

Strategies Using the Power of PRUB-Logic

- PRUB-Logic
- Only Uses create Benefits
- Motivational and Global Benefits and Worths
- Benefits *Facilitation* (not *Realisation*)

My approach

I work with complex multistakeholder strategies, like climate change and regional-scale water management, which involve hundreds or thousands of stakeholders and hundreds of projects

I've developed PRUB-Logic

- to help all stakeholders understand and implement large complex strategies
- to connect strategies with project management

Why we need PRUB-Logic

Outputs, outcomes, mission, goals, objectives, framework, vision, status, cross-cutting-themes, aspirations, strategies, plans, collaboration, cooperation, competition, values, structures, KPIs, tasks, accountabilities, responsibilities, principles, tactics, actions, SWOT analysis, direction of travel, issues, factors, priorities, benefits, benefits-realisation, impacts, purpose, capacity, capabilities, forecasts, scenario analysis, drivers-for-change, data, information, knowledge, wisdom....

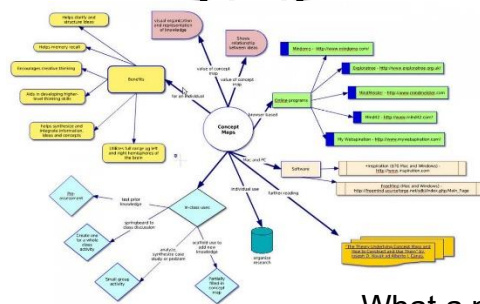
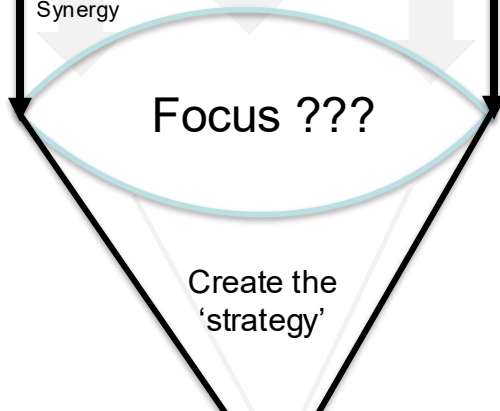
and sometimes 'implementation'

So how does all that work with 100s of stakeholders?

(it doesn't)

Failed strategies from start to finish

Alignment Analysis Competitive-advantage
 Benchmark Core-competency Disruption
 Forecasting Mission Objective Scenario-
 planning Tactics SWOT Vision Execution
 Achieve Adapt Allocate Anticipate Evaluate
 Integrate Leverage Measure Mitigate
 Negotiate Optimize Partner Pivot Prioritize
 Streamline Transform Method Design
 Formula Game-plan Manoeuvre Policy
 Procedure Program Scheme Stratagem
 System Cost-leadership Differentiation
 Diversification Operations Growth Agile
 Balanced Scorecard Big-data Digital-
 transformation Projects Feedback-loop
 KPIs Results Value-proposition Benefits
 Investors Scale Stakeholders Uses
 Synergy



What a mess!

Strategic Scanning uses many techniques to assess strategic environments and distil potential options for action



Failed Strategic Planning fails to translate potential options into Validated strategies that are logical, understandable, doable and worth it



Strategic Doing, doesn't really happen with failed 'strategies'

Strategist: "All the implementers need to do is implement this....."

Yeah, right....

Our main OpenStrategies' principle

*The smallest amount of strategic information...
that has the highest value...
to the most people*

*Meticulously
Unequivocally*

Strategies must be

- Logical
- Understandable
- Doable
- Worth it

What must a 'logical' strategy say?

- It must represent physical reality
- But what is 'physical reality' for strategies?

What is our physical reality?

We.....

Make stuff
and Use stuff
to gain Benefits

Physical reality and PRUB-Logic

Make stuff and use stuff to gain Benefits

=

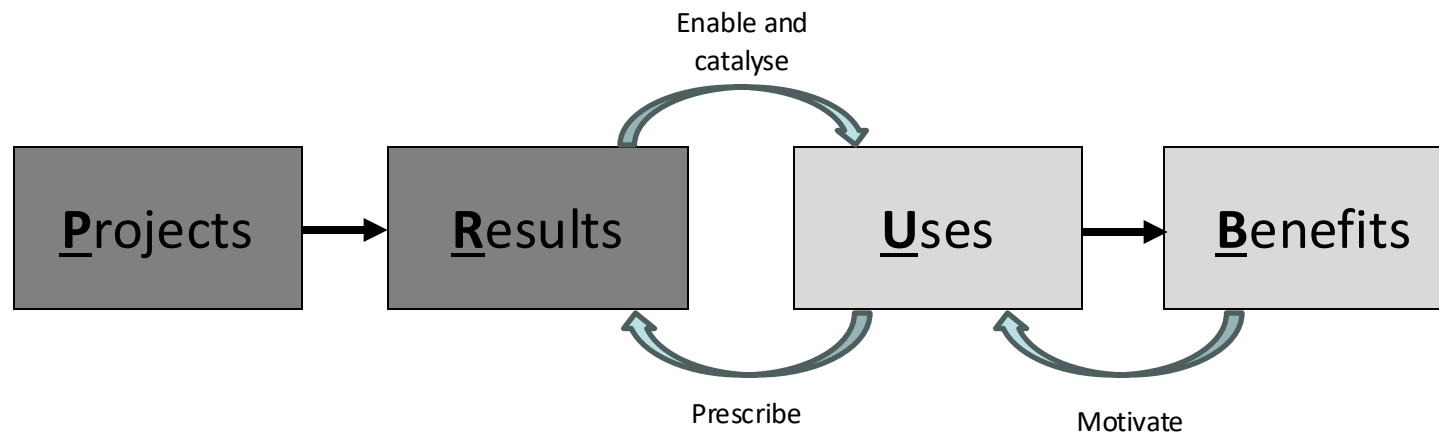
Projects create Results that are Used to create Benefits

