

## Vision and value

Please note this is a first draft/prototype reference guide. There is room for improvement and some areas where little or no identified help is listed at present. If you can recommend additional resources, suggest alternative questions, or otherwise assist in improving the guide, please contact the TRUE team leader, Paul Chatterton ([P.Chatterton@leeds.ac.uk](mailto:P.Chatterton@leeds.ac.uk)).

What is the barrier?	What is worth considering?	What may help
<p><b>Reactive or short-term perspective.</b></p>	<ul style="list-style-type: none"> <li>• Where does the reactive or short-term perspective originate?</li> <li>• Is it characteristic of the organisation or a result of compromises that appear to be necessary to maintain relationships?</li> <li>• Is the reactive or short-term perspective an accommodation to an unstable set of requirements or circumstances or does it exacerbate uncertainty?</li> <li>• How might a short-term perspective be adapted to be responsive to uncertainty while ensuring agreed goals are achieved?</li> <li>• Is there knowledge of the reasons for and level of change required for successful delivery of outcomes and benefits?</li> <li>• What barriers exist to implementing necessary organisational changes? Is there support from leaders and governance?</li> <li>• Do staff understand the need for change and what is likely to be necessary in order to accomplish it?</li> </ul>	<p>Reactive or proactive vision:  <a href="https://onstrategyhq.com/resources/is-your-vision-proactive-or-reactive/">https://onstrategyhq.com/resources/is-your-vision-proactive-or-reactive/</a></p> <p>For ideas on proactive governance:  <a href="https://www.worldgovernmentsummit.org/api/publications/document?id=e96e7dc4-e97c-6578-b2f8-ff0000a7ddb6">https://www.worldgovernmentsummit.org/api/publications/document?id=e96e7dc4-e97c-6578-b2f8-ff0000a7ddb6</a></p>

<p><b>Political priorities compromise good practice.</b></p>	<ul style="list-style-type: none"> <li>• What are the political priorities of the organisation/delivery environment and how do they relate to the strategic importance of the project?</li> <li>• Does the project team or organisation have the ability to influence them?</li> <li>• How complex are the political relationships?</li> <li>• Do they cross organisational, geographic or political boundaries?</li> <li>• Are partners available who can assist in managing relationships and informing good practice?</li> <li>• Are there any steps the organisation or team can take to improve internal control over external aspects?</li> <li>• Who sets the compromising political priorities?</li> <li>• Are the compromising political priorities supporting a rigid/unresponsive organisational culture?</li> <li>• Do they prevent adoption of good practices?</li> <li>• Is there a way to align good practices with the political priorities while minimising the rigidity or lack of responsiveness?</li> </ul>	<p>Political priorities may be simply local and compromise good practice, or multi-level and working at cross-purposes. Either way, those priorities may complicate a team’s ability to apply good practice.</p> <p>An NHS example of planning to employ good practice:  <a href="https://improvement.nhs.uk/uploads/documents/Provider_roadmap_20160211.pdf">https://improvement.nhs.uk/uploads/documents/Provider_roadmap_20160211.pdf</a></p> <p>A free online book (2017) on the politics of evidence, evidence-based policy, and good governance:  <a href="http://eprints.lse.ac.uk/68604/1/Parkhurst_The%20Politics%20of%20Evidence.pdf">http://eprints.lse.ac.uk/68604/1/Parkhurst_The%20Politics%20of%20Evidence.pdf</a></p>
<p><b>Poor planning (inadequate, uncoordinated or insufficient).</b></p>	<ul style="list-style-type: none"> <li>• Who is responsible for planning? Do they have the necessary time, skills, and resources to promote success?</li> <li>• Has planning included consideration of other projects that depend on the success of the current one?</li> <li>• What might be done to improve the adequacy, coordination and sufficiency of planning?</li> <li>• Has poor planning contributed to or caused a lack of successful history of similar project delivery?</li> <li>• Why is the planning poor?</li> <li>• Is the organisational culture too rigid to support good planning?</li> </ul>	<p>Good project management and planning resources:  <a href="https://www.wrike.com/blog/project-management-best-practices-infographic/">https://www.wrike.com/blog/project-management-best-practices-infographic/</a>  <a href="https://www.pmi.org/learning/library/best-practices-effective-project-management-8922">https://www.pmi.org/learning/library/best-practices-effective-project-management-8922</a>  <a href="https://www.pmi.org/learning/library/developing-project-management-best-practice-6735">https://www.pmi.org/learning/library/developing-project-management-best-practice-6735</a>  <a href="https://www.projectsmart.co.uk/project-management-success-with-the-top-7-best-practices.php">https://www.projectsmart.co.uk/project-management-success-with-the-top-7-best-practices.php</a></p> <p>Dependencies:  <a href="https://www.workzone.com/blog/dependencies-in-project-management/">https://www.workzone.com/blog/dependencies-in-project-management/</a>  <a href="https://www.thebalance.com/project-and-task-dependency-in-project-management-2276123">https://www.thebalance.com/project-and-task-dependency-in-project-management-2276123</a></p>

