

Chapter 13 Summary

Summary

Structure of this chapter:

1. What's the problem that PRUB addresses?
 - a. Failure of strategies in large, complex, multi-stakeholder environments

2. The main features of PRUB-thinking
 - a. PRUB itself
 - b. Accountability

3. 9 x 1 pagers on each of the 9 stages

What is the challenge that PRUB addresses?

Through conversations with several thousand people in the public, private and voluntary sectors we've deduced that less than 20% (and probably less than 10%) of strategies come even close to achieving their intended impact.

By interpreting a report from The Project Management Institute we conclude that 64% of strategies fail to achieve their goals due to people not having a clear understanding of what needs to be done and why, because:

1. No-one knows because there is no clear strategy (37%)
2. The people who need to implement the strategy aren't aware of it or don't understand it (37%)

*2017. PMI's pulse of the profession.
Success Rates Rise: Transforming the high cost of low performance.*

Why is this?

We've concluded that:

- The real world is complex (full of unknown-unknowns as defined by Snowden and Boone – insert reference) and full of uncertainties
- However, strategies and actions must necessarily be simple (known-knowns)
- It can be challenging to translate between the complexity of the real world and the simplicity necessary for effective actions
- Complexity includes: multiple stakeholders; multiple agendas; multiple and diverse end-users, suppliers, purchasers and strategic ideas; the need for many different people to simultaneously understand and implement different levels of strategies
- There are nine stages that stakeholders need to work through from an initial idea to the successful completion and review of a strategy:
 1. Engage with end-users to determine what they want to do and why
 2. Engage with service suppliers to determine what they can potentially provide
 3. Develop and *Validate* strategies
 4. Develop business cases
 5. Make funding decisions
 6. Develop contracts
 7. Implementation strategies
 8. Performance monitor and manage strategies
 9. Review and update strategies

- Different stakeholders are involved in each of the nine stages but they need to produce something in each stage that suits the audience in the subsequent stage so each stage needs to be understandable by the stakeholder in the previous stage, in the stage itself and in the subsequent step.
- Strategies and business systems must work with the fact that humans have cognitive limits:
 - Millers Law states that humans can hold just 5 +/- 2 ideas in their heads at any one time (check the number; insert reference)
 - Driver's Law states that humans can cope with just 15 +/- 5 concepts in diagrammatic form (insert reference)
- So strategies need to be 'chunked' into bite-sized units of 15 +/- 5 concepts
- Stakeholders often have minimal 'strategy' knowledge so they need an ultra-simple 'strategy language' which produces:
 - *the smallest amount of strategy information that has the most value to the most stakeholders*
- This requires a common strategy language that everyone understands and which works in every one of the nine stages.
- This in turn means that stakeholders involved in any or all nine of the above stages must *all speak the same strategy-language* and so can most effectively communicate and inter-link their respective activities.
- Ideally this means that *the same or similar information can be used and re-used for nine separate but seamlessly interlinked purposes* (an information system for a full 'business system')
- There are important distinctions between:
 - identifying an issue
 - quantifying an issue
 - contractually specifying what will be done about an issue
 - actually doing what is required including measuring and monitoring an issue
- Someone needs to be accountable for all these aspects of strategy development and implementation and that accountability needs to be clear and closely linked to the strategies themselves.
- Strategies need to be 'worth it' if they are to be implemented. They need to be:
 - Globally worth it (the value of all the Benefits must be greater than all the costs that will be incurred to enable the Benefits)
 - Motivationally worth it (each stakeholder who needs to contribute to the strategy needs to be motivated to make that contribution)
- The world keeps changing so most strategies need to be constantly updated, so any strategy system must be flexible enough to be quickly reviewed and updated and for all stakeholders to know about the updates.
- So in complex multi-stakeholder environments, the challenge is to:
 - Identify the *smallest amount of strategic information that has the highest value to the most stakeholders*
 - Capture this information in a form that can be easily:
 - disseminated to all stakeholders

- understood by all stakeholders
- directly implemented by all stakeholders

This book defined such a system (the OpenStrategies system) and how it enables and interlinks each of the 9 stages from initial ideas through to strategy development, implementation, review and updating.

The main features of PRUB-thinking

PRUB itself

Over two decades we've developed PRUB-thinking to address all the challenges in the previous section.

