What is an Initiative

Definitions

Initiative: A comprehensive plan for reaching strategic and long-term goals. It outlines how you want to achieve objectives.

Tips

- Can be comprised of multiple projects
- Several initiatives may function together to reach a common vision
- There should be no initiative without projects
- Initiatives are the bridge between the vision and everyday operation, the path we take to achieve our targets

Initiative Contract Sections

Page 1 of 3

INITIATIVE CONTRACT   DATE:

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Initiative and Definition of Success
Initiative Title

What defines its success, the desired end state of the initiative?

Scope

What is the scope of the initiative?

What is out of Scope; anything outside the parameters of the initiative?

Team & Accountabilities
Who is the initiative leader and who will work with the initiative leader to design and deliver this initiative?

Name	Organization	Team Role*

Team

* Role within the project team (team lead, process owner, subject matter expert, IT, budget, etc.)

Page 2 of 3

Stakeholders
Who are the key stakeholders involved with this initiative?

Name*	Organization	Role

Stakeholders

* Include those individuals and/or organizations accountable for its execution.

Key Milestones
What are the major milestones to deliver the initiative?

	Milestone	Person(s)/Team Responsible (RACI)*	Due Date
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Milestones

*RACI R=Responsible for doing the work; A=Accountable for work; C=Consulted before finalizing; I=Informed

Measures and Targets
How are we measuring the impact and success of this initiative?

Priority Measure(s)*	Current Status	Target

Measures & Targets

*Measures should follow SMART principles: Specific-Measur...

Page 3 of 3

DICE

Component	Description	Score
Duration	Duration of change either to completion or between "learning milestones"	
Integrity	Performance integrity of project team	
Commitment₁	Senior management commitment to the change	
Commitment₂	Local commitment to the change	
Effort	Local effort during implementation	

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DICE Tool

Risks and Other Factors
Are there any notable risks for this initiative and how will they be managed?

	Risk	Mitigation Strategy
1.		
2.		
3.		
4.		
5.		

Risks

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Team & Accountabilities

__Accountabilities__ define the "owner" of the project/task as someone who is responsible for coordinating and delivering the specified item. Other team members roles work towards key milestones to achieve success.

Team & Accountabilities

Who is the initiative leader and who will work with the initiative leader to design and deliver this initiative?

Name	Organization	Team Role*

* Role within the project team (team lead, process owner, subject matter expert, IT, budget, etc.)

Team & Accountabilities

- Provide name and roles of individuals who are invovled in inititave development and delivery

- Be open to adjusting responsibilities as the project progresses (project handoffs from development to delivery, team resource allotments, etc.)

- All parties involved will decide the success of the project, not just the owner

- Assigning owners of items will provide clear responsibilities to each team member and limit or prevent miscommunication

Developing the Problem and Scope Statements

Success defines the desired end state (i.e., what impact the Initiative will deliver when the Initiative is complete)

Scope clearly defines what is included in the Initiative

Out of scope is anything that is outside the parameters of an initiative

Initiative and Definition of Success

Initiative Title

_____

What defines its success, the desired end state of the initiative?

_____

What is the scope of the initiative?

_____

What is out of Scope; anything outside the parameters of the initiative?

_____

Developing the Problem and Scope Statements

Problem Statement: a short, clear explanation of an issue or challenge that sums up what you want to change/accomplish.

Example:

Many new people have moved to Oak Street last year. The residents need to meet each other in order to help keep the neighborhood safe.

WHO	Who has the problem?
WHAT	What is the problem?
WHERE	Where/when is the problem occurring?
WHY	Why is it important to address?

Developing the Problem and Scope Statements

- The problem statement comes first and defines what must be resolved or answered to deliver impact

- A thought-provoking question or a hypothesis; debatable

- Articulate clearly what success looks like for the Initiative

- The scope should be SMART: specific, measureable, achievable or action-oriented, relevant, and time-bound

- Indicates what will and will not be included to establish boundaries and prevent "scope creep"

Developing the Problem and Scope Statements

What is the scope of the project?

Scope: **The neighborhood watch committee will host an outdoor party to promote community collaboration with a catered meal on Oak Street starting at noon on July 4th.**
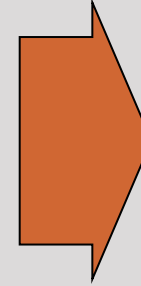
Defines all the work and considerations required to deliver a specific outcome.

SPECIFIC	Does it have a clear definition? Is it Straight Forward and easy to understand?
MEASURABLE	Is it easy to measure? Can it be benchmarked against other data?
ACHIEVABLE	Can we take action to deliver the impact that we desire?
RELEVANT	Is it aligned with the State's or a Department's strategy and objectives?
TIMELY	Is the time to impact defined and is it practical?