=

PRUB-Logic *which represents physical reality*

PRUB-Logic

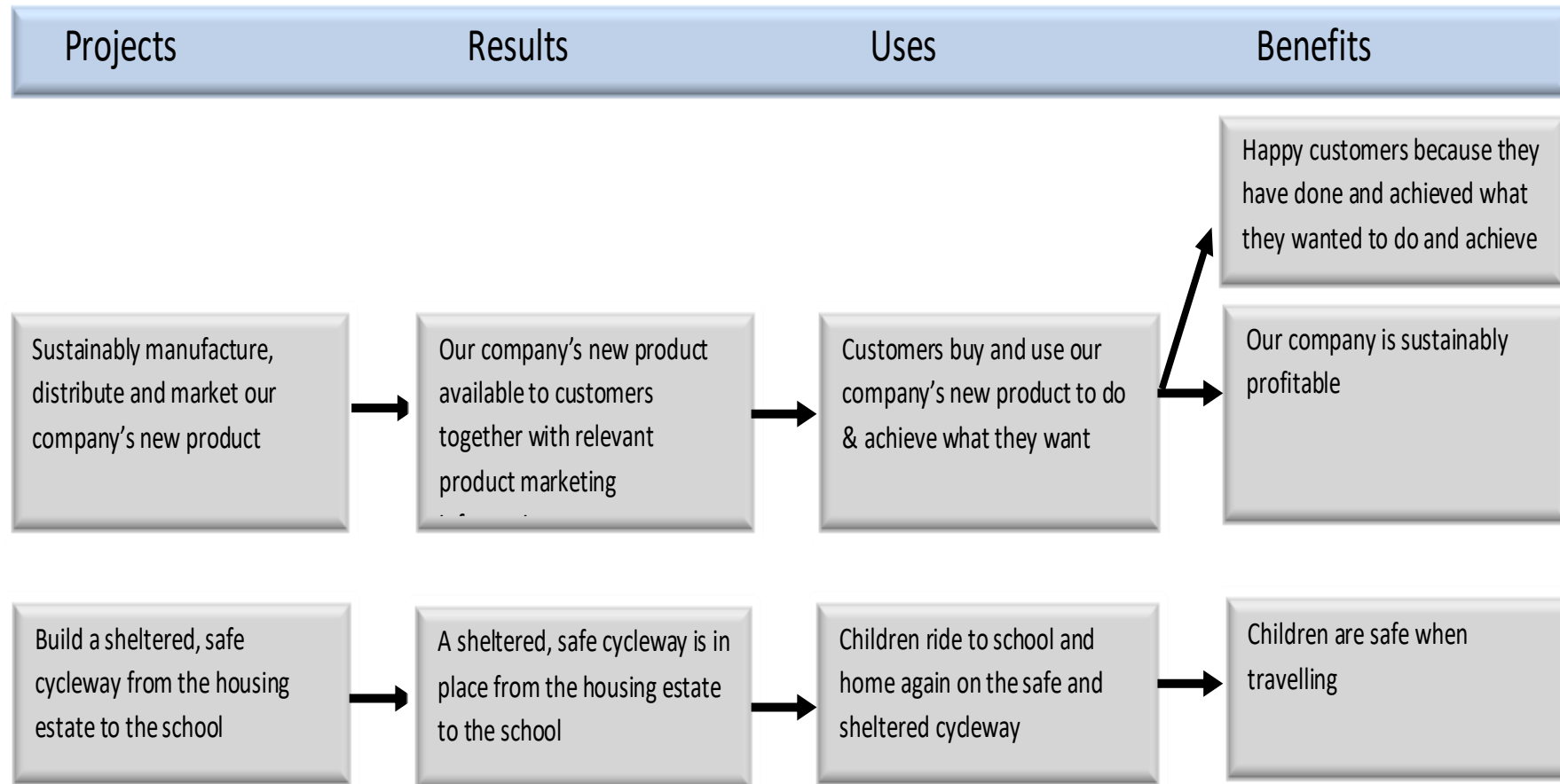
P R U B



Projects *create* Results that *enable* Uses to *create* Benefits

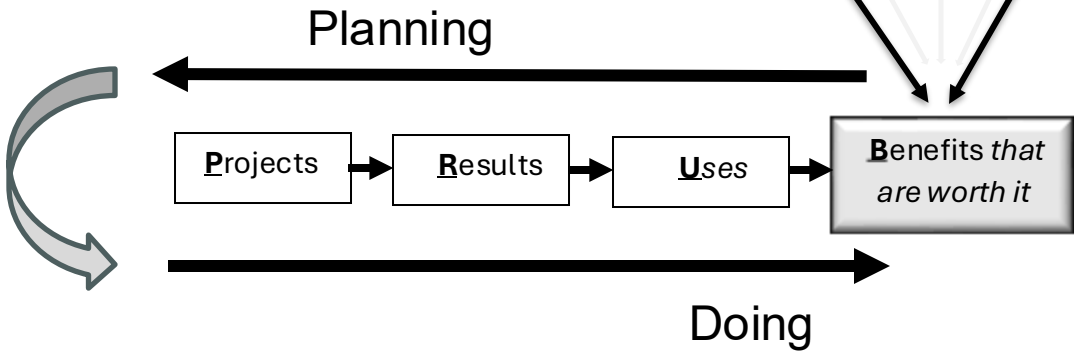
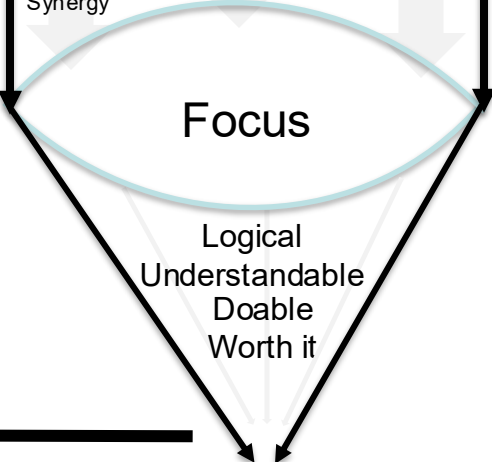
that *motivate* Uses

Two simple example SubStrategies



Successful strategies from start to finish

Alignment Analysis Competitive-advantage
 Benchmark Core-competency Disruption
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 planning Tactics SWOT Vision Execution
 Achieve Adapt Allocate Anticipate Evaluate
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Strategic Scanning uses many techniques to assess strategic environments and distil potential options for action



Strategic Planning translates potential options into Validated strategies (where possible) that are logical, understandable, doable and worth it



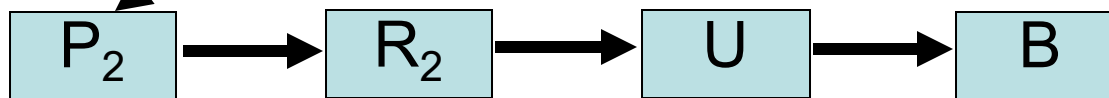
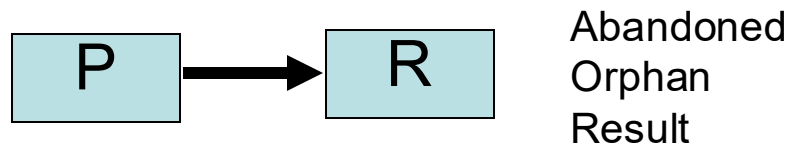
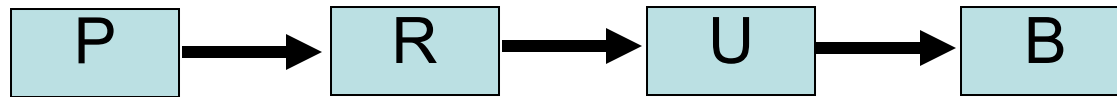
In **Strategic Doing**, facilitators guide stakeholders to collaboratively achieve 'Benefits that are worth it' by implementing Validated strategies

Only Uses create Benefits
(an inconvenient truth)

