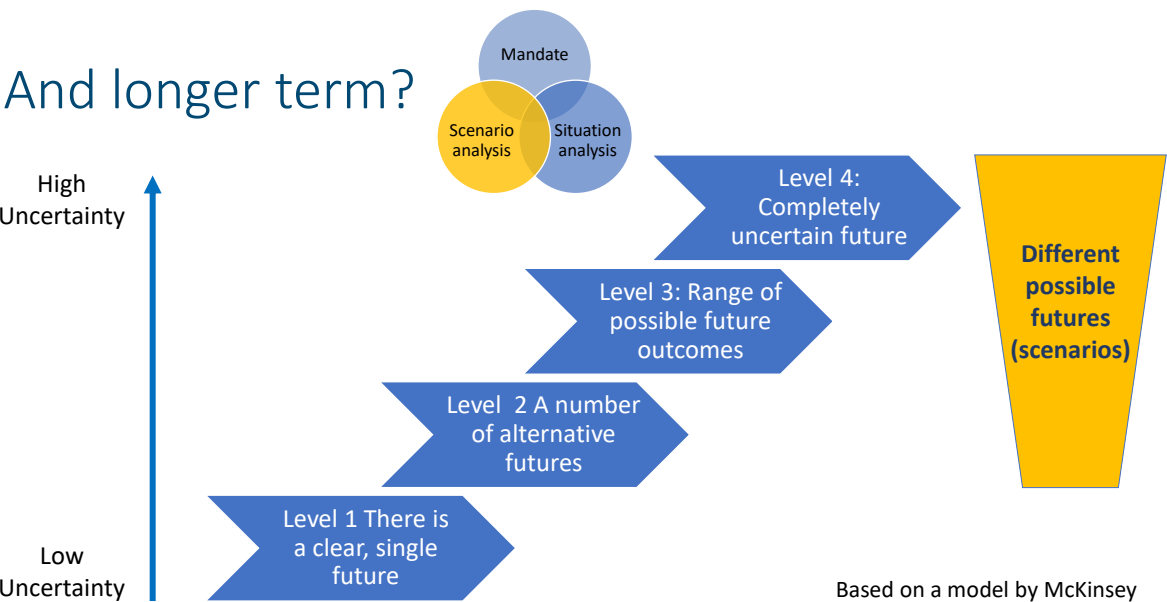
	Income		Expenditure		Total	Forecast for final
	DfES Budgets & TEC contributions for ILAs (1)	Incentives for training (2) - Capita contract	Delivery costs (2) - Capita contract	Policy development/ programme support (consultancy/ evaluation)	(3)	outturn and overspend.
2000-01	70.0	51.8	15.6	2.6	70.0	70.0
2001-02	129.0	163.1	20.5	1.1	204.7	222.6
2002-03	0.0	0.2	1.5	0.5	2.2	0
Total	199.0	235.1	37.6	4.2	276.9	292.6
Budget	199.0				199.0	199.0
Overspend					77.9	93.6

Evidence tools – imaginative

- Change Cards
 - What if type questions. How would x do it? An approach to put participants into another's shoes ...
- Futures Thinking.



And longer term?



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What is Futures Thinking?



- Futures Thinking aims to ensure that policies and decisions are informed by the best evidence and strategic long term thinking
- It is a key resource that policy professionals can use to embed long term strategic thinking in the policy and strategy process.



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Forecasting versus scenarios

- Forecasts tend to be more concerned with accurate prediction
- Scenarios have been described as internally consistent and coherent descriptions of hypothetical futures often at least 20 years ahead of current time.



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Scenario Methodologies

Examples of scenario planning methodologies used by UK government include:

- Two axes method
- Branch analysis method
- Cone of plausibility method
- Postcard from the future.

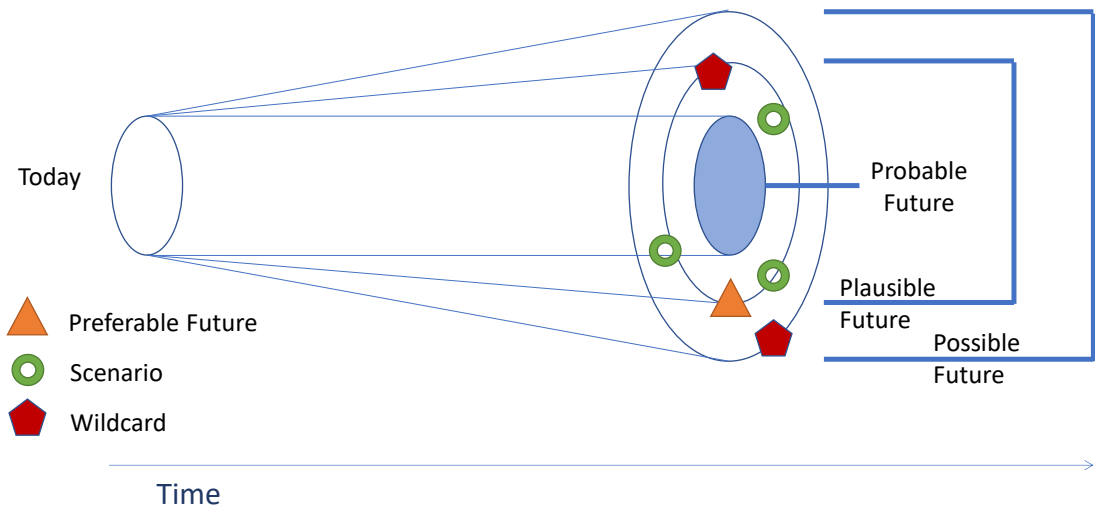


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Cone of Plausibility



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Branch Analysis Example: Ukraine conflict



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Singapore

- simulated newspaper disseminated to all government planning units on the first work day of 2011, to encourage some consideration of possibilities in 2012.