PRUB exactly represent reality. It is not a flavour-of-the-month model. PRUB precisely represents the real-world sequence common to all initiatives:

Create assets (outputs) that people use to create outcomes i.e.

Run Projects to create Results that people Use to create Benefits

PRUB represents:

*The smallest amount of strategic information
that has the highest value
for the most stakeholders*

PRUB is easy to understand by almost all stakeholders because it is clear and succinct and aligns with humans' cognitive limits, especially Driver's Law that states that humans can effectively comprehend just 15+/-5 concepts when presented in diagrammatic format.

PRUB-based strategies can easily be 'chunked' into several levels of 'SubStrategies' (eg 'Aspirational-level'; 'Guidance-level'; and 'Operational-level').

Strategies based on PRUB-thinking guide the development of strategies (follow the 'BURP' sequence) and are simultaneously directly implementable (follow the PRUB sequence).

PRUB confirms that there are no shortcuts from inputs (Projects) to outcomes (Benefits). To be successful, implementation of a strategy/contract *must* follow the sequence: "*Projects create Results that people Use to create Benefits*"

Crucially, *only Uses create Benefits*. Suppliers *never* create Benefits/outcomes. Suppliers can only *influence*, not *ensure* Uses and Benefits.

Similarly, project managers cannot 'realise Benefits' – only Uses create Benefits. Certainly project managers can lead projects which create effective necessary-and-sufficient Results which will enable and motivate end-users to implement Uses and in so doing to create Benefits. So project managers can 'control Projects and Results' but can only 'influence Uses and Benefits'.

All the following actions can be effectively based on this PRUB-thinking logic:

1. Engage with end-users to determine what they want to do and why
2. Engage with service suppliers to determine what they can potentially provide
3. Develop and *Validate* strategies
4. Develop business cases

5. Make funding decisions
6. Develop contracts
7. Implementation strategies
8. Performance monitor and manage strategies
9. Review and update strategies

Figure 13.1 summarises the actions (Projects and Uses) and their consequences (Results and Benefits) associated with each of these nine stages.