Results enable Uses

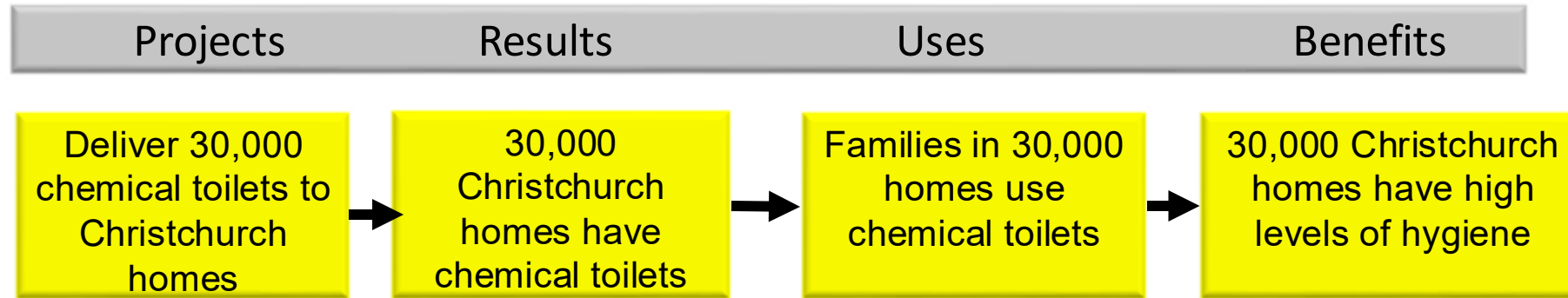
Benefits motivate Uses

Orphan Results



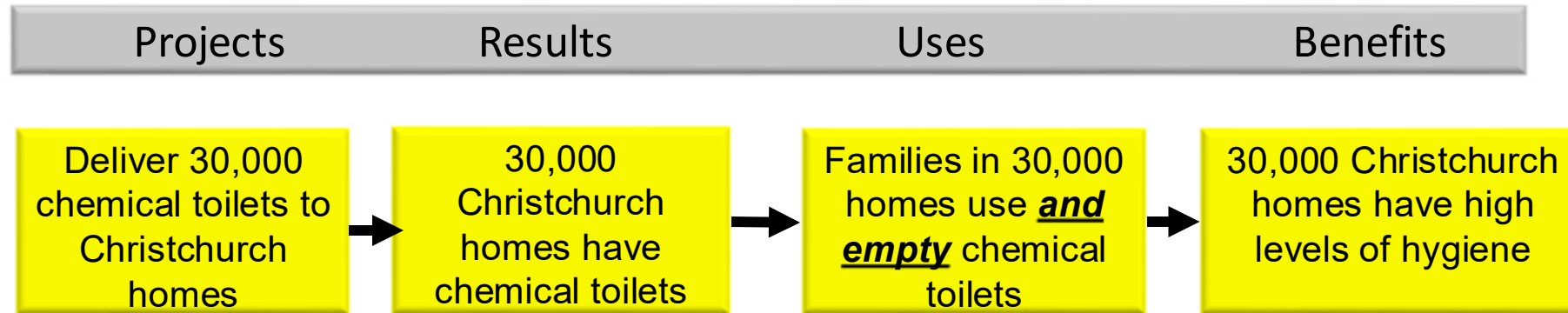
A post-earthquake chemical toilets PRUBStrategy A very high level strategy

PRUB-Logic



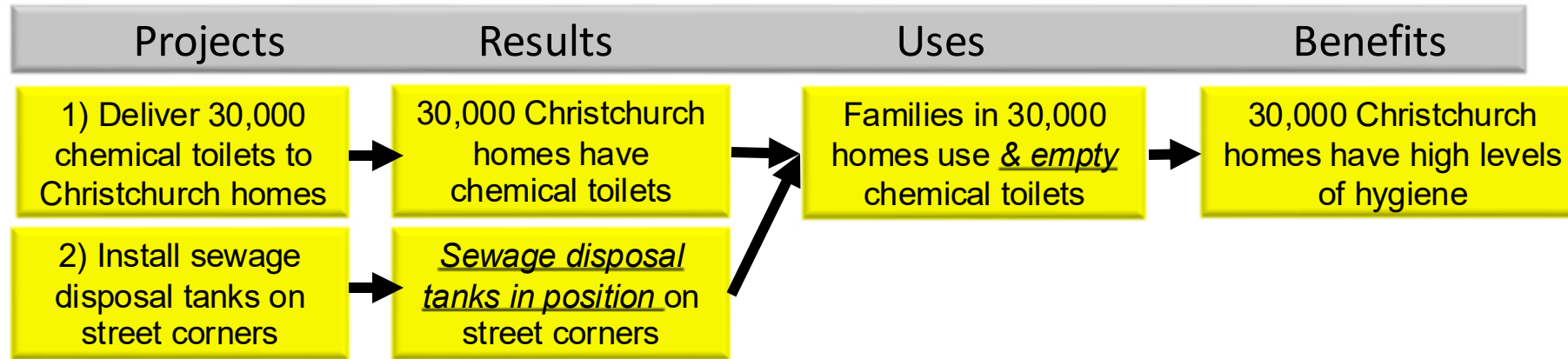
A post-earthquake chemical toilets more detailed PRUBStrategy

PRUB-Logic



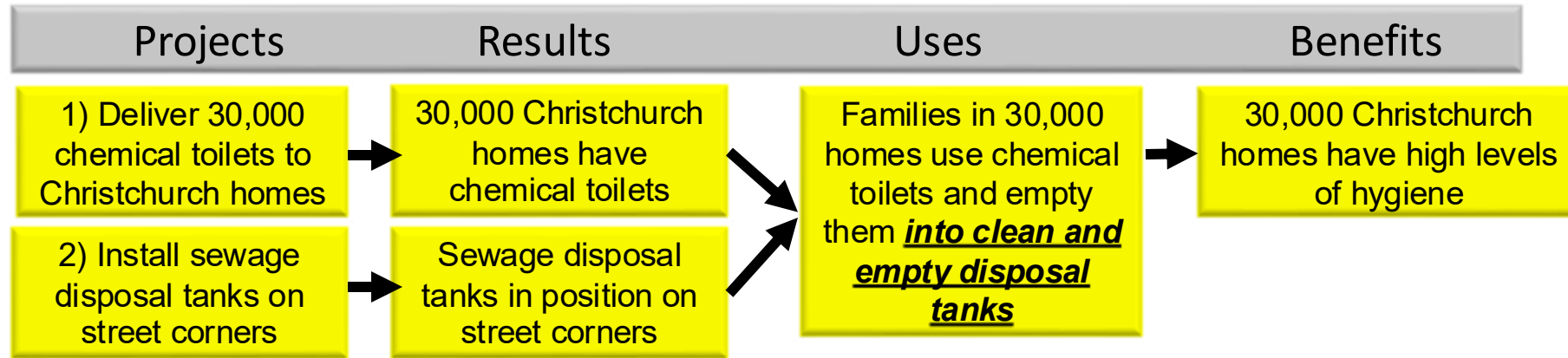
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PRUB-Logic



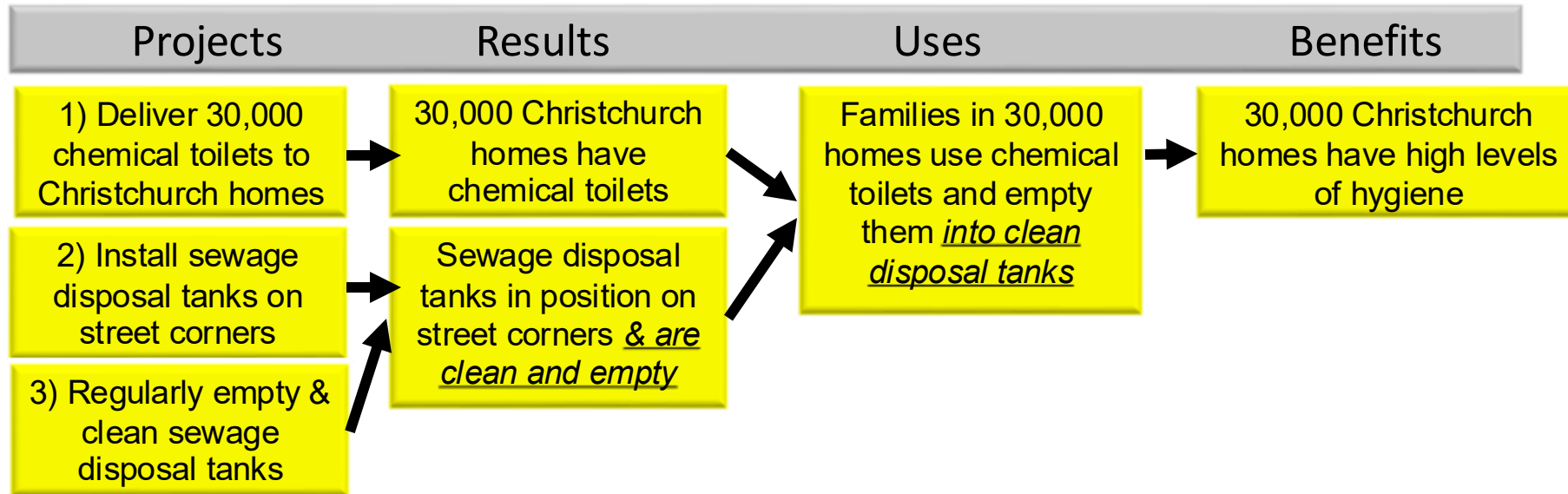
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PRUB-Logic