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Axes of Uncertainty

- Used to define the critical uncertainties for the policy area in the future and to frame the scenarios
- Aims:
 - To characterise the nature of the critical uncertainties facing the policy area in the future
 - To agree which critical uncertainties are most important
 - To create a scenario matrix.



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Axes of Uncertainty



- Groups define an Axis of Uncertainty by describing alternative ways that a critical uncertainty might play out
- For example, a group might decide that the uncertainty around a driver written as ‘Global security’ is best described as:

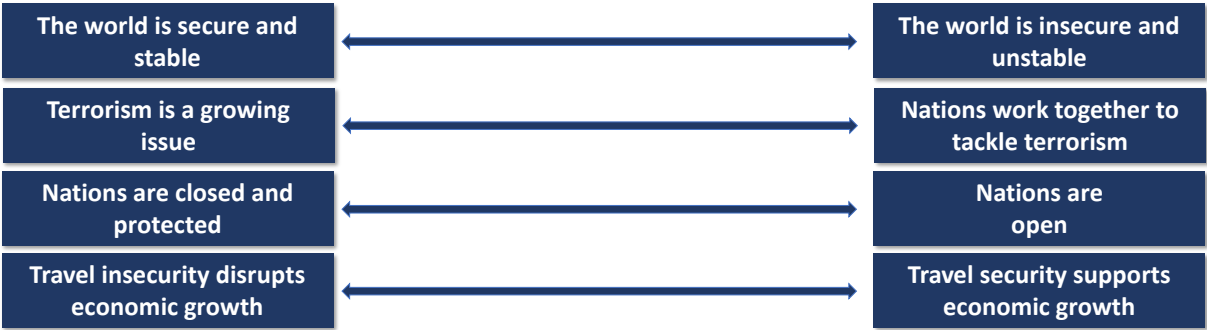


- Groups should not, however, settle on their first interpretation of the uncertainty but should explore further interpretations and outcomes.

Axes of Uncertainty

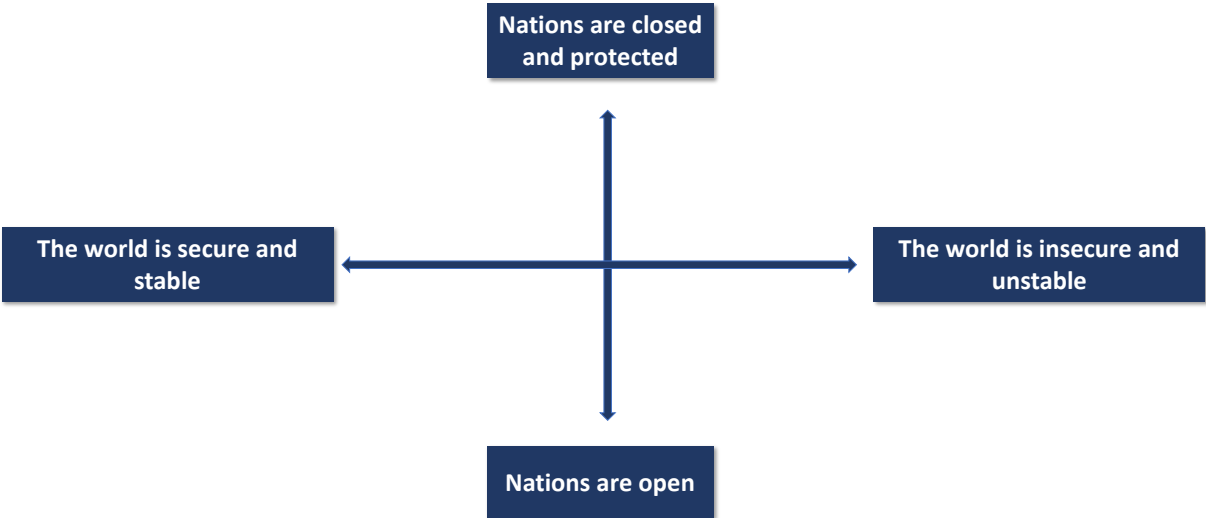


- Continued discussion of ‘Global security’ might lead a group to produce three further interpretations:





Axes of Uncertainty



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New Zealand – post COVID



Axes of Uncertainty - Economic

Working from home becomes the "new normal" for all NZ service roles not requiring physical proximity	↔	NZ workers continue to need a physical workplace to go to
NZ remote services labour prices are cheaper than international	↔	NZ remote services labour prices are more expensive than international
NZ laid off workers can be retrained for remote working	↔	NZ laid off workers cannot be retrained for remote working
NZ invests in onshore manufacturing	↔	NZ continues to rely on overseas manufacturers
All non-grocery retail moves to online home delivery	↔	Physical retail recovers
Domestic tourism and hospitality sector remains under threat of lockdown	↔	Domestic tourism and hospitality sector recovers

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New Zealand – post COVID



Axes of Uncertainty - Social

NZ supports a Universal Basic Income (UBI) in response to Covid-19	↔	NZ rejects a UBI
Mental health stats remain constant or fall after Covid-19	↔	Mental health stats rise considerably after Covid-19
Homelessness decreases after Covid-19	↔	Homelessness increases after Covid-19
Intergenerational tension decreases	↔	Intergenerational tension increases
People go back out again for entertainment and socialising after Covid-19	↔	People stop going out for entertainment and socialising after Covid-19
People prefer to work from home after Covid-19	↔	People still prefer going to a workplace after Covid-19



In the UK?