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Developing the Problem and Scope Statements

Out of scope is anything that is outside the parameters of an initiative.

Don't forget to track items **Out of Scope**

➢ Will not provide drinks
➢ Gifts will not be given to guests
➢ Lawn care
➢ Decorations

Stakeholders

Key Stakeholders are the people (or organizations) that have an interest in the success of the initative, but not directly involved in the day-to-day work.

Stakeholders

Who are the key stakeholders involved with this initiative?

Name*	Organization	Role

* Include those individuals and/or organizations that have a clear interest in the success of the Initiative but are not accountable for its execution.

Stakeholders

- Include individuals/organizations that have a clear interest but are not accountable

- Provide a description of how they have a role or what their interest is

- This information helps shape the 'stakeholder engagement plan' which provides information on who to engage, what update to provide, when to provide that update, and via what channel (not covered in this training)

Key Milestones

***Key deliverables** are distinct outputs of the project, meaningful in terms of the project's overall objectives.*

***Key milestones** an important point within the project schedule that indicates progress & can signify the completion of a deliverable or a phase of the project.*

***Key tasks** an activity that needs to be accomplished within a set period of time.*

Key Milestones

What are the major milestones to deliver the initiative?

	Milestone	Person(s)/Team Responsible	RACI*	Due Date
1.				
2.				
3.				
4.				

Key Milestones

- Include the high-level priority activities needed to develop and deliver the Initiative (as defined in the scope) by creating a Gantt chart
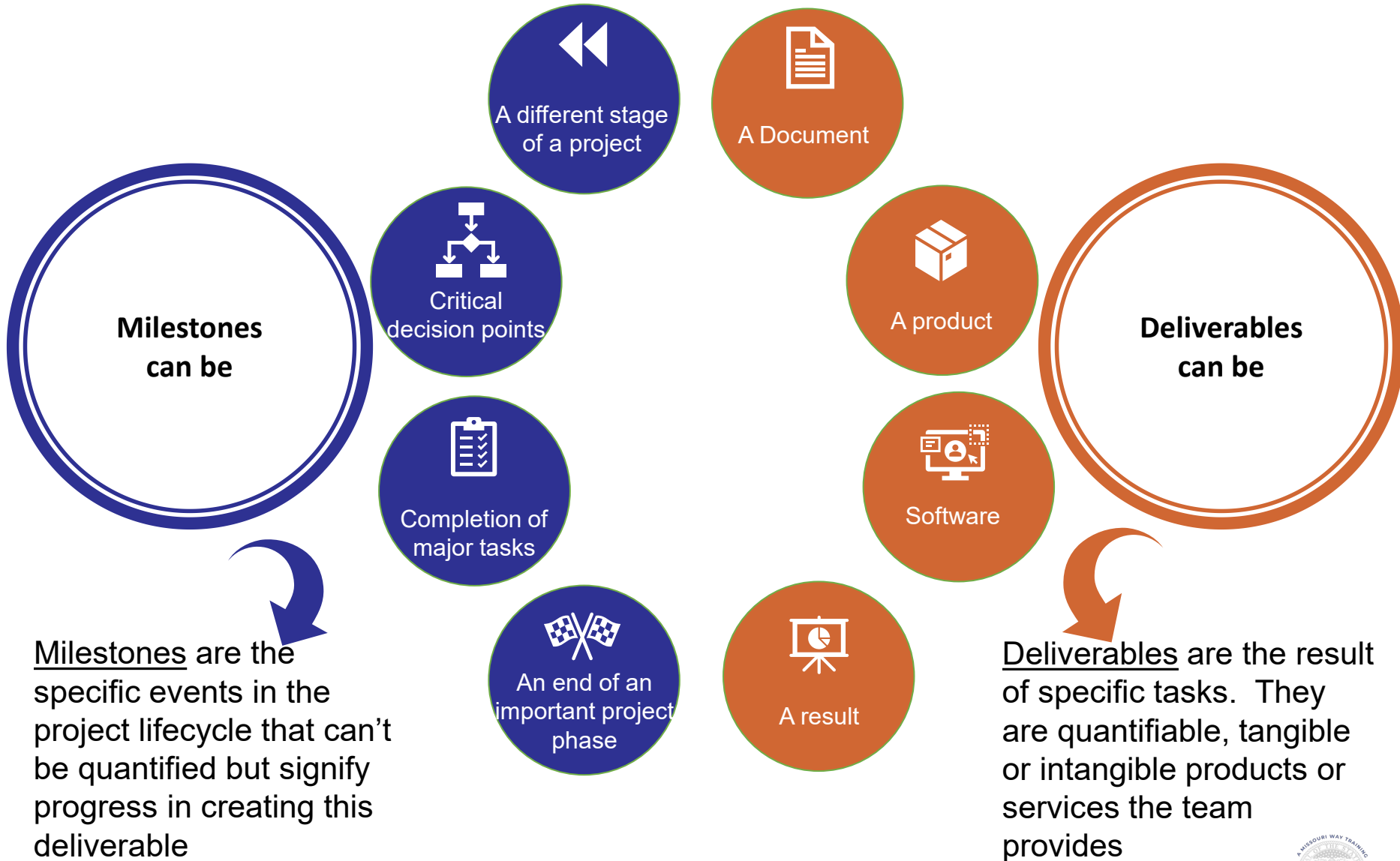
- List specific due dates/time-frames, and sequence the key activities and milestones in chronological order, to enable fact-based monitoring of progress (e.g., "is Initiative on track? Is it hitting its milestones?")