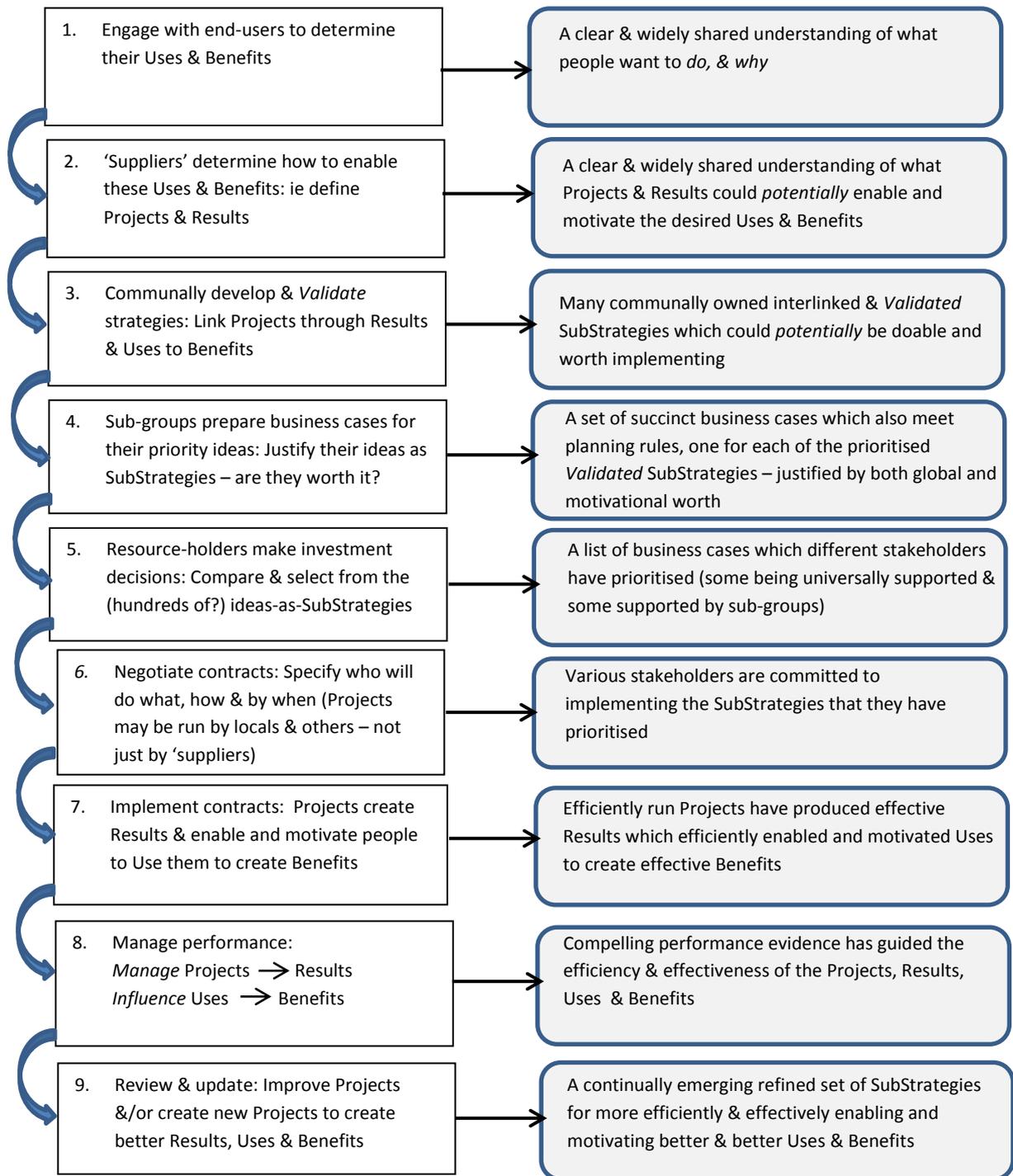


Figure 13.1 The actions (Projects and Uses) and their consequences (Results and Benefits) associated with each of these nine stages.

PRUB enables the succinct chunking of strategic information:

1. As individual SubStrategies of 15+/-5 concepts (Projects; Results; Uses; Benefits)
2. As hierarchies of SubStrategies (layers of SubStrategies with ideally no more than 15+/-5 SubStrategies in each layer)

3. Information further 'chunked' so it is relevant to each of the nine stages

So not only can stakeholders associated with each of the 9 stages communicate with stakeholders associated with the stages that are immediately before or after their own stage, they can also communicate with stakeholders who are leading any and all of the 9 stages. This is essential because each and every stage is dependent on all other stages in an ongoing cycle of idea generation, strategic *Validation*, implementation, review and updating.

The world is complex (unknown-unknowns) but actions must necessarily be simple (known-knowns).

PRUB represents the 'known-knowns' (simple actions) while acknowledging that the Results and Benefits derived from implementing SubStrategies may turn out to be different from expectations due to the ever changing complexity of the world – but each and every action must necessarily *always* be simple as defined by PRUB-based SubStrategies.

Although PRUB-thinking was developed for large, complex, multi-stakeholder environments it is equally applicable to small strategic initiatives by single people.

Accountability

There are 4 types of accountabilities, each with 4 stages, giving a 16 box matrix:

The 4 types of accountability are:

1. Project efficiency
2. Result effectiveness
3. Use efficiency
4. Benefit effectiveness.

The 4 stages of accountability are:

1. Identify and define what *could* be measured and managed
2. Select what *must* be measured and managed
3. Contractually specify what *must* be measured and managed
4. Actually measure and manage these factors

The *default* responsibility for the various types of accountability and stages of accountability are as show in table 13.1.

<i>Accountabilities for Effectiveness and Efficiency (E&E)</i>	Project-Efficiency (running Projects 'right')	Result-Effectiveness (the right Result)	Use-Efficiency (Uses happening 'right')	Benefit-Effectiveness (the right Benefits)
Identify & Link <i>desired</i> E&E	P	P	P	P
Value & Prioritise <i>desired</i> E&E	P	P	P	P
Specify <i>desired</i> E&E	S+P	S+P	P	P
Implement, Performance Manage & Confirm <i>actual</i> E&E	S	S	P	P

Table 13.1: Default accountabilities in the PRUB-Accountability matrix, otherwise known as “Full Spectrum Accountability” where ‘P’ represent purchasers and ‘S’ represents suppliers.

Project efficiency and Result effectiveness can be *managed*.

Use efficiency and Benefit effectiveness can only be *influenced*.