- Since its creation in 1994 the Foresight Programme has helped the UK Government to think systematically about the future
- Advises government about how to ensure today’s decisions are robust to future uncertainties
- Supports in three ways:
 - Major Foresight Projects
 - Policy Futures Projects
 - The Foresight Horizon Scanning Centre.



In the UK?



- Horizon Scanning Programme Team (HSPT) coordinates Futures work across government
- Ensures Futures Thinking used in decision-making
- Supports the Heads of Department horizon scanning meeting chaired by the Cabinet Secretary, where permanent secretaries consider the long-term impact of key Futures topics.



https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/998939/GO-Science_Trend_Deck_-_Full_Version_-_Spring_2021_1_.pdf

Scale



- Futures projects can be large or small
- They may be delivered primarily in house or they may involve a wide range of external stakeholders
- Participants may be familiar with futures and foresight or they may have little knowledge of it.



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Scale



- The UK's work on Intelligent Infrastructure Futures, for example, engaged nearly 300 people at national, regional and local level
- Commissioned leading researchers to write 18 state of the art research reviews covering areas as diverse as:
 - artificial intelligence
 - data mining
 - how information affects our choices
 - the psychology of travel.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/300334/06-522-intelligent-infrastructure-overview.pdf



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Scale

- 166 pages
- Widespread participation
- In depth examination.



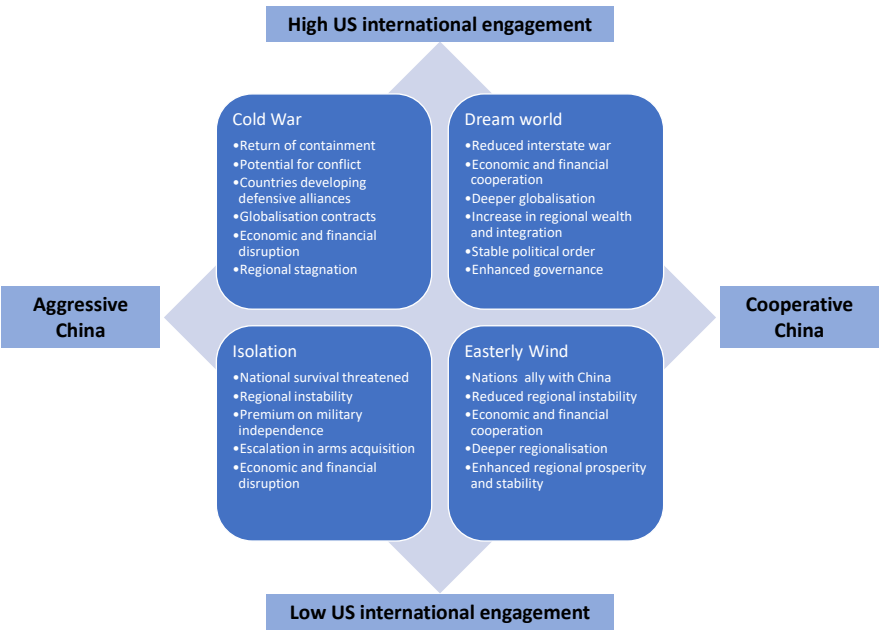
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Scale

- At the other end of the scale, the UK's Health and Safety Executive uses futures and foresight to identify new and emerging issues that might affect future workplace health and safety
- Five HSE personnel use a range of Future Thinking tools on a continuing basis to inform specialists and policy colleagues of what the future implications of emerging issues might be.



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Evidence checklist



1. Seek both quantitative and qualitative
2. Seek different sources
3. If sector representatives are used, are they representative?
4. What data is available / could be available
5. Ensure sufficient disaggregation of statistics
6. Separate hypothetical from the real
7. Make sure comparisons are meaningful
8. Watch for assumptions and unconscious bias.

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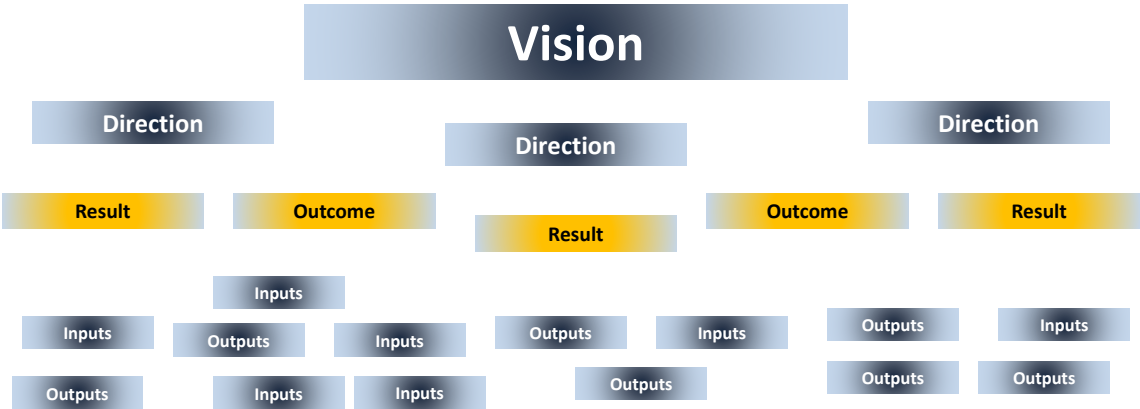


What is a strategic objective?