- Define the milestones that can be critical decision points to achieving success of the Initiative

- Include the person/team responsible and their role

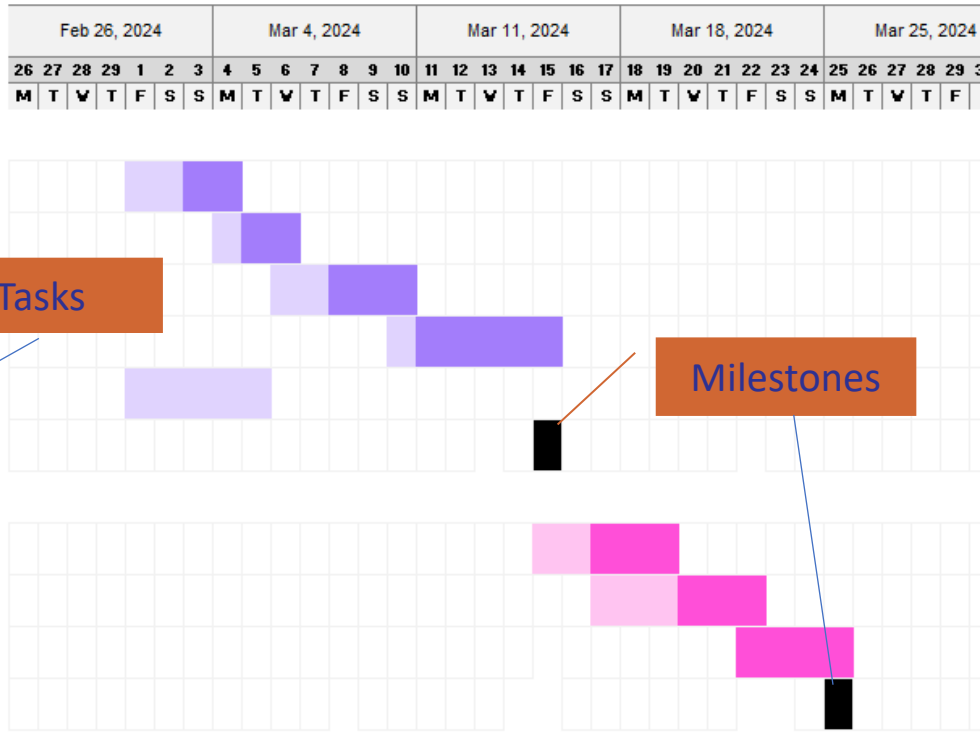# Key Milestones - Milestones vs Deliverables

Milestones can be

- A different stage of a project
- Critical decision points
- Completion of major tasks
- An end of an important project phase

Deliverables can be

- A Document
- A product
- Software
- A result

Milestones are the specific events in the project lifecycle that can't be quantified but signify progress in creating this deliverable

Deliverables are the result of specific tasks. They are quantifiable, tangible or intangible products or services the team provides

Key Milestones - Gantt Chart Example

Measures and Targets

Measures are the quantitative and/or qualitative information that will be used to evaluate performance outcomes.

Targets set clear and transparent expectations for performance.

Measures and Targets

How are we measuring the impact and success of this initiative?