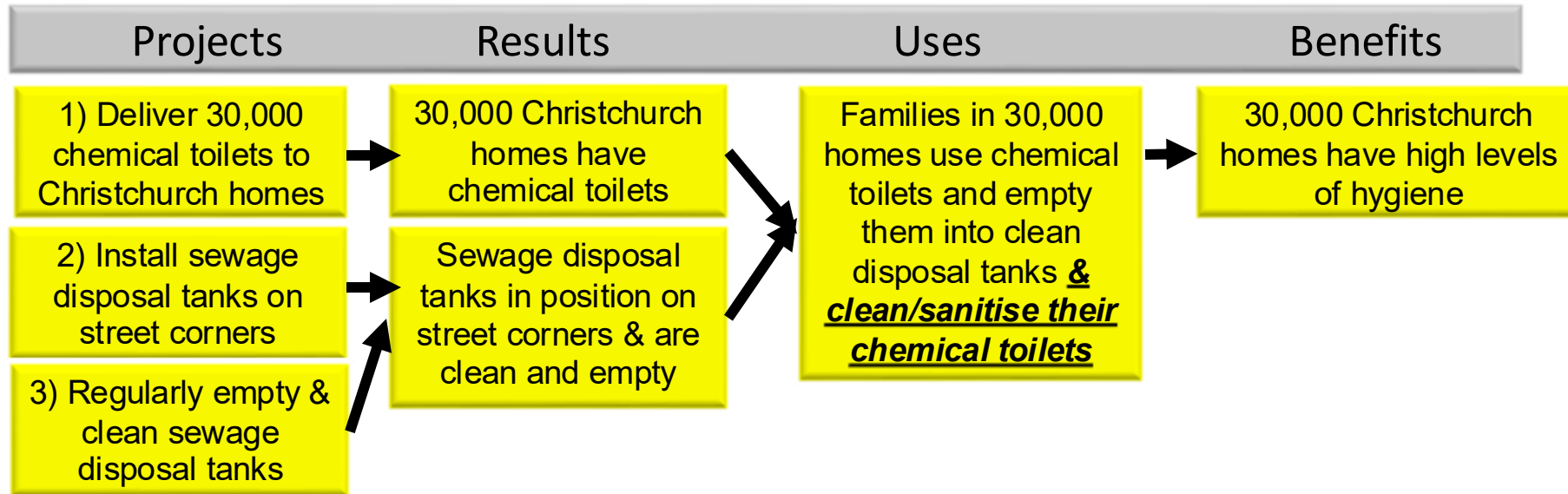
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PRUB-Logic



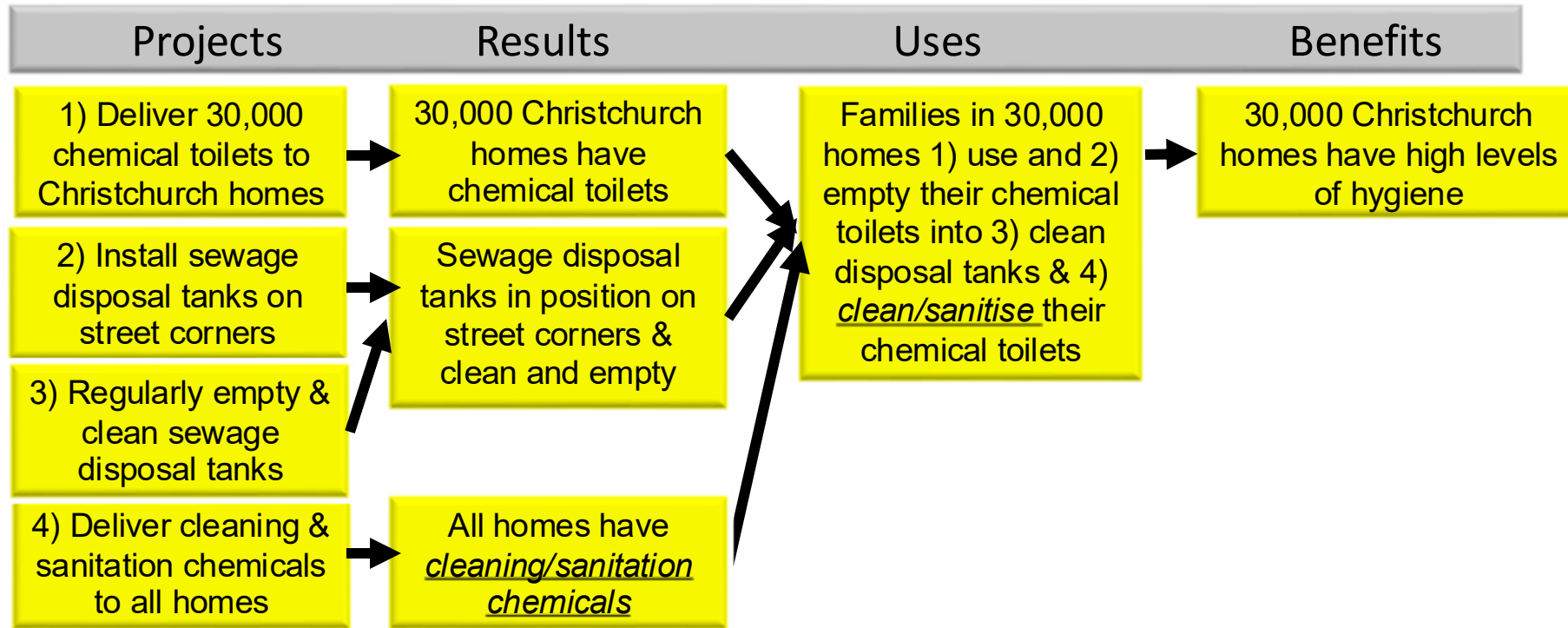
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PRUB-Logic