- Strategic objectives are purpose statements that help create measurable steps for an organisation to help deliver its vision
- They are most effective when quantifiable and measurable
- They provide a framework for all tactical and operational decisions from the highest levels of the organisation to all other employees.



SMART objectives – hierarchy



SMART objectives



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Session 2

- Getting the Design and Implementation of Strategy Right

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Planning to deliver #1

Review evidence, appraise options, and decide how outcomes can best be delivered

- What policy levers and actions will best deliver the desired outcomes?
- What evidence has been considered in developing options?
- Why is the proposed solution the right one, as opposed to other options?
- What are the risks?
 - Have unintended consequences been identified?
 - What mitigations have been introduced?
- Can central elements of the solution be tested or piloted before delivering at scale?

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Planning to deliver #2

Will those who need to act to achieve the goal do what is required?

- Is there a good understanding of the needs, preferences, behaviours and experiences of the users/customers?
- Has everyone involved in delivery been identified?
- Are the links between different actors known/understood?
- Do the relevant people and organisations have an incentive to deliver?
- Is there the necessary capacity and skills in the system to deliver the policy?
- If there are skills gaps, what is the plan to address them?

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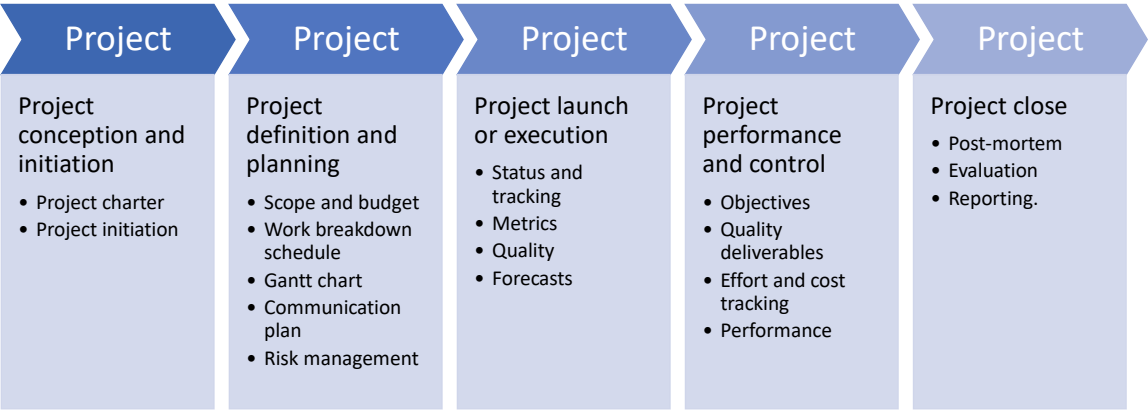
Planning to deliver #3

Decide when outcomes must be achieved and how you will measure progress

- What is the critical delivery path?
- What is the timetable for delivery?
- Has this been shared and agreed with all involved?
- What is the expected trajectory of the strategy and what are the interim milestones?
- How robust and timely is the available management information? What early warning information is available?
- How will qualitative information on progress be gathered?



Strategic delivery – as a project



How?



- 1. Ensure that plans are aligned with organisational mission, vision and values
- 2. Build an effective leadership team
- 3. Create an implementation plan that contains objectives, metrics and accountability
- 4. Allocate resources
- 5. Communicate to align people
- 6. Review and report on progress
- 7. Link performance to strategy.



<https://www.managers.org.uk/wp-content/uploads/2020/03/CHK-259-Implementing-Strategy.pdf>

Delivery Keys



01

Start thinking about delivery right from the start

02

Think about cost right from the start

03

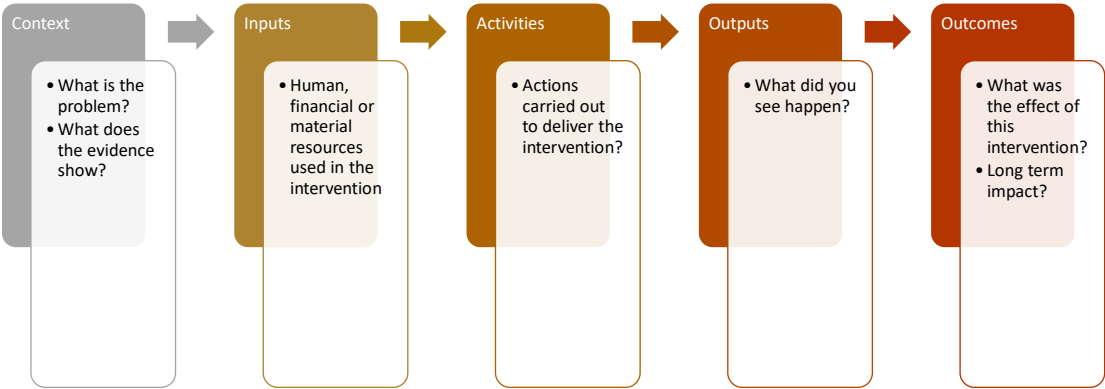
Think about incentives for all concerned

04

Accept that delivery issues will make or break what might otherwise seem good in principle.