This influence is optimised by create the right set of necessary and sufficient Results to enable and motivate Uses to create Benefits. So Benefits effectiveness is 100% dependent on Results effectiveness (*Only* if the RIGHT Results are made available will the Benefits arise).

Effectiveness-accountability is primarily (but not solely) the responsibility of purchasers.

Efficiency-accountability is primarily (but not solely) the responsibility of suppliers.

Figure 13.2 shows the steps that need to be taken (linearly and iteratively) to obtain and manage accountabilities from an initial identification of end-users’ needs through to defining, implementing and performance-managing solutions.

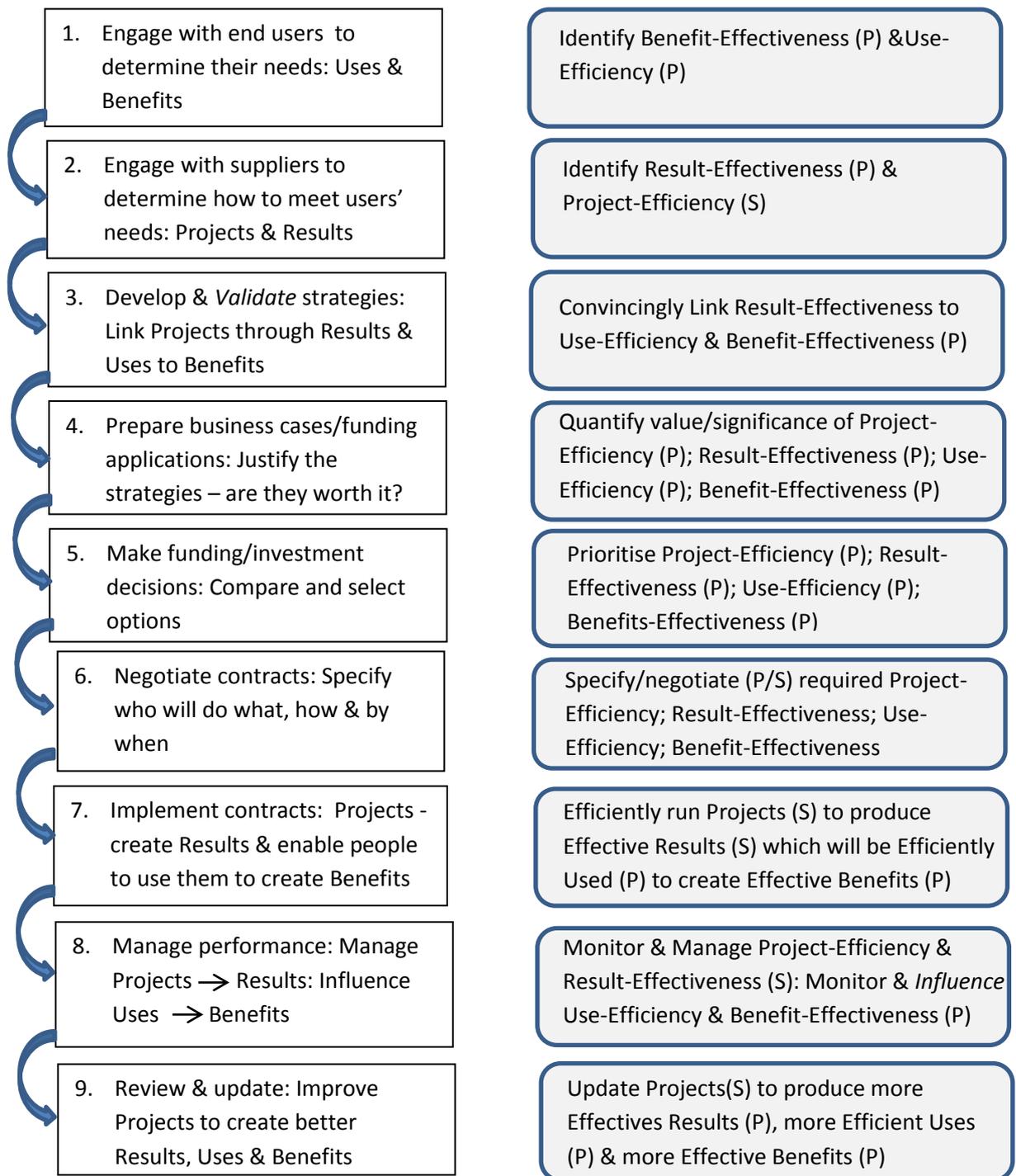


Figure 13.2. *Default* effectiveness and efficiency accountabilities as they relate to developing and implementing strategies and contracts. These accountabilities may be subcontracted to other parties.