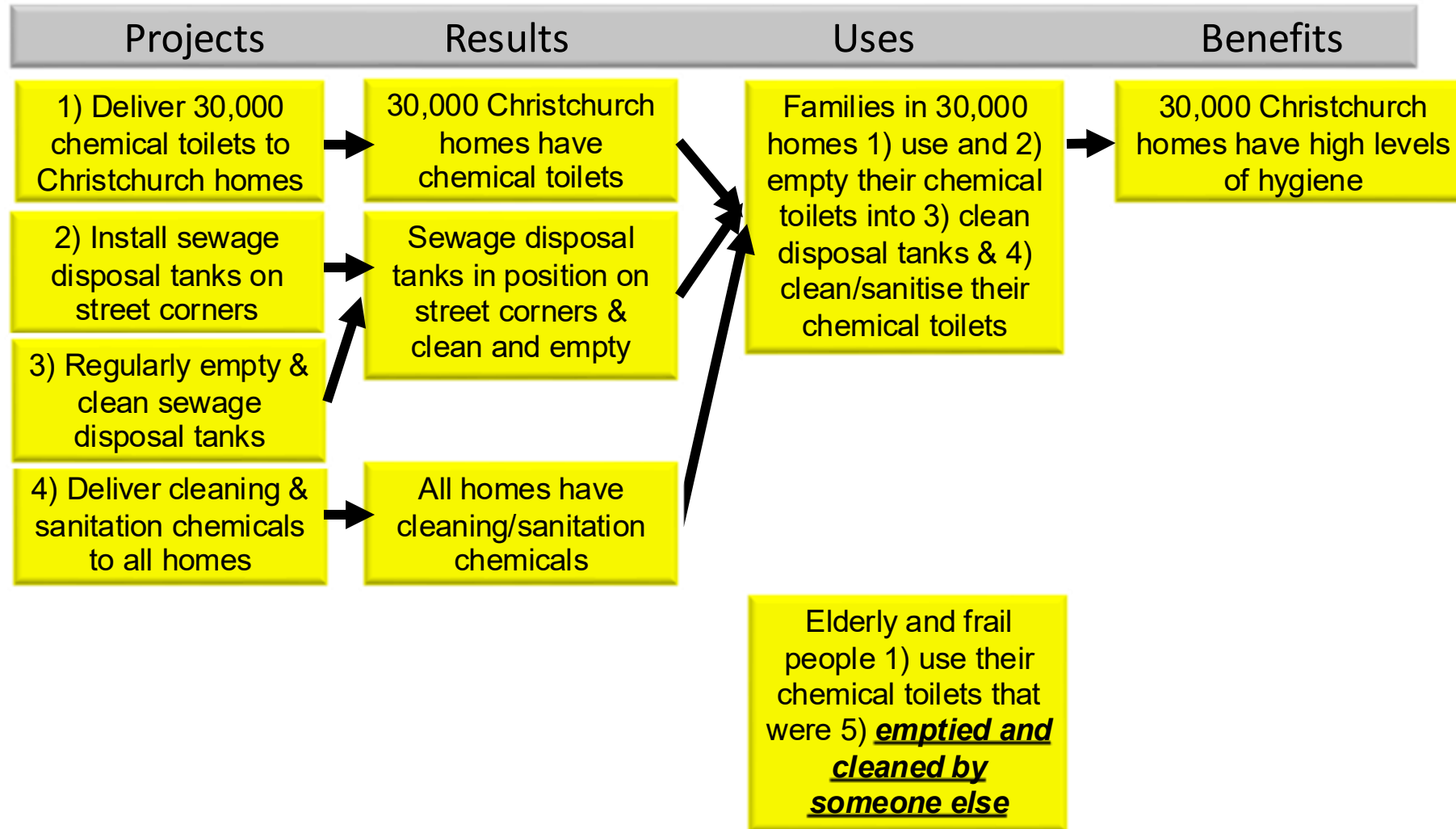
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PRUB-Logic



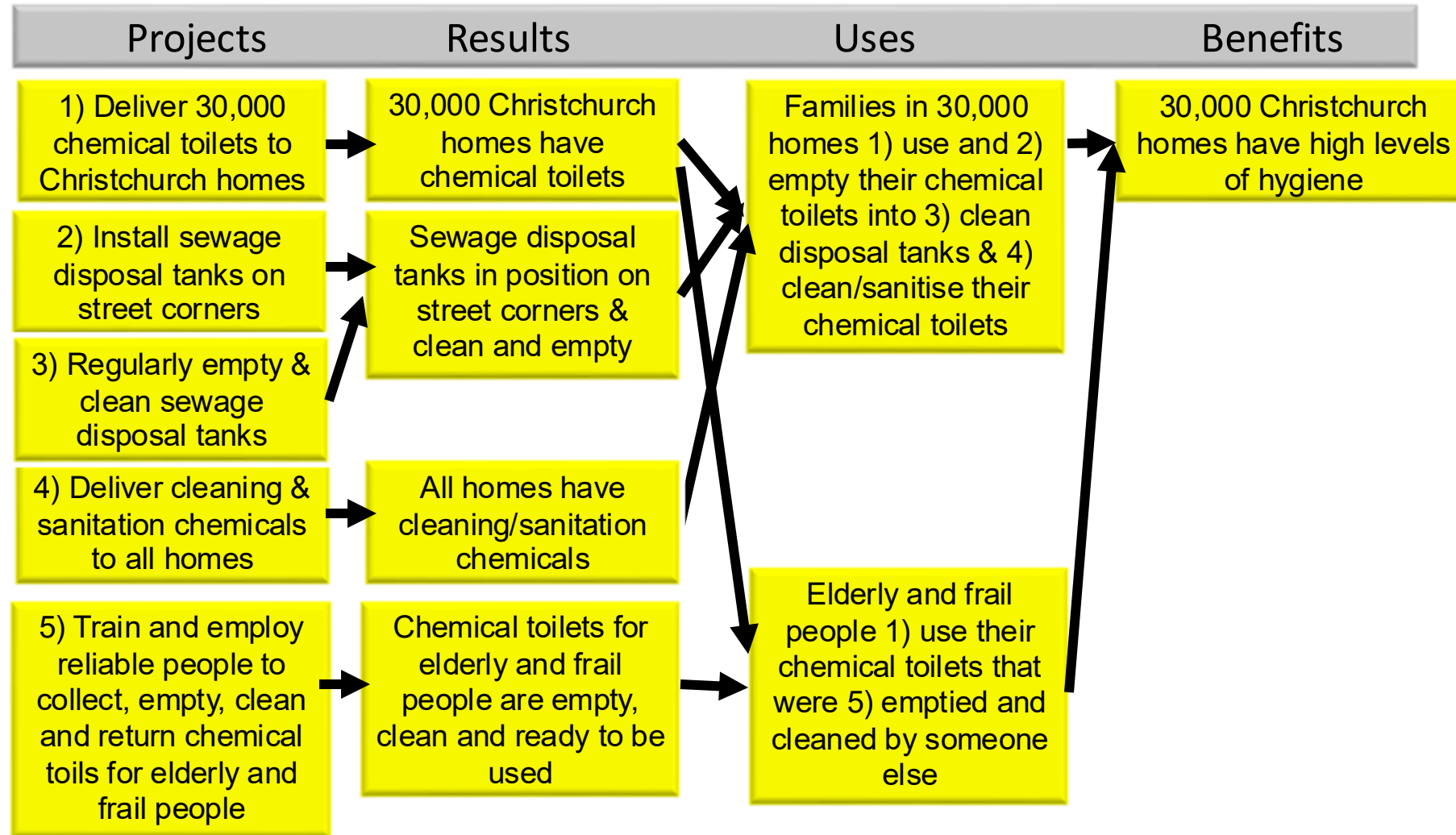
A post-earthquake chemical toilets more detailed PRUBStrategy

PRUB-Logic



A post-earthquake chemical toilets more detailed PRUBStrategy

PRUB-Logic



The Uses 'dictate' the strategy

Only Uses create Benefits
(an inconvenient truth)

Results enable Uses

Benefits motivate Uses

Global and Motivational Benefits

Global Benefits

Benefits to society and the environment

Motivational Benefits

Benefits to individual users

But what are the Benefits 'Worth'?