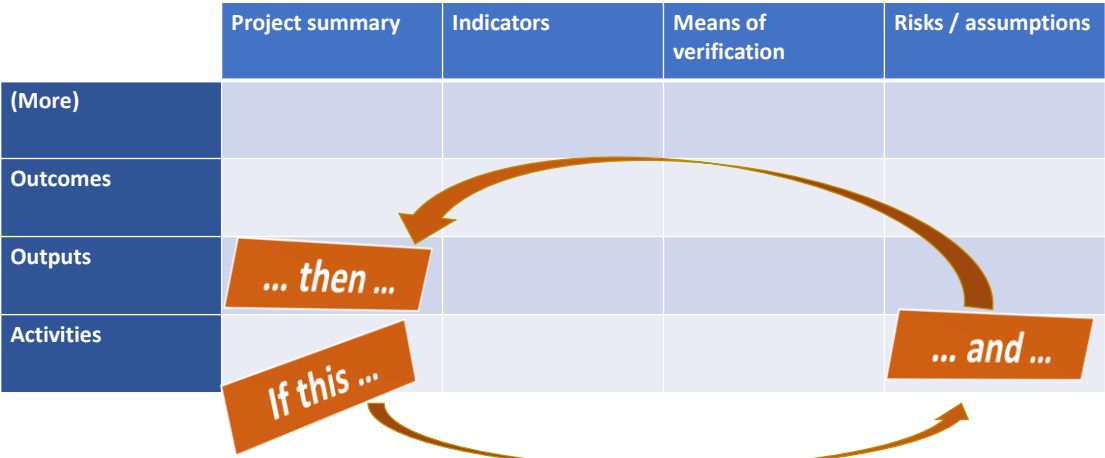
Simple Logic-Model Framework



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Logframe



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Session 3

- Risk Management and Stakeholder Engagement

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Risk



- A persuasive strategy demonstrates that risk has been properly considered
- This means:
 - risks considered
 - risks prioritised
 - existing and planned mitigation
 - risk governance arrangements.



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Probability / likelihood

Traffic Light	Assessment	Interpretation
High	Is expected to occur, almost certain.	Greater than 80% probability
Medium/High	Will probably occur, measures may or may not exist to reduce likelihood	Between 20 and 80%
Medium	Could occur, this is possible. Measures to reduce likelihood exist, but may not be fully effective	Between 10 and 20%
Low/Medium	Might occur at some point in time. Conditions do exist for this to occur, but controls exist and are effective	Between 5 and 10%
Low	Rare, may occur in exceptional circumstances. No or little experience of similar failure	Less than 5%

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Impact

Traffic Light	Assessment	Interpretation
High	May cause key objectives to fail. Very significant impact on organisational goals. Legal or regulatory implications	Significant reputational impact. Significant impact on staff safety. Financial implications exceed £x
Medium/High	Major effect. Risk factor may lead to significant delays or non achievement of objectives	Impact on priority objectives/ programmes. Financial implications between £x and £y
Medium	Moderate effect. Risk factor may lead to delays or increase in cost	Substantive but not critical impact on programme/project. Financial implications limited to £x
Low/Medium	Some impact though expected to be minor.	Minor impact on main objectives. Impact only on non-critical programmes. Limited financial implication.
Low	Insignificant consequence.	Tolerable delays. Minor reduction in Quality/Quantity. Minor financial implications. No impact on priority objectives.

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Combination

Impact / Severity	High					Killer Risks
	Medium / High					Killer Risks
	Medium					
	Low / Medium					
	Low					
		Low	Low / Medium	Medium	Medium / High	High
Probability / Likelihood						

Annex A: National Security Risk Assessment: methodology37

National Security Risk Assessment: methodology

A.1 Risk assessment involves making judgements about the relative impact and likelihood of each risk in comparison with others. In order to undertake the National Security Risk Assessment (NSRA) we adapted the methodology used to compile the UK's National Risk Register (which focuses only on domestic civil emergencies). This methodology involves consideration of the impact of an event (based on economic consequences, casualties and social/structural factors); and the likelihood of this event occurring over a determined timeframe.

A.2 The NSRA process compared, assessed and prioritised all major disruptive risks to our national interest, which are of sufficient scale or impact so as to require action from government and/or which have an ideological, international or political dimension. Using five and 20 year perspectives, we identified and analysed a full range of real and potential risks. We gave greatest weight to those with the ability to cause immediate and direct harm to the UK's territories, economy, people, key institutions and infrastructure prior to any mitigating action or response by the UK.

A.3 We focussed our risk assessment only on impact to the UK and our interests overseas and considered the risk of a significant increase or decrease in levels of ongoing problems; for example, a step-change in the penetration of organised crime in the UK.

A.4 The plausible worst case scenario of each risk was then scored in terms of its likelihood and its potential impact. In order to compare the likelihood of one risk against another and to make relative judgements, these plausible worst case scenarios were plotted on a matrix similar to that in the diagram.

A.5 A risk in the top right hand corner is of higher relative likelihood and higher relative impact. Generally speaking, risks assessed as both high likelihood and high impact would be considered high priorities for action. Similarly, those risks judged to be low impact and low likelihood would be considered lower priorities. However, careful judgements have to be made, as some risks – such as chemical, biological, radiological or nuclear attack – have low likelihood but are of sufficiently high potential impact as to warrant a priority response. In many cases, risks assessed to be of low current likelihood may have that status because of existing mitigation strategies which need to be maintained.

A.6 The outcomes of the NSRA enabled the National Security Council to determine the relative priority that should be given to addressing the risks we face. Generally speaking, risks assessed as both high likelihood and high impact would also be considered high priorities for action. Similarly, those risks judged to be low impact and low likelihood would be considered lower priorities. We will review the NSRA every two years.