Toolkit summaries of each of the 9 stages

Reminder: Our purpose is *to enable Uses to create Benefits*

PRUB Mantra #1: *Only Uses create Benefits*

PRUB Mantra #2: Uses need the *right* Results or they won't happen

PRUB Mantra #3: Projects, Results, Uses and Benefits must be Linked with compelling Evidence

PRUB Mantra #4: SubStrategies must be globally and motivationally worth it

PRUB Mantra #5: Invest in the 'best' SubStrategies

PRUB Mantra #6: Contracts define who does what for what rewards and Benefits

PRUB Mantra #7: Implementation is where stuff happens

PRUB Mantra #8: You don't fatten the pig by measuring it. You have to take action on performance measurements

PRUB Mantra #9: The world is complex. Things change. Update your SubStrategies accordingly.

All nine stages can be effectively defined and inter-linked as PRUB-based SubStrategies irrespective of the complexity of a situation.

Stage 1: End user engagement

What is stage 1?

Stage one consists of engaging with end-users in various ways in order to accurately understand what they want to *do* (Uses) and *why* they want do to them (Benefits). The purpose in all cases must be to understand what users want to *do* and *why*.

What this stage must achieve in order to support the next stage

1. Essential: stage 1 *must* generate a thorough (objective; quantified; verified) and documented understanding of what end users will *actually do* (Uses) and *why* (Benefits). These Uses and Benefits could be proposed new Uses and Benefits to create a new strategy or existing Uses and Benefits which are being audited to improve an existing strategy
2. Optional: stage 1 may also document what end users believe they need (a *necessary and sufficient set* of Results) in order to enable and motivate their Uses.

“There is always a well-known solution to every human problem -- neat, plausible, and wrong” (H. L. Mencken, Prejudices: Second Series, 1920)

Stage one is therefore essential for focusing all stakeholders’ minds on determining the *actual* requirements of end-users and not their *assumed* requirements

The start-to-finish action sequence for stage one

Stage one requires the following actions:

1. Determine and agree on ‘the problem/opportunity’
2. Determine and agree on Values
3. Determine and agree on Fundamental Principles which correlate with those Values
4. Determine what users want to *do* (= Uses) and *why* (Benefits) and collate their answers as a set of *potential* Uses and Benefits
5. Optionally: determine what products/services/infrastructure (i.e. Results) users think they need to enable and motivate them to do the Uses to obtain the Benefits. We make this stage optional because once Uses and Benefits have been accurately identified, many of necessary Results are obvious, albeit needing to be *Validated* to avoid the trap of Mencken’s dictum.
6. Where possible, start collecting cause-and-effect Evidence that Results *will* genuinely be Used and that these Uses *will* generate the Benefits.
7. Add performance indicators as narratives associated with each box of information i.e. what will success look like for each Benefit, Use and Result?
8. Cross-check that the desired Uses and Benefits align with the agreed Values and Fundamental Principles
9. Ask other stakeholders how the potential Results and Uses will affect them and where appropriate add these effects into the emerging SubStrategy

Stage 2: Supplier engagement

What is stage 2?

Stage two consists of engaging with suppliers and purchasers to learn how they believe they can create Results that will *enable and motivate Uses to create Benefits*.

What this stage must achieve in order to support the next stage

1. Stage two must produce a list of Projects which suppliers and other stakeholders could potentially undertake and which will produce Results which are sufficiently attractive to end-users that they will be motivated to definitely Use them to create Benefits. The Results could be products, services or infrastructure.
2. In this stage, these Results and their Projects need to be at least loosely linked to the desired Uses and Benefits prior to a more rigorous and *Validated* linking in the stage three: strategy.
3. These Projects and Results could be proposed and/or existing Projects and Results to create a new strategy or to audit an existing strategy