Net Global and Motivational Worth (the 'Worth' of the Benefits)

1. *Net* Global Worth: Global Worth must be greater than Global costs
2. *Net* Motivational Worth: each stakeholder must also receive sufficient *net* Worth to motivate them to do Uses

'Worth' and costs both include all 4 wellbeings: economic, environmental, social and cultural and can be objective, subjective and perceptual

Uses Require Net Motivational Worth

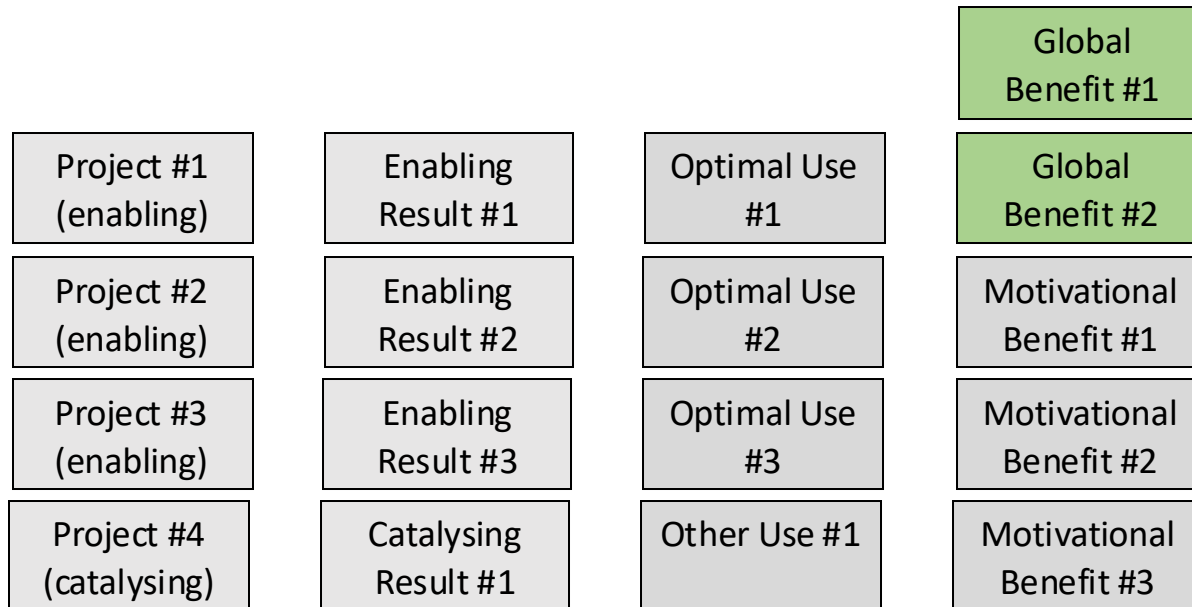
Uses will not happen
and Benefits will not be created
unless

1. Results enable Uses
2. users receive Net Motivational Worth

**Global Benefits are 100% dependent
on Motivational Benefits**

PRUB-Logic Step 1: Define the desired Global Benefits

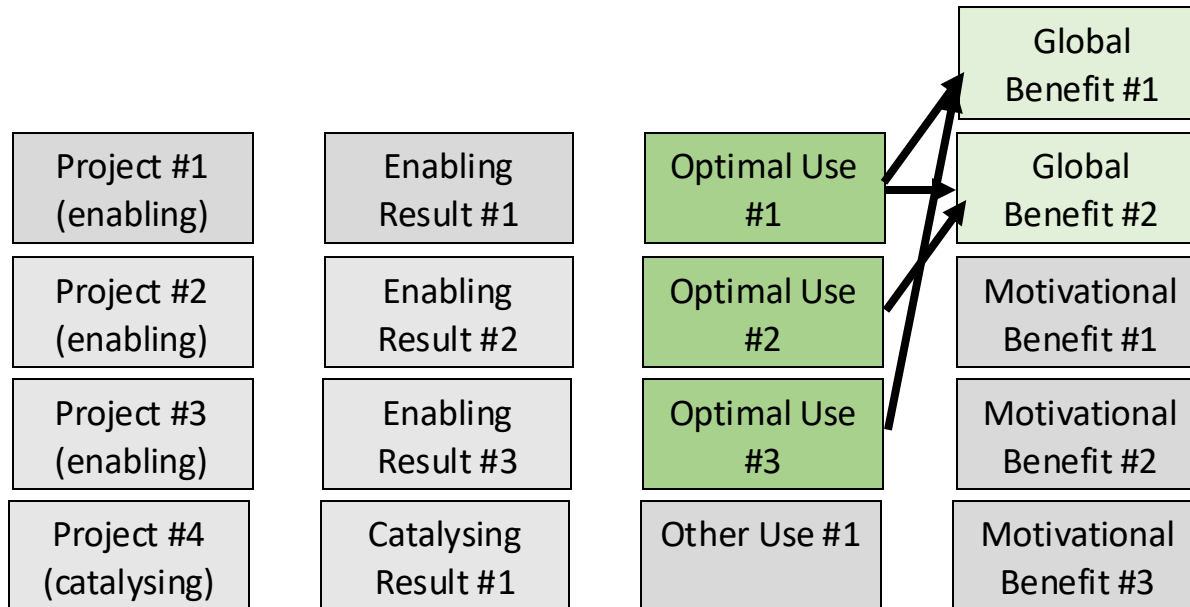
Projects → Results ... Uses → Benefits



Project managers assist clients to define **Global Benefits**, which are broad social, economic, environmental and cultural Benefits. They also help establish **Net Global Worth** of the Benefits, checking that the Worth of the collective Benefits outweighs the anticipated combined economic, environmental, social and cultural costs of Projects and Uses

PRUB-Logic step 2: Define the optimal Uses that are essential to create the Global Benefits

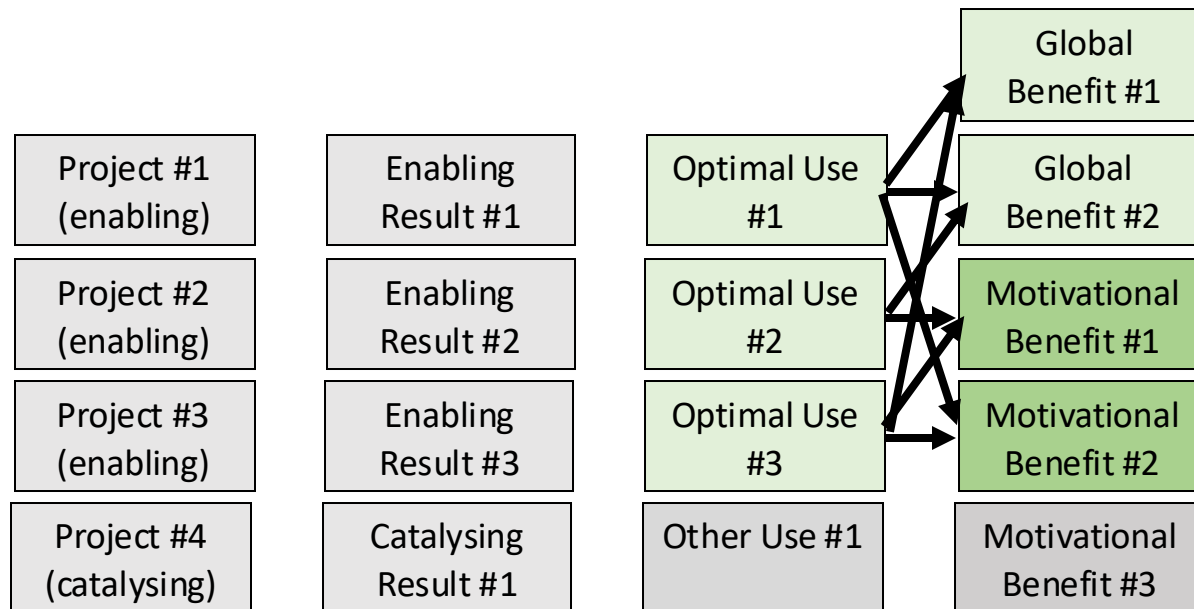
Projects → Results ...→ Uses → Benefits



Project managers guide clients to identify the essential **Uses**—actions undertaken by end-users—that are necessary to generate the desired Global Benefits.