A Strong Britain in an Age of Uncertainty: The National Security Strategy

SDSR 2015

“...based on a judgement of the combination of both likelihood and impact...”

SDSR 2015

- “ ... based on a judgement of the combination of both likelihood and impact ...”.

Annex A – Summary of the National Security Risk Assessment 2015: 87

NSRA 2015 Priority Risks

7. The NSC places the domestic and overseas risks we face into three tiers, based on a judgement of the combination of both likelihood and impact. This is not, therefore, a simple ranking of their importance.

TIER ONE

Terrorism
Attacks on and radicalisation of UK residents and nationals at home and abroad

International Military Conflict
UK involved in a conflict between states and/or non-state actors

Cyber
Attacks affecting the UK and our interests

Public Health
A major human health crisis

Major Natural Hazards
Events that need a national response (e.g. severe flooding)

Instability Overseas
Major instability creating threats to the UK and our interests

TIER TWO

Attacks and Pressure on Allies
Conventional and/or hybrid attacks

Decay and Failure of Key Institutions
Disunity or collapse

CBRN Attack
Attack using chemical, biological, radiological or nuclear (CBRN) weapons

Weapons Proliferation
Increase in other advanced conventional armaments or CBRN technology

Serious and Organised Crime
Effect of organised crime

Financial Crisis
Effect of financial crisis

Hostile Foreign Action
Acts against the UK Government or economic interests

TIER THREE

Military Attack on the UK, Overseas Territories or Bases

Fuel Supply
Disruption or price instability

Radio-active or Chemical Release
Major radioactive or chemical release

Resource Insecurity
Disruption to international supplies (e.g. food, minerals)

Public Disorder
Widespread public disorder

Weather and Other Natural Hazards
Such as severe heatwaves or cold weather

Environmental Events
Such as animal diseases or severe air pollution

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Risk mitigation

- For each viable option consider proportionate risk mitigation
- Use the five “T”s:
 - Treat
 - Transfer
 - Tolerate
 - Terminate
 - Take the opportunity.

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Three components of risk management



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Stakeholder engagement

- “A stakeholder is a group or individual who can affect or is affected by the achievement of the organisation’s objective.”
 - Freeman, 1984
- Stakeholder engagement is about knowing:
 - who your stakeholders are
 - them and their interest
 - how best to involve them.

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The process



What do you want to achieve?



Which stakeholders are critical to your success?



How are you going to engage with them?



Implementation and channels



Evaluation — did you achieve your objectives?



