

The Outcomes Map for Organizational Value Recognition and Management

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How do you know that your business can survive the next year? Can you clearly demonstrate the value of your organization's work to your company or agency... or for that matter, to your own manager? If you can't, you are vulnerable.

Recently I asked one of my customers this same question, "Can you clearly demonstrate the value of your organization's work to your manager? If not, how do you know your projects, or even your organization, will be funded next year?" His answer was, "My manager and I go way back; he likes all the work that I do. There is plenty of funds coming down the pike so I don't see any problems." His manager left the company at the end of last year... and now my customer is gone too.

This article focuses on mapping value to illustrate your organization's worth to those who pay you to do the work (your managers and customers), and to your staff, so you can secure the funding, support, sponsorship, collaboration, and attention that your organization needs to survive and continue to produce year-after-year. This is **organizational value management**. It starts with a simple model like the one below.



All of the model elements are interconnected:

- The staff has to deliver timely, quality work packages that have outputs that support the organizational goals, and meet the parameters that they were paid to meet. Simultaneously, the organization must put in place the proper processes, management, and support structure to make the work possible.
- The organization must market to their customers and then meet their customers' expectations through customer engagement and prompt delivery.
- The organization must set up differentiators in the way that it provides solutions so that entities with similar capability cannot effectively compete in the organization's business/market space, or for company/agency funding.
- The organization must be able to demonstrate that it is supporting the goals of its management organization and the initiatives of the company or agency, AND, the organization must illustrate the value of its outcomes in supporting its management and staff.

To help "connect the dots," use the *Outcomes Map for Organizational Value Recognition and Management*. This map gives the organization several advantages. It:

- Shows upline management that they are getting value (return on investment) from your organization's projects,
- Shows your staff the value of their individual contributions and team contributions to the initiatives of the company or agency,
- It identifies any work that you are paying for that you should not be paying for because it adds no value to your organization, and
- Helps you prevent organizational change from enabling your competition.

To create this map, start by making sure that you know your company or agency's current initiatives and strategies; they will be driving your upline management's goals. Start the map by creating boxes for each of your upline management's goals; highlighting those you have been specifically charged to support. For example:

Management Group

Increase stakeholder participation

Reduce costs by 12% while maintaining Customer

Identify new products to serve our customer base

Then start mapping them to the outcomes of your organization's project outputs.