PRUB-Logic Step 3; Identify the Motivational Benefits that are essential to motivate the essential Uses

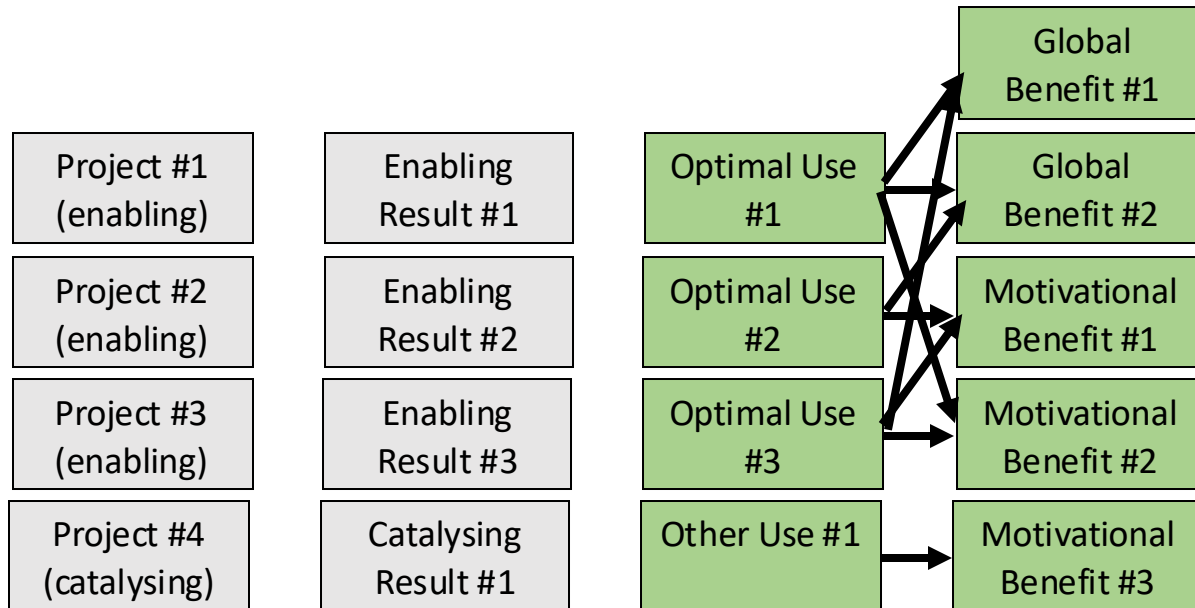
Projects → Results ... Uses → Benefits



Project managers and clients engage with users to discover **Motivational Worth**—the worth of the individual Benefits that users require in order to be motivated to perform the Uses. This entails asking "What will you do and why?" to uncover the true motivations that are critical for actual Benefit creation.

PRUB-Logic step 4: Identify any optimal Uses and Motivational Benefits

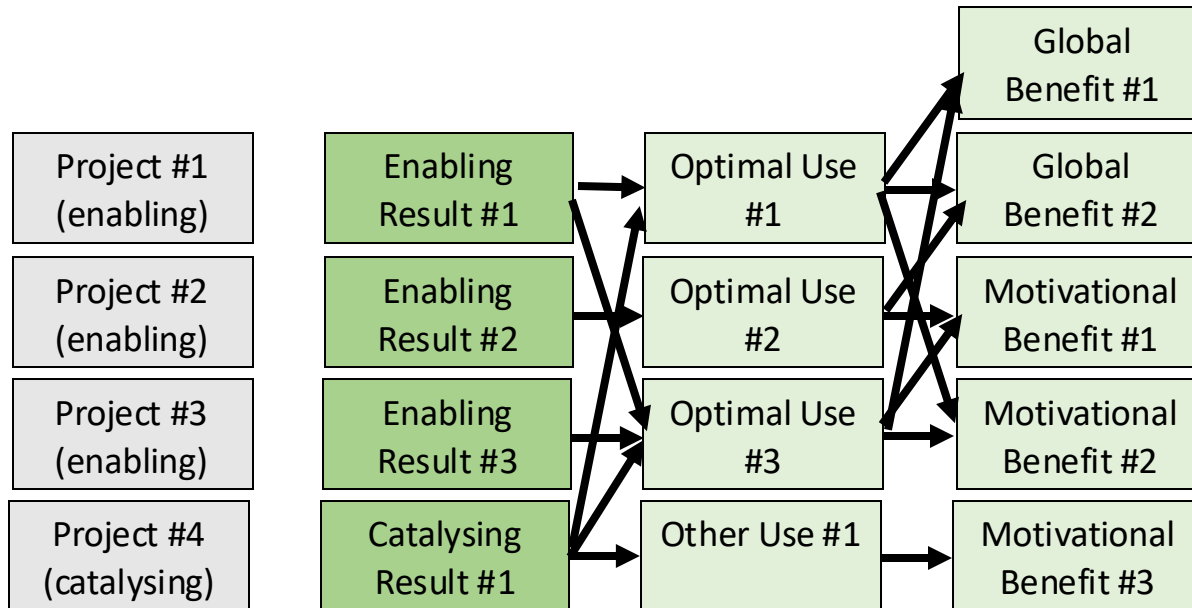
Projects → Results ... Uses → Benefits



Project managers, clients, and users jointly re-define **optimal Uses**. These Uses must generate Global Benefits and also create sufficient Motivational Worth for individual users, thereby increasing the probability that Uses will actually create the desired Benefits. Understanding Uses is "absolute gold information".

PRUB-Logic Step 5: Identify the enabling and catalysing Results prescribed by the Uses

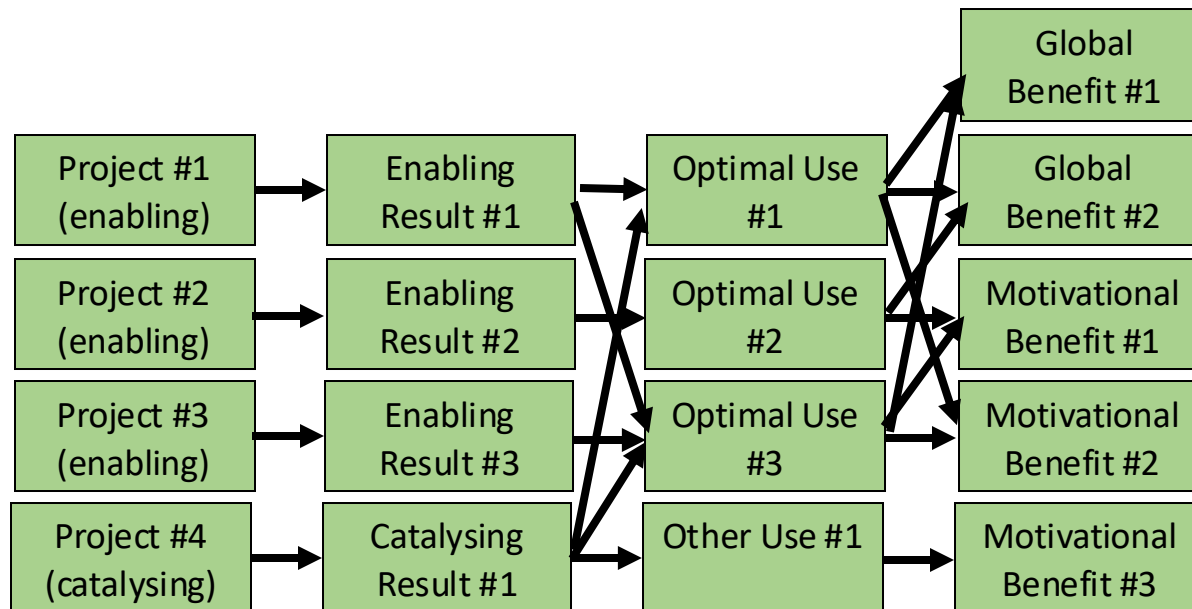
Projects → Results ... Uses → Benefits



The optimal and essential Uses directly prescribe the **Results**. Results must be **necessary and sufficient** to enable and catalyse these Uses.