<p><b>Lack of agreed outcomes.</b></p>	<ul style="list-style-type: none"> <li>• What vision and value outcomes exist within the project team and/or organisation? Are they consistent with the strategic importance of the project? Who has agreed them and who has not?</li> <li>• What strategic barriers exist to obtaining broader agreement?</li> <li>• How might those barriers be overcome?</li> <li>• Does ambiguity in requirements and benefits feed into a lack of agreed vision and outcomes impact or vice versa?</li> <li>• Is this lack unique to the project or characteristic of the organisation and/or delivery environment?</li> <li>• Why might project goals be uncertain?</li> <li>• Is delivery environment uncertainty a contributor to the lack of agreed vision and value outcomes?</li> <li>• Are there examples of successful projects completed under uncertainty?</li> </ul>	<p>Project, strategic and population (wellbeing) outcomes: <a href="http://outcomestoolkit.com/planning/part-3-setting-aims-objectives-and-outcomes/">http://outcomestoolkit.com/planning/part-3-setting-aims-objectives-and-outcomes/</a></p> <p>National audit office practical example: <a href="https://www.nao.org.uk/successful-commissioning/designing-services/agreeing-outcomes/">https://www.nao.org.uk/successful-commissioning/designing-services/agreeing-outcomes/</a></p>
<p><b>Inability to articulate a clear vision.</b></p>	<ul style="list-style-type: none"> <li>• Who on the team or in the organisation is responsible for developing the project vision?</li> <li>• Are the necessary knowledge and skills in place to support vision development consistent with the project's strategic importance?</li> <li>• How are external (strategic) influences impacting development of a clear vision?</li> <li>• Who is responsible for articulating a clear vision? Is a process in place to develop one?</li> <li>• What has been done (or can be done) to clarify values, goals and impacts?</li> </ul>	<p>Organisation level: <a href="https://www.jisc.ac.uk/full-guide/vision-mission-and-values">https://www.jisc.ac.uk/full-guide/vision-mission-and-values</a></p> <p>Team level: <a href="https://seapointcenter.com/how-to-create-a-shared-vision/">https://seapointcenter.com/how-to-create-a-shared-vision/</a></p> <p>Leadership and clear vision: <a href="https://www.bates-communications.com/articles-and-newsletters/articles-and-newsletters/bid/57961/how-leaders-develop-and-communicate-a-vision">https://www.bates-communications.com/articles-and-newsletters/articles-and-newsletters/bid/57961/how-leaders-develop-and-communicate-a-vision</a></p>

**Vision is not part of wider transformation agenda.**

- Is there an organisational or team transformation agenda?
- Is there an agreed project vision?
- How do the two relate to each other?

Transformation agenda (low carbon cities):

<http://urbantransform.eu/2014/11/06/8-steps-towards-transformation-agenda/>

UK Government transformation strategy:

<https://www.gov.uk/government/publications/government-transformation-strategy-2017-to-2020/government-transformation-strategy>

Blue Marble Group (service provider/company):

<http://www.blumarblegroup.co.uk/case-studies/building-a-transformation-programme-in-havering-towards-achieving-haverings-living-ambition-vision/>

<p><b>Poor management of risks or contingencies.</b></p>	<ul style="list-style-type: none"> <li>• What factors within the project, organisation and/or delivery environment contribute to poor management of risks or contingencies?</li> <li>• How does the pressure of the project's strategic importance influence risk/contingency management?</li> <li>• What resources are available to improve management consistent with overall strategy?</li> <li>• How might risk management be improved in general, and specifically to address risks from uncertainty?</li> </ul>	
<p><b>Overemphasis on creating a bespoke solution.</b></p>	<ul style="list-style-type: none"> <li>• Is the focus of the team on developing a unique solution to this particular set of circumstances? If so, why?</li> <li>• What other options for identifying a possible solution have been considered?</li> <li>• Can an existing solution be adapted?</li> </ul>	