The start-to-finish action sequence for this stage

1. Start stage two by sharing with all potential suppliers and purchasers the information from stage 1:
 - a. Values and Fundamental Principles
 - b. The Uses and Benefits *as defined by the end-users*
 - c. Indications of what end users believe they need (Results) in order to enable and motivate their Uses
2. Facilitate suppliers to identify potential Projects that will produce the *right* Results that will *“enable the previously identified Uses to create Benefits”*
3. Invite suppliers to offer different Results that might enable different but equally worthwhile Uses and Benefits.
4. Correlate the Projects and Results with the Uses and Benefits
5. Identify and if possible collect cause-and-effect Evidence that would compellingly support the linking of the potential Projects and Results to the desired Uses and Benefits
6. Identify performance indicators which can subsequently be used to monitor and manage the Projects and to influence the Uses
7. Cross-check that the desired Projects, Results, Uses and Benefits still align with the agreed Values and Fundamental Principles

Stage 3: Strategy development and partial Validation

What is step 3?

Step 3 consists of logically linking Projects and Results to Uses and Benefits and adding compelling cause-and-effect Evidence that:

1. the Projects really will create the Results
2. The Results really will enable and motivate the Uses
3. The Uses really will create the Benefits

What this step must achieve in order to support the next step

1. An integrated set of potential and/or existing SubStrategies, each one being logical and supported by compelling cause-and-effect Evidence.
2. Generally this set of SubStrategies will consist of:
 - a. A high level Aspirational-level SubStrategy which captures on one page (15 +/- 5 PRUB boxes) the overall intentions of the strategy (See *Validating Strategies page 15*)
 - b. A set of Guidance-level SubStrategies which provide more detail of what is intended without getting into the day-to-day operational detail (see step 7 "Implementation" for operational-level SubStrategies)
3. In the case of auditing an existing strategy, this step will test the validity of the existing set of SubStrategies and indicate if the current SubStrategies are or are not:
 - a. logical
 - b. supported by compelling Evidence that they are actually working

The start-to-finish action sequence for step three

1. **DRIC.** Use DRIC to refine the *logic* of the rough SubStrategies arising from step 2. DRIC = Distil; Refine; Inter; Create (*Validating Strategies page 162*).
 - a. **Distil.** Review the rough SubStrategies from stages one and two and distil those Projects, Results, Uses and Benefits which meet the criteria for the purchaser and its stakeholders
 - b. **Refine.** Reword the Projects, Results, Uses and Benefits so that they are succinct and crystal clear and can be understood by all stakeholders
 - c. **Infer.** Infer missing Projects, Results, Uses and Benefits where it is straightforward to do so
 - d. **Create.** Create new Projects, Results, Uses and Benefits to fill any remaining gaps in the SubStrategy
2. **Validate.** Add cause-and-effect Evidence to every Link to confirm that the SubStrategies *really will work*.
3. **Performance Indicators:** Fine tune the performance indicators associated with each Project, Result, Use and Benefit so that *progress* (lead indicators) and *success* (lag indicators) are clearly defined

Stage 4: Business case development

What is stage 4?

Stage 4 consists of:

1. confirming that the consolidated Worth of all the Benefits is greater than the costs of all the Projects *plus* the costs of all the Uses ('Global Worth')
2. confirming that each and every stakeholder obtains sufficient Worth to motivate them to make their necessary contributions to implementing the strategy ('Motivational Worth')

What this stage must achieve in order to support the next stage

This stage must generate:

1. An integrated set of potential, *Validated* SubStrategies, each one compellingly demonstrating that the total consolidated *Worth* of all the Benefits is greater than the costs of all the Projects *plus* the cost of all the Uses (Global Worth)
2. The *Validated* SubStrategies must *also* demonstrate that every stakeholder (especially end-users) who is required to contribute to the success of the SubStrategy will gain sufficient *Worth* to motivate their contributions. This means that the Worth of the Benefits to each key stakeholder must be greater than the costs to them of the Projects *plus* the costs to them of the Uses (Motivational Worth)

The start-to-finish action sequence for this stage

1. Identify, quantify and add-up the costs of each Project.
2. Identify, quantify and add up the true costs to each user of each Use and multiply by the number of users and frequency of Uses.
3. Determine the Global and Motivational Worth of the Benefits and hence the 'worth' of the SubStrategy both globally and to each stakeholder
4. If necessary, upgrade the SubStrategy so that:
 - a. It will produce sufficient Global Worth
 - b. It will produce sufficient Motivational Worth for each and every key stakeholders
5. If sufficiently compelling Motivational Worth cannot be created then, *as a last resort*, consider if some form of regulation or coercion can be applied to 'encourage' those stakeholders to contribute as required to implementing the SubStrategy
6. Confirm the most relevant performance indicators and associated targets associated with each Project, Result, Use and Benefit

Stage 5: Collaborative Decision Making

What is stage 5?