Engagement

Inform

Consult

Involve

Collaborate

Empower





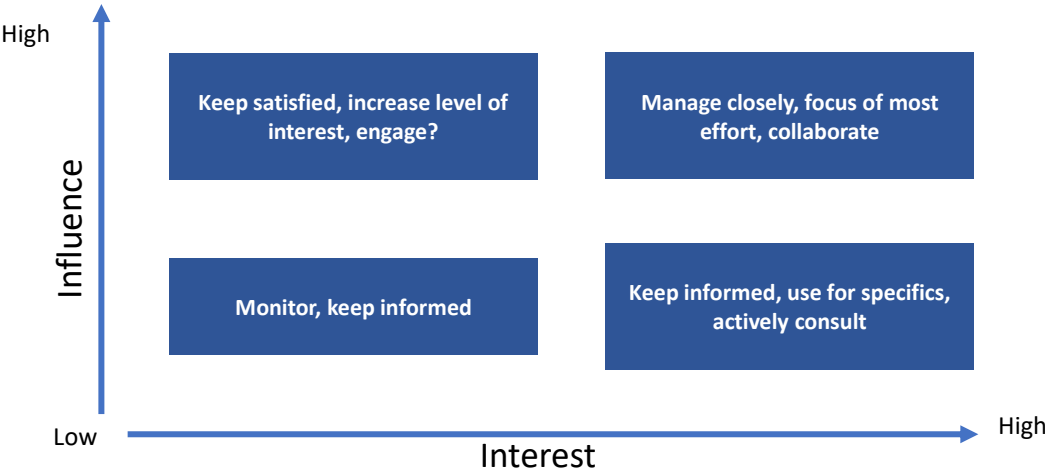
Engagement

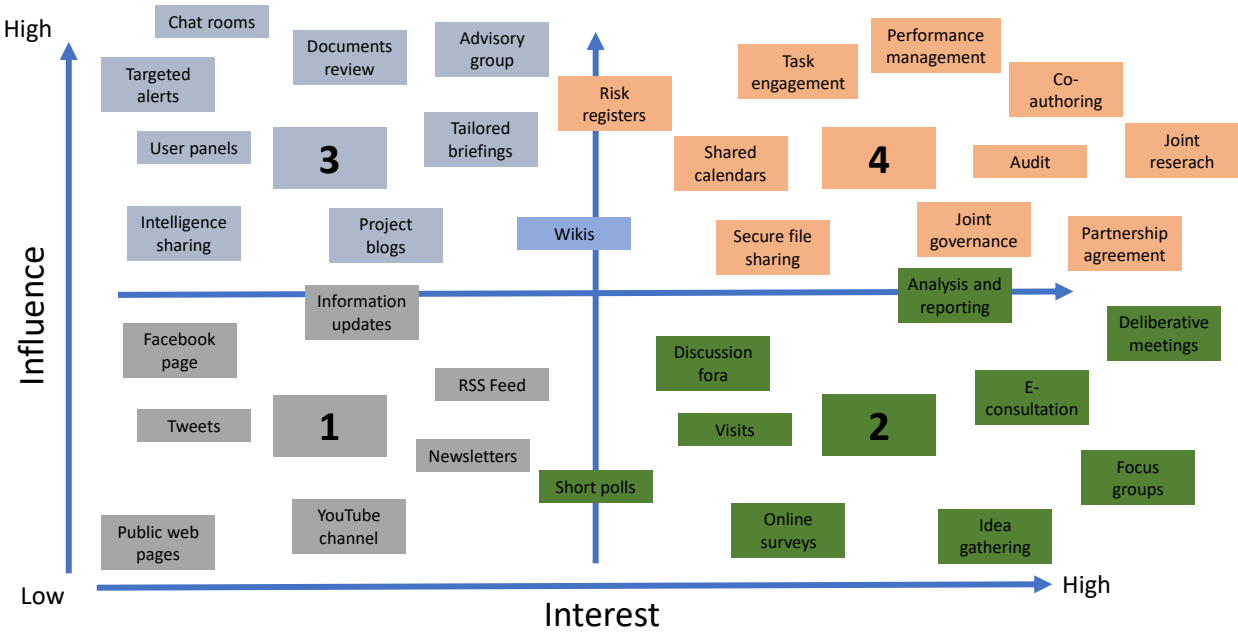


- Inform
 - To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions
- Consult
 - To obtain public feedback for decision-makers on analysis, alternatives and/or decisions
- Involve
 - To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered in decision making processes
- Collaborate
 - To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution
- Empower
 - To place final decision-making in the hands of the public.



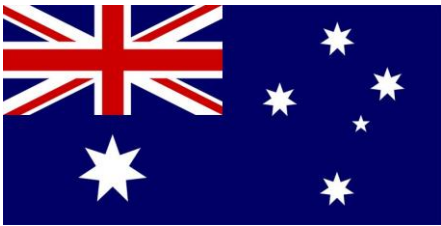
Interest versus Influence Grid





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What do these have in common?



Engagement

- Engagement has been evident in numerous implementations
- Different terms are used including:
 - Crowdsourcing
 - Citizen science
 - Citizen sourcing
 - Collaborative innovation
 - Community systems
 - Crowd wisdom
 - Gamification
 - Open collaboration
 - Peer production
 - Open innovation ...

Dimensions to be considered include:

Cost
Anonymity
Scale of the crowd
IT structure
Time required
Task magnitude
Reliability of the crowd.

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Crowd sourcing policy



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Trust

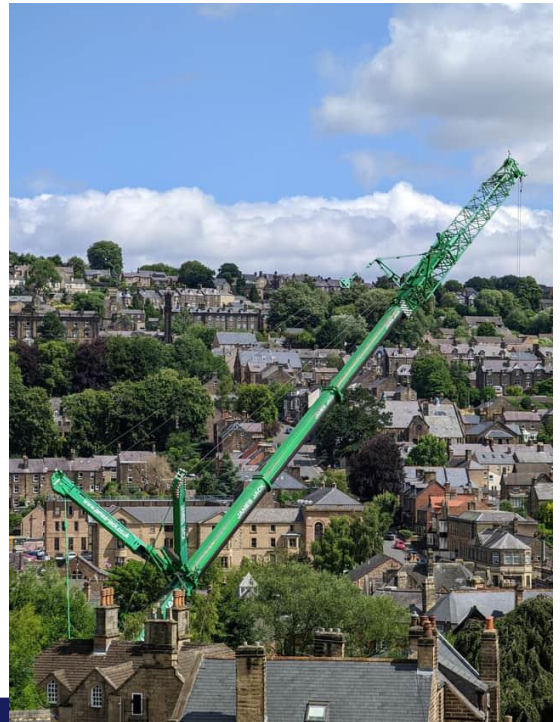
- Opponents are often suspicious of the wisdom of crowds
- They dismiss it as a fad, citing incidents such as the naming of the Natural Environment Research Council's (NERC) \$290-million research vessel
- A crowd sourcing exercise resulted in the public supporting the name "Boaty McBoatface".

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Similar?

- Derbyshire flood defence
- Project to restore flood protection for homes and businesses in Matlock
- Giant crane, taller than the leaning tower of Pisa
- 800-tonnes maximum lifting potential (around the same as 5 blue whales)
- Competition followed by naming ceremony By Mayor of Matlock
- overwhelming majority (63%) favoured 'Lifty McShifty'.



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Session 4

- Monitoring, Evaluating and Re-thinking Strategy

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Effective and efficient monitoring



- There is one most important question
- What is it that you want to know about your strategy?
- Once you have defined this make it measurable
- Do not move forward if you cannot answer this question!

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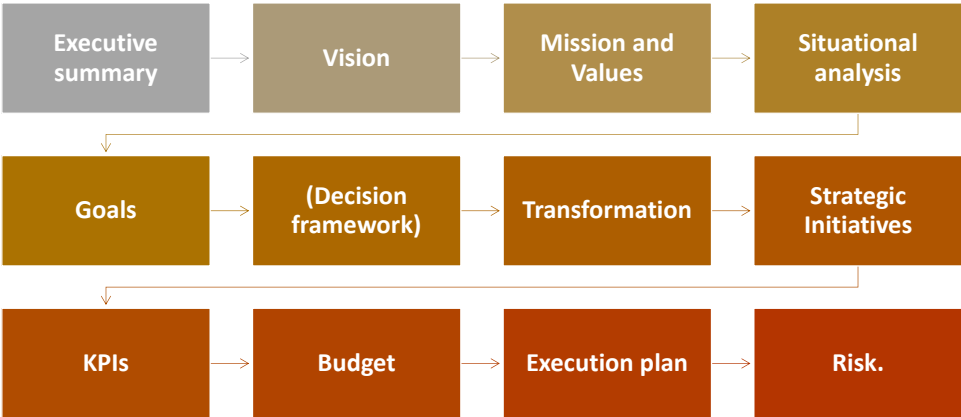
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Monitoring and Evaluation

•What gets measured gets done!



