# view**point**

## Quortex' Delivery Framework™ - Achieving certainty and speed in the delivery of business change

The governments' own Office of Government Commerce (OGC) – the body that publishes standards on best practice in project management - recently questioned in a report whether Senior Management can really be sure that their strategic objectives will be delivered by their businesses. Many of our clients share this concern.

So when talk turns to 'how we deliver change', the chances are that attention will drift towards project methodologies such as PRINCE2, MSP or PMBOK and (worst case) their even greater adoption as the sole panacea to cure all ills. You may even be employing PRINCE2 practitioners in the hope of improving delivery performance and yet the results remain disappointing. Customers and users are not getting what they expected and support groups are feeling 'dumped on' by the projects. Senior management may be increasingly exasperated as costs & dates go south, whilst the time they spend intervening in delivery issues detracts from their more vital focus on areas of genuine strategic importance.

It may seem like everyone is 'doing their bit' and yet delivery falters and even worse, the real reasons for this remain illusive. So what's going on? In our experience, there are usually a number of root causes. These can range from gaps in roles & responsibilities across the multitude of involved functions (from business benefit owners through to those responsible for delivering the detailed solutions), or maybe a distorted emphasis on technical & IT aspects of the projects at the expense of other, equally important dimensions. It may even be a lack of the right skills and expertise in critical areas such as Business Analysis.

It's easy to blame the Project Managers but if these problems exist, then they lie beyond what any single project can be expected to deal with. And project methodologies are simply not enough. On their own they do not help to define 'how we should operate to deliver beneficial change across our business'. As a result, key aspects of success are left to chance or to the expertise of individuals, rather than those individuals being supported by the environment within which they are operating.

# view**point**

## A comprehensive framework for success

By taking the time to look beyond the project dimension, you will almost certainly begin to see common themes impeding delivery, and be able to identify key elements that need to be present if individual projects are to be more successful. A more comprehensive framework needs to account for these elements, as well as the whole lifecycle of change, including decision points like 'should this project be started now' and 'does this solution address both business and technical needs?'

A good framework would not only define the roles of the different functions in the context of delivering change into the business, but define the skills & expertise that those functions require. And importantly, it would help identify any weaknesses and gaps that there might be.

With such a framework in place, individuals would know better what their role is and how it relates to other roles. This would help empower people to really focus on what they need to deliver, confident that their effort is valuable and worthwhile and not simply 'box ticking'.

With handoffs between functions better understood, greater sourcing flexibility could be achieved and the services delivered by suppliers and outsource partners managed more effectively. And as momentum builds, management attention could be redirected to more pro-active and strategic decision making such as prioritising the allocation of resources and investment and away from extinguishing individual project 'fires'.

Based on years of experience delivering change across organisations of all shapes and sizes, the Quortex Delivery Framework™ combines all the above elements and embeds them as 'business as usual' within the organisation. It doesn't remove the need for project management processes. Rather it augments and integrates with them to 'fill in the gaps'. And it's completely agnostic of any technical development lifecycle – be it Waterfall, Agile etc.

The Quortex Delivery Framework™ has three key elements. First is the lifecycle of 'change' within a business. Where Project Management methodologies typically start with a 'Mandate' or something similar, the Quortex Delivery Framework™ starts with how ideas originate and how they can be filtered before you even think about starting a project. This is often a source of significant inefficiency as ill considered projects consume valuable resources before a proper 'sense check' has taken place.

Secondly, the framework describes the deliverables required at each stage of the lifecycle, and who (by role & function) is responsible for creating those deliverables. This ensures timely engagement from all essential functions across the business. Importantly, the framework distinguishes between 'individual' and 'role' and often we find that the same individual can perform multiple roles within the lifecycle. Thus the framework can be applied equally within a new start up business of only 3 or 4 people or across a multi-national organisation with hundreds of people working across multiple functions. In all cases though, the focus on 'roles' ensures that the essential quality and integrity of the end result can be systematically assured.

Finally, the framework describes the competencies (knowledge, experience and behaviours) that are required to fulfil each role successfully. It therefore provides a structure for both defining resourcing needs, as well as informing individuals' training, development and performance management plans.

## Achieving the outcomes you need

Delivering portfolios of business change projects requires more than project methodologies. By working with a more comprehensive delivery framework projects will achieve significantly higher levels of efficiency and raise the quality bar of the outcomes being delivered.  With such a framework in place, you will rest assured that the strategic objectives you set will be achieved by your business.