Stage 5 consists of comparing multiple *Validated SubStrategies* (SubStrategies that are simultaneously logical, Evidence-based and Worth it) and selecting those that best fit the investment criteria of the various decision makers.

What this stage must achieve in order to support the next stage

1. General investments: A prioritised list of SubStrategies that stakeholders have *collectively* agreed to invest in
2. Sub-Group Investments: A set of other SubStrategies that individuals or sub-groups of stakeholders have agreed to invest in

The start-to-finish action sequence for this stage

1. Stakeholder groups and sub-groups establish their own standards for the *relative Worth* of economic, social, environmental and cultural global and motivational Worth
2. Check that these relative Worths align with the group's agreed overall Values and Fundamental Principles
3. Check that each business case (*Validated SubStrategy*) is fully *Validated* in the context of the newly determined *relative Worths*
4. Prioritise investments in SubStrategies using the three step process recommended in *Validating Strategies* pages 105-108
 - a. Voting
 - b. Clustering of sub-groups
 - c. Clustering of SubStrategies
5. For major SubStrategies, probably undertake more comprehensive analyses using methods such as Better Business Case or Investment Logic Mapping (insert references)
6. Reconfirm the most relevant performance indicators and associated targets associated with each Project, Result, Use and Benefit so that they can be used to monitor the agreed priority Worths

Stage 6: Contracting

What is stage 6?

Stage 6 consists of agreeing and documenting exactly:

1. who will do what; when; where; why; and how
2. the ways that these will be performance-managed
3. how contributors will be rewarded
4. legal factors

What this stage must achieve in order to support the next stage

This stage must produce a crystal clear contract which includes:

1. all elements of the business case (the SubStrategy; the cause-and-effect Evidence; the Global and Motivational Worth of the Benefits relative to the combined costs of the Projects plus Uses)
2. clear identification of the effectiveness and efficiency accountabilities in terms of performance management, i.e.:
 - a. what indicators will be monitored, identifying and distinguishing lead and lag indicators
 - b. what their target values are
 - c. what actions will be taken if targets are being missed
 - d. who is responsible for each category of accountability
3. Traditional legal elements of contracts such as: confidentiality; relevant laws; the country of jurisdiction; variations' procedures; disputes resolution procedures; contact details and so on

The start-to-finish action sequence for this stage

Stages one to five have created well-*Validated* SubStrategies with clearly defined accountabilities and selected the best ones to support and implement. It should now be straightforward to encapsulate those SubStrategies into contract documents by 'wrapping them in legalese'.

1. The PRUB-related components:
 - a. Import the *Validated* SubStrategies and accountabilities from Stage five
 - b. If necessary, develop Sub-SubStrategies that define more detailed contractual steps especially in relation to Projects and their milestones
 - c. Distribute the elements of the Sub-SubStrategies appropriately between contracts with different suppliers while ensuring that these contracts complement each other in an integrated way
2. The non-PRUB-related components:
 - a. Wrap the *Validated* SubStrategies and accountabilities in the traditional components of a contract (country of jurisdiction; the laws governing the contract; confidentiality, ownership of intellectual property and so on)

Stage 7: Implementation

What is stage 7?

Stage 7 typically consists of (many) stakeholders running (many) Projects to produce (many) Results that enable and motivate (many) Uses to create (many) Benefits which have both Global Worth plus Motivational Worth for each and every stakeholder who needs to contribute to the success of the strategy implementation.

What this stage must achieve in order to support the next stage

Stage seven will:

1. *create Results that enable and motivate Uses to create Benefits*
2. create information that can be used (in parallel or in sequence in Stage eight) to performance-manage this implementation

The start-to-finish action sequence for this stage

1. Develop operational-level Project Management plans based on the contractually-defined (from Stage six) SubStrategies with their performance management and accountability criteria
2. Inter-link these SubStrategies so that their implementation is complementary
3. Run Projects in well-controlled ways to create Results
4. Influence Uses to create Benefits
5. Generate information that can be used in Stage eight to monitor and improve performance and in Stage nine to review overall performance of the strategy

Stage 8: Performance Management

What is Stage eight?