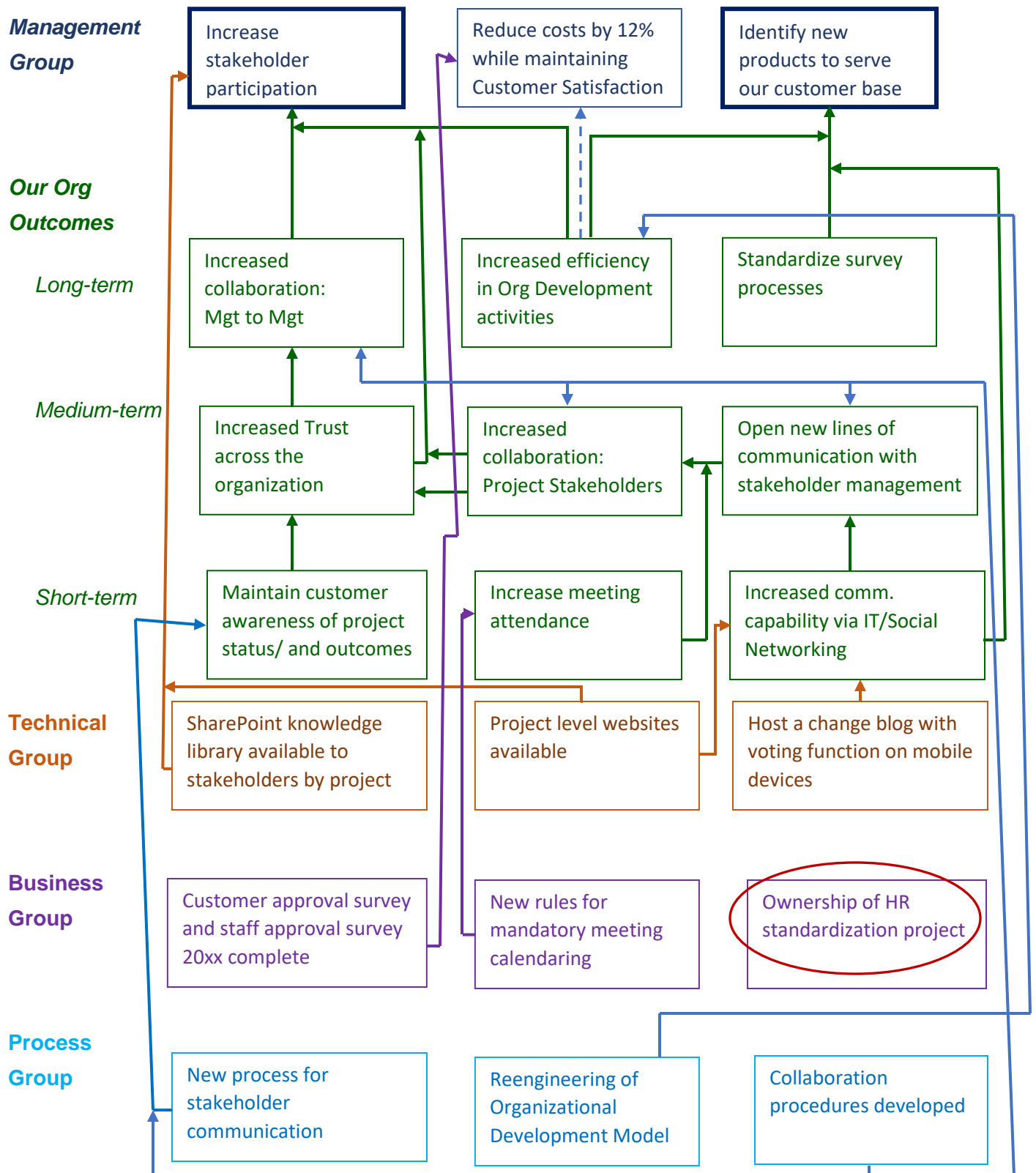
**Our Org
Outcomes**

<i>Long-term</i>	Increased collaboration: Mgt to Mgt	Increased efficiency in Org Development activities	Standardize survey processes
<i>Medium-term</i>	Increased Trust across the organization	Increased collaboration: Project Stakeholders	Open new lines of communication with stakeholder management
<i>Short-term</i>	Maintain customer awareness of project status/ and outcomes	Increase meeting attendance	Increased comm. capability via IT/Social Networking

Next, add your staff's intended project outputs to the map by your working groups.

Technical Group	SharePoint knowledge library available to stakeholders by project	Project level websites available	Host a change blog with voting function on mobile devices
Business Group	Customer approval survey and staff approval survey 20xx complete	New rules for mandatory meeting calendaring	Ownership of HR standardization project
Process Group	New process for stakeholder communication	Reengineering of Organizational Development Model	Collaboration procedures developed

Lastly, put it altogether and draw lines showing the support of each box to the outcomes in the hierarchy.



Now, everyone from your manager and the executive staff to your own reports can see the how your organization's projects provide value to the initiatives of the agency (the goals of your management chain).

Notice in the example above, by not having a relational arrow to a proposed outcome, the activity "Ownership of the HR standardization project" has been identified as a no-value activity within your organization and you should consider abandoning it, as you cannot demonstrate value for the funding allotted to the activity. That funding is better spent on other projects in your organization.

Seeing the specific projects of your organization and the outcomes they support also gives you an idea of if you are different enough within your company structure to hold off funding competition from other organizations with similar capabilities, or from outside entities. You can also monitor if you will lose your differentiator(s) if you make a change within your organization. You will soon discover that this map is a valuable asset in your program management tool kit.