Priority Measure(s)*	Current Status	Target

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Measures and Targets

Measures

- Help us know where we are, what is working, and what is not working as planned

- Help us decide what programs or initiative we should continue, expand, accelerate, learn from, scale back, stop or help

- Help us communicate to our citizens and stakeholders what we do, why we do it, and what we recommend in the right approach

Targets

- Practical and specific

- Roll up so that they would "move the needle" on a strategic priority

- Include a base (minimum acceptable) and stretch (truly distinctive)

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Measures and Targets - The SMART Principle

SPECIFIC	Does it have a clear definition? Is it Straight Forward and easy to understand?
MEASURABLE	Is it easy to measure? Can it be benchmarked against other data?
ACHIEVABLE	Can we take action to deliver the impact that we desire?
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Measure:

Number of neighborhood occupants attend the party on July 4th.

Target:

At lease half of the occupants this year, increase by 5% each year.

Measure:

Following the party, the crime rate drop decreases on Oak Street.

Target:

10% crime rate decrease on Oak Street each year.

> "What gets measured gets managed."
> – Peter F. Drucker

Risks – Project risk and/or other factors to manage

Risk is an <u>uncertain</u> event or condition that, if it occurs, has a positive or negative effect on a project's objectives.

Internal risks are faced by a company from within its organization and come up during normal operations

External risks are when an organization has little or no control over if, when, or how it might occur

Risks and Other Factors

Are there any notable risks for this initiative and how will they be managed?

	Risk	Mitigation Strategy
1.	Rain	Check weather in advance. Jen to bring canopies. Reschedule if storming.
2.	Attendance is low	Acceptable risk. Can get feedback from those who did attend on how to improve.
3.	Food does not arrive on time	Have games on hand to distract until food arrives.

DICE - Easy-to-use tool to assess an initiative's potential before it starts

D   The **timeline (Duration)** either till completion of the project or between learning milestones
- The "learning milestone" is a predetermined stage in implementation at which project strengths, weaknesses, and progress against key performance measures are formally assessed
- Ideally, learning milestones should be less than two months apart whilst still enabling the review of meaningful blocks of progress

I   The "**performance Integrity**" of a project team
- Attributes include: Capable leadership, clear objectives, fast track individuals, challenging minds, people skills, team playing, self motivation, appropriate resources, pushing to conclusion, hardworking, and organizational skills
- Most important though is the appointment of a capable team leader

C   The **Commitment to change**: Senior management and local staff
- This includes the attitudes of the local area undergoing the change and the visible as well as real commitment of relevant senior management
- Note senior management typically over-rate their effectiveness in communicating their support of major change (Rule of 3 and 9)

E   The **additional amount of local Effort** (to normal working requirements) required during implementation
- Ideally less than 10% additional effort throughout the course of implementation

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DICE - Scoring Criteria

Duration
Duration of change either to completion or between learning milestones

Score
1. <2 months
2. 2-4 months
3. 4-8 months
4. >8 months

Integrity
Performance integrity of project team

Score
1. Very good
2. Good
3. Average
4. Poor

Commitment$_1$
Senior management commitment to change

Score
1. Clearly communicate need
2. Seem to want success
3. Neutral
4. Reluctant

Commitment$_2$
Local commitment to change

Score
1. Eager
2. Willing
3. Reluctant
4. Strongly reluctant

Effort
Local effort during implementation

Score
1. <10% additional
2. 10-20% additional
3. 20-40% additional
4. >40% additional

SOURCE: Boston Consulting Group

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DICE - Formula for calculating change initiative risk

