

## ISOCHRON DIMENSION FOUR<sup>®</sup>

### THE TEN PRINCIPLES

#### ONE

To realise benefits with some certainty, the outcome of a programme must be non-negotiable, whilst the process of the programme is not. The outcome is sacrosanct; the solution is sacrificeable. The plan, not the outcome, should be left negotiable. This principle accords with Agile thinking.

#### TWO

The sponsor of the programme, who should represent the paymaster, must be enabled to specify what they want in tangible and binary terms; evidence that can be eyeballed at source. This principle accords with Evidence-Based thinking.

#### THREE

The sponsor's requirements must have the casting vote over the needs of all other stakeholders. "He who pays the piper calls the tune". In the private sector the sponsor represents the customers and the shareholders. In the public sector the sponsor represents, via elected representatives, all people who are enfranchised, whether or not they actually pay tax.

#### FOUR

The sponsor's expected outcomes must be directly linked to the changes in the organisation's cash flows in a granular, auditable and trackable way. This principle ensures that the integrity of the business case is transparent throughout the Return-On-Investment period.

#### FIVE

Cash benefits must be identifiable in a way that systematically finds all the benefits of the changes in the organisation, not just those imposed through making a budget cut. Value-driven benefits normally exceed those obtainable by withdrawal of budget and should not be evaded.

#### SIX

The changes in the organisation's cash flows must cross-check with the things that drive value for the organisation so that the programme does not submit to private agendas.

#### SEVEN

The outcomes must come with the story of how they were achieved - key milestones built with virtual hindsight from the future backwards. This principle accords with Lean thinking.

#### EIGHT

Estimation of cash benefit values in the organisation's cash flows must use a process that defeats political manipulation, factors in risk and factors out double-counting.

#### NINE

The combination of inspectable outcomes with communication must fit into line management to enable mobilisation of the resource and energy of business-as-usual. Business must make changes to itself; projects are a service to, not a substitute for, business roles.

#### TEN

Change must meet the business timetable rather than the hearts-and-minds timetable. It must come with motivation *and* sanctions. The sponsor has to balance the interests of the paymaster, the employee and the survival of the employment.

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