

The 12 Point Litmus Test

Have you got a Viable & Deliverable Programme?



Dr Karl Phillips
Innov8or Solutions Ltd



Test 1: Do you have a
VISION?

- What you want to achieve in an easily digestible one sentence that is understandable to a ten-year old.



Test 2: Do you have the right
FIGUREHEAD at the top of
the tree?

- Each have their own pros and cons. Pacesetter engines have extremely high performance standards and cause huge disruptions when the rest of the train carriages can't keep up.



Test 3: Are you demonstrating visible and effective **LEADERSHIP**?

- If not, who is in charge (nobody?), what are your people doing (nothing or the wrong things?) and where are you heading (nowhere or somewhere you don't know?)?



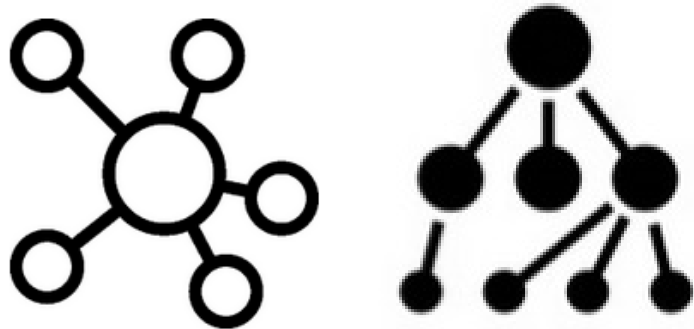
Test 4: Do you have the right **PEOPLE** with the right skills and right motivation?

- Are you a recruiting bodies to fill up spaces, parachuting people into roles that they have no background or experience in, or just shifting people around because they are not up to the job?



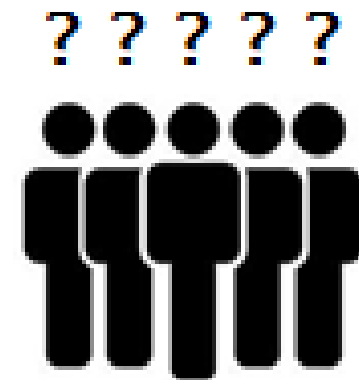
Test 5: Do you have the right **ORGANISATION** model to get people working together?

- Matrix structures are notoriously complex, difficult to manage and maintain, frustrating to live with and create ambiguities that require hard choices to be made.



Test 6: Do your people have complimentary defined **SCOPED TASKS**?

- If you have no Terms of Reference, Delivery Milestones, Detailed Tasks, written and agreed Programme of Work, you will have people making it up as they go along, lots of duplication and gaps.



Test 7: Can you pass the
NASA Test?

- Ask anyone (even the Cleaners) what they are doing and they should say the equivalent of “Putting a Man on the Moon”; Everyone understands the objective and what their contribution to that objective is/how they fit into the jigsaw puzzle.



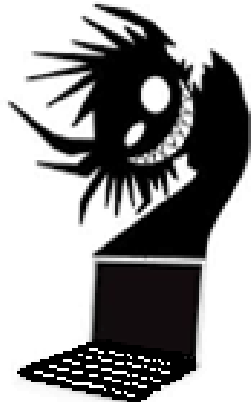
Test 8: Have you outsourced
your **CORE CAPABILITIES**?

- If you have, then you don't have a viable business model going forward. Your Sponsors will find out because you will not have any continuity or any idea of what you need to deliver!



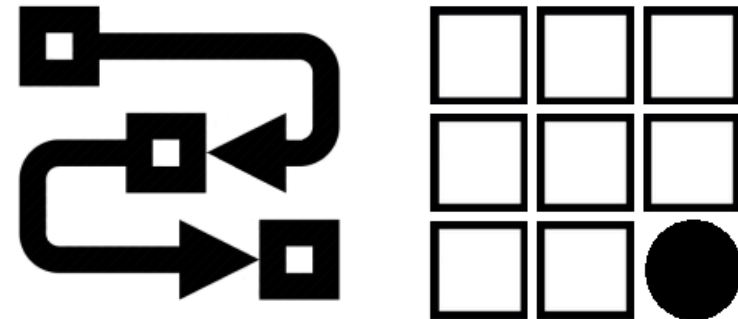
Test 9: Are you trying to outsource your **PROBLEMS**?

- If you are, then what value add and business benefit are you bringing to the table? Your Customers will find out because you will not have the understanding of what you have delivered!



Test 10: Are you trying to implement new **PROCESSES**?

- Working practice changes along with cultural and delivery changes require transformational skills. Agile Methodologies still require well established requirements otherwise there is a tendency towards anarchy!



Test 11: Are you doing any **MEASUREMENT** of the outputs, outcomes and benefits?

- If you are not measuring, then there is no way you can do any analysis/assessments, improvement opportunities or control performance/quality.



Test 12: Are you caught up in a conspiracy of **OPTIMISM**?

- Are you providing unrealistic low estimates, slow decision making, not mobilising resources, having systematic weaknesses, negotiating poor contracts, misreporting status in attempt to redefine reality without falling into the trap of the danger of creating a pessimistic self-fulfilling prophecy.



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Innov8orsolutions@hotmail.com