$$DICE = D + 2I + 2C_1 + C_2 + E$$

A DICE value can be calculated for any project, this value can range from 7-28

DICE

Initiative score helps you predict the likely outcome – and thus gives an opportunity to adjust the approach (1 of 2)
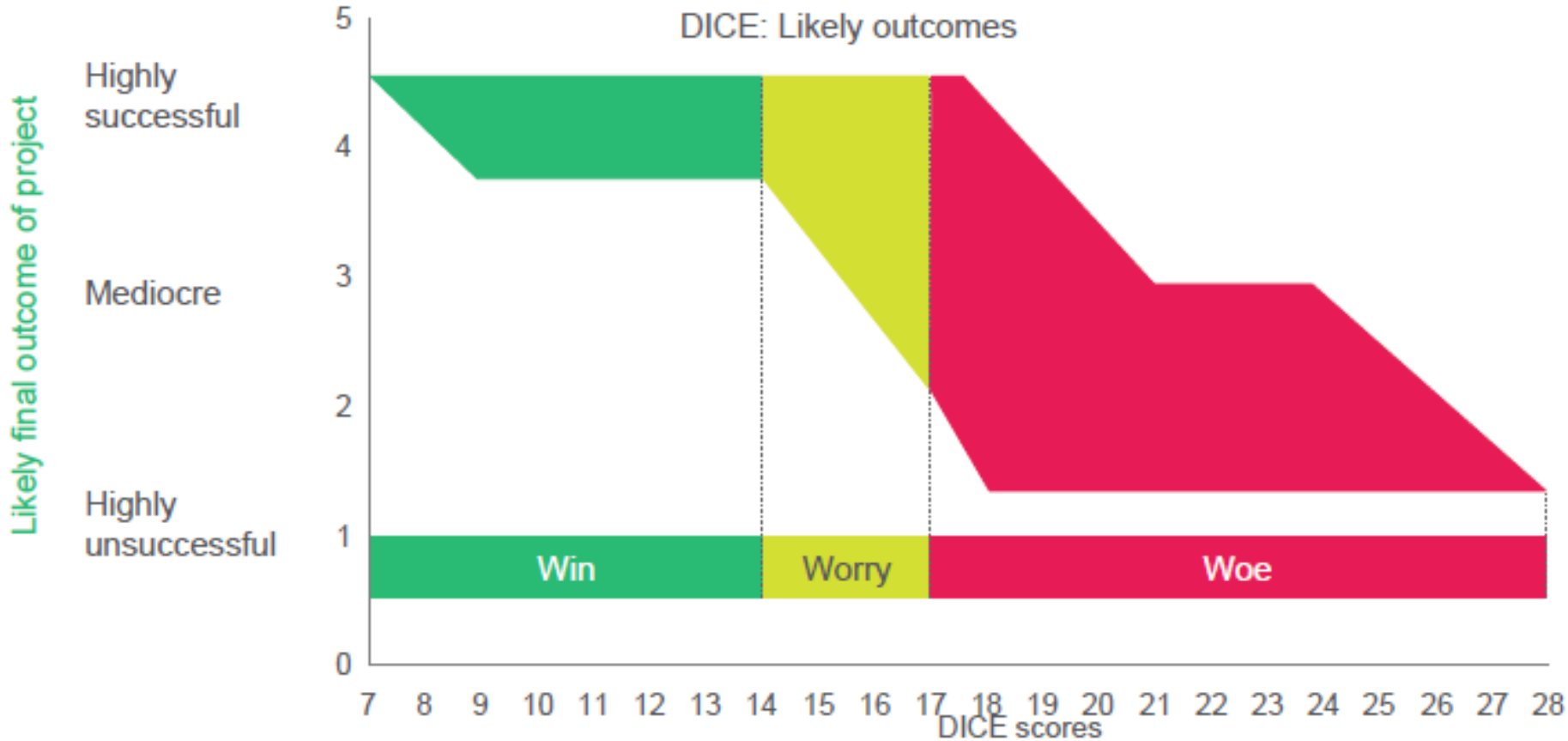
DICE - Common contributors to high DICE scores

1) **Weak project definition** – If you have trouble scoring an initiative, you likely have to invest more time in defining the problem, developing a plan, etc.

2) **Duration score** – Remember it is not how long the initiative takes, but rather the timing between visible "learning milestones" that show progress and allow course corrections
   - Can you adjust your implementation plan for more frequent milestones?

3) **Performance integrity score** – Watch out for optimism bias: Leaders score their initiatives too favorably
   - Does the team have the skills, motivation, and commitment?

4) **Commitment scores** – Don't assume support
   - How can leaders signal this initiative matters?

5) **Effort score** – Monitor team effort, especially that of "go to" people who may be spread too thin across multiple efforts
   - Does the estimate of work increase as you get into the initiative?

Risk Mitigation

Risk mitigation is the practice of reducing the impact of potential risks by developing a plan to manage, eliminate, or limit setbacks as much as possible.

Risks and Other Factors

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Risk Mitigation

Common risk mitigation strategies:

- **_Avoidance_**_:_ take measures to avoid the risk from occurring. May require compromising other resources or strategies.

- **_Reduction_**: reducing the likelihood that the risk will happen. It could be through reducing cost or changing suppliers, etc.

- **_Transference_**: transferring the risk consequence to a third party. Insurance is the most often used, or contracts that have penalties for late work.

- **_Acceptance:_** accept the risk as it stands, when the actual occurrence is minimal, and the impact is minor.

Communicate early
and often to limit risk.

Resources

State Provided

- Missouri Way videos
  - https://missouriway.mo.gov/
- Show Me Excellence website
  - https://showmeexcellence.mo.gov/
- Show Me Excellence White and Yellow belt content
- LinkedIn Learning Videos
  - https://www.linkedin.com/learning
- OpEx community
  - https://showmeexcellence.mo.gov/
- Center of Excellence

Project Management Websites:

- Monday.com
- PMI.org
- Atlassian.com
- Project-management.relokia.com

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