Summary





Components

- 1. The problem under consideration
- 2. The rationale for intervention, including a 'counterfactual' scenario representing the consequences of do nothing
- 3. SMART (specific, measurable, achievable, realistic, time-limited) objectives to enable proper analysis and evaluation of the proposal
- 4. A long list of options considered appraised against various critical success factors to produce a short-list of options



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Components



- 5. A preferred option – justified ...
- 6. Proportionate monetised and non-monetised analysis of costs, benefits and risk
- 7. All uncertainty, risks, sensitivities and assumptions and how each of these impact the policy options and analysis
- 8. Any disproportionate adverse direct or indirect impacts on identified groups (e.g. small businesses, protected characteristics groups)

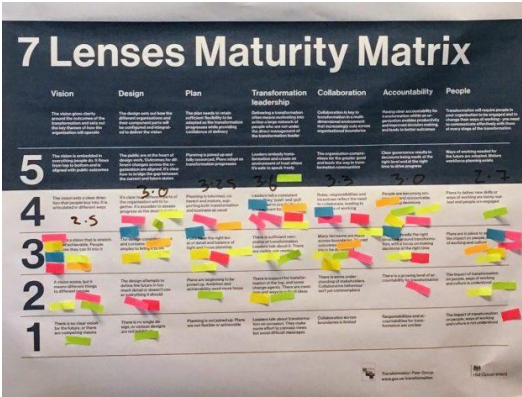
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7 Lenses Maturity Matrix						
Vision	Design	Plan	Transformation leadership	Collaboration	Accountability	People
The vision gives clarity around the outcomes of the transformation and sets out the key themes of how the organisation will operate	The design sets out how the different organisations and their component parts will be configured and integrated to deliver the vision	The plan needs to retain sufficient flexibility to be adapted as the transformation progresses while providing confidence of delivery	Delivering a transformation often means motivating into action a large network of people who are not under the direct management of the transformation leader	Collaboration is key to transformation in a multi-dimensional environment that increasingly cuts across organisational boundaries	Having clear accountability for transformation within an organisation enables productivity and improved decision making, and leads to better outcomes	Transformation will require people in your organisation to be engaged and to change their ways of working - you need to communicate effectively with them at every stage of the transformation

- For its major policy transformation projects HMG uses the “Seven lenses of transformation”
- Example use: delivering online passport applications
- The seven lenses can be use to measure the level of maturity of performance ...

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5 The vision is embedded in everything people do. It flows from top to bottom and is aligned with public outcomes	The public are at the heart of design work. Outcomes for different changes across the organisation are aligned. It's clear how to bridge the gap between the current and future states	Planning is joined up and fully resourced. Plans adapt as transformation progresses	Leaders embody transformation and create an environment of trust where it's safe to speak freely	The organisation compromises for the greater good and leads the way in transformation communities	Clear governance results in decisions being made at the right level and at the right time to drive progress	Ways of working needed for the future are adopted. Mature workforce planning exists
4 The vision sets a clear direction that people buy into. It is articulated in different ways	It's clear how different parts of the design work. Outcomes for different changes across the organisation are aligned. It's clear how to bridge the gap between the current and future states	Planning is informed, coherent and mature, supporting both transformation and business as usual	Leaders tell a consistent story. They 'push' and 'pull' as needed to create the right environment for change	Roles, responsibilities and incentives reflect the need to collaborate, leading to new ways of working	People are becoming empowered and accountable for making decisions	Plans to deliver new skills or ways of working are being realised and people are engaged
3 There is a vision that is stretching but achievable. People see how they can fit into it	The design considers users and contains enough examples to bring it to life	Plans have the right level of detail and balance of tight and loose planning	There is sufficient ownership of transformation. Leaders talk about it. There are visible role models	Many decisions are made across boundaries. Shared outcomes are starting to be developed	There is broadly the right structure around transformation, with a focus on making decisions at the right time	Plans are in place to address the impact on people, ways of working and culture
2 A vision exists, but it means different things to different people	The design attempts to define the future in too much detail or doesn't cover everything it should	Plans are beginning to be joined up. Ambition and achievability need more focus	There is support for transformation at the top, and some change agents. There are meetings and ways to submit ideas	There is some understanding of stakeholders. Collaborative behaviour isn't yet commonplace	There is a growing level of accountability for transformation	The impact of transformation on people, ways of working and culture is understood
1 There is no clear vision for the future, or there are competing visions	There is no single design, or various designs are not joined up	Planning is not joined up. Plans are not flexible or achievable	Leaders talk about transformation on occasion. They make some effort to canvass views but avoid difficult messages	Collaboration across boundaries is limited	Responsibilities and accountabilities for transformation are unclear	The impact of transformation on people, ways of working and culture is not understood

7 Lenses Maturity Matrix



- Initially designed by a Home Office team
Now used across Whitehall, e.g.
- The defence learning and management capability programme at the Ministry of Defence (MoD)
 - The borders portfolio team in HM Revenue and Customs (HMRC)
 - The transformation team at the Government Communications Headquarters (GCHQ)
 - The management team of the Government Digital Service (GDS).