Stage eight consists of monitoring the Projects, Results, Uses and Benefits to check that they are evolving as contracted and if not then improving the Projects to produce more useable Results which better enable and motivate Uses to create Benefits.

In contrast to stage 8 which regularly monitors and manages the implementation of a current strategy, stage 9 reviews the overall strategy itself to check if it is still the most effective strategy (which it rarely is) and updates it to make it more appropriate and effective or even replaces it with a better strategy. Stages 8 and 9 invariably overlap but for clarity they are discussed separately here.

What this Stage must achieve in order to support the next Stage

1. Stage eight *must* include performance *management* and not just monitoring. “you don’t fatten the pig by measuring it”
2. Stage eight must stimulate and guide the implementation (back in Stage seven) of new actions being taken by suppliers and providers where this is necessary due to the implementation of the SubStrategies turning out to be less effective than expected
3. Such actions must be underpinned by robust decisions to make changes to the SubStrategies. To make such decisions it may be necessary to revisit Stages one to seven in order to update the strategies, decisions, contracts and implementation to achieve the desired Benefits
4. These decisions must be based on robust monitoring information of both lead and lag indicators (respectively: indicators/targets/measurements for Projects/Results and for Uses/Benefits)

The start-to-finish action sequence for this Stage

1. Determine if the contractually specified indicators, Evidence and targets are still relevant for monitoring and managing individual SubStrategies *and* for monitoring and managing the interactions between SubStrategies and agree on a final set of indicators and targets
2. Inform all stakeholders of the indicators, Evidence and targets for each Project, Result, Uses and Benefit and convince them as to why it is important to collect this information.
3. Monitor the indicators correctly and sufficiently frequently to underpin decision making to correct or improve performance.
4. Decision-makers make wise, performance-enhancing decisions based on reliable performance monitoring information and *Validate* them within updated SubStrategies.
5. Project teams implement the new, performance-enhancing decisions.

Stage 9: Strategy review and updating

What is stage 9?

Stage 9 consists of regularly reviewing the SubStrategies (stage 3) and their implementation and performance management (stages 7 and 8) to check that they are still current and if necessary updating them. If done rapidly and repeatedly, this correlates with 'Agile' development.

Stage 8 focused on the *performance-management of implementing the current SubStrategies*, this stage 9 focuses on *whether or not the current SubStrategies were the best ones*.

Stage 9 also provides an audit trail of evolving SubStrategies which highlight what worked and what didn't work so that lessons that have been learned are not lost.

What this stage must achieve in order to support the other eight stages

Stage 9 must produce a thorough summary of exactly where the current SubStrategies worked well or worked badly so as to guide the development of better SubStrategies. Success/failure will be evident if actual Results, Uses and Benefits are the same as/differ from those predicted by the SubStrategies.

The start-to-finish action sequence for this Stage

SubStrategies based on PRUB-thinking provide an ideal basis for strategy review by offering a structured sequence of steps from Projects through Results and Benefits which can be analysed individually and collectively.

Ideally this review process will start by reviewing whether or not the desired Benefits were or are being achieved. The key questions that need to be asked are:

1. If the SubStrategies created the desired Benefits, would refined SubStrategies enable more/better Benefits for lower cost?
2. If the SubStrategies didn't create the desired Benefits then:
 - a. Did the Uses happen as expected but the Benefits didn't arise? If so then *the wrong Uses were chosen in the SubStrategy*, so you need to enable better/different Uses
 - b. Did the Uses not happen as expected so the Benefits didn't arise? If so then *the wrong Results were created that didn't enable/motivate the Uses*, so you need to create better/different Results
3. If the SubStrategies didn't enable the desired Uses then:
 - a. Were the desired Results available but didn't get used? If so then *the wrong Results were chosen in the SubStrategy*, so you need to create better/different/more Results. If the right physical Results weren't Used then it may be that they were *insufficient*, eg the right physical Results might have been available but maybe no-one knew about them (so a marketing Project-Result needs to be added) or maybe they weren't accessible (so maybe new transport/parking options need to be added)
 - b. Did the intended Results not get created? If so then *the wrong Projects were run*, so you need to run better/different Projects to produce the intended Results