PRUB-Logic Step 6: Project managers and clients Validate the PRUBStrategy and specify the success criteria

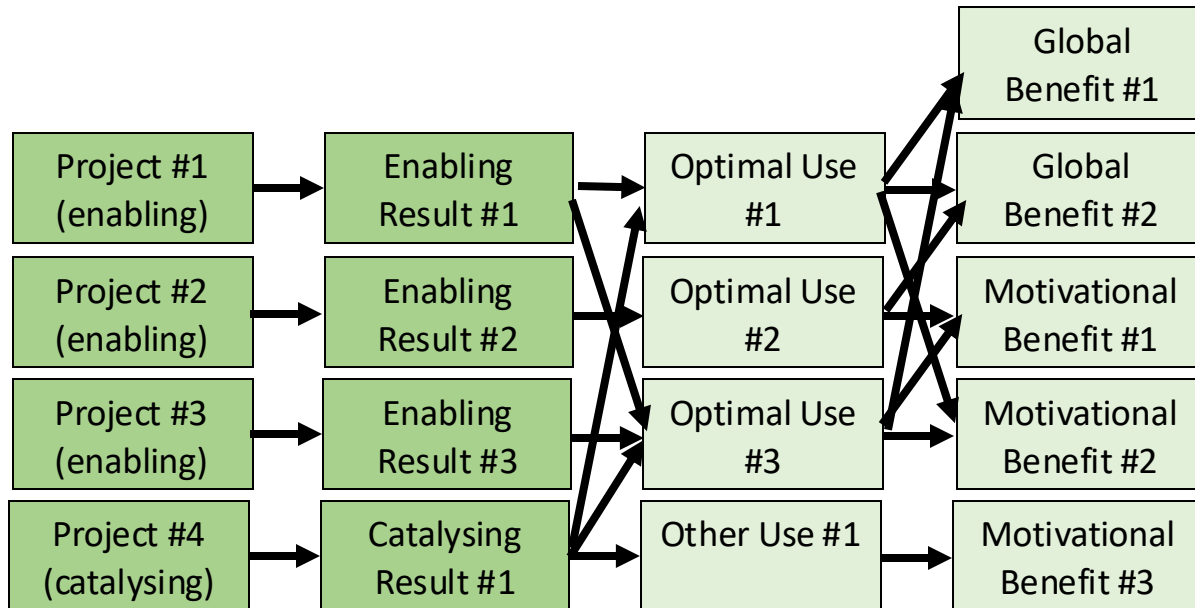
Projects → Results ... Uses → Benefits



Project managers and clients **Validate the PRUBStrategy** and specify the **success criteria**. This confirms the strategy's **Logic, Evidence and Global and Motivational Worths**, establishing clear performance indicators for PRUBStrategy execution.

PRUB-Logic Step 7: Run the Projects that will create the enabling and catalysing Results

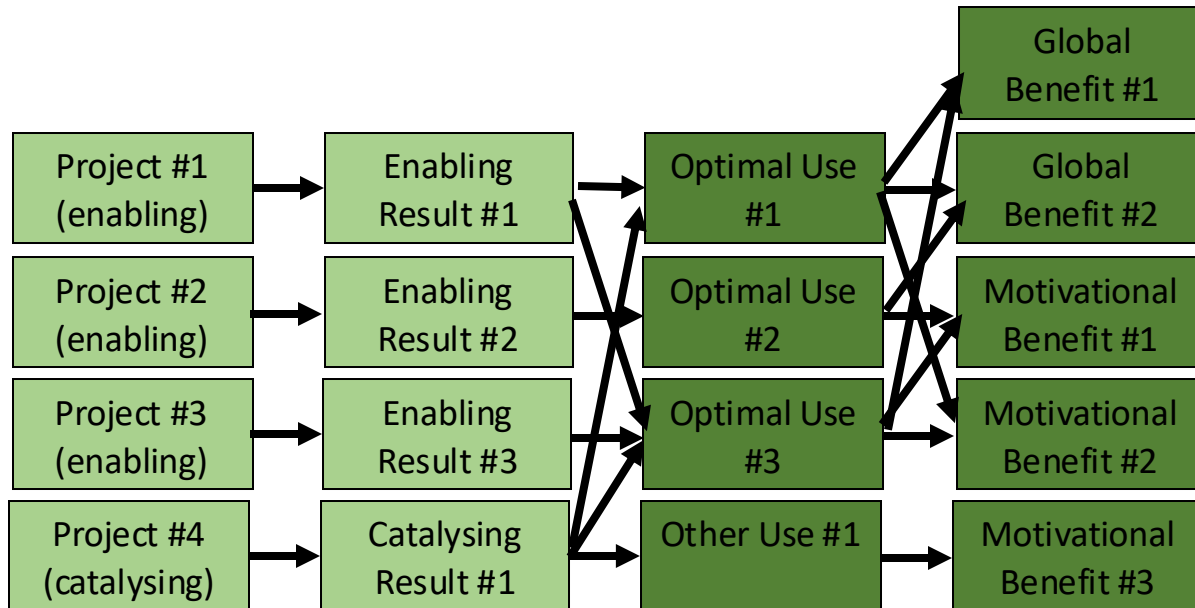
Projects → Results ... Uses → Benefits



Project managers then create the necessary and sufficient **Results**. These Results must enable and catalyse the Uses which in turn create the desired Global and Motivational Benefits, thereby fulfilling the Project's strategic purpose.

PRUB-Logic Step 8: Project managers and clients monitor and where necessary 'tweak' the implementation of the PRUB-Logic strategy

Projects → Results ... Uses → Benefits



Project managers and clients monitor and where necessary 'tweak' the implementation of the PRUB-Logic strategy by regularly evaluating the Efficiency of the Projects, the Effectiveness of the Results, the Efficiency of the Uses and the Effectiveness of the Benefits. The most valuable information for refining the strategy will be progress on how the actual Uses are creating the desired Benefits.

Realistically

Replace '*Realise* Benefits' with
'*Facilitate* Benefits'

The breadth and depth of PRUB-Logic

PRUB-Logic provides the logical framework to better understand:

1. What 'success' means (Project success? PRUBStrategy success?)
2. Who is accountable – for what? 12 PRUB-Logic accountabilities
3. Strategy Validation: Logic + Evidence + Worth
4. Evidence: Causal; Enabling; Motivating
5. The Results have no worth (Only Benefits have Worth)
6. PRUB or BURP or UBRP
7. Project and Use *Efficiency* – Result and Benefit *Effectiveness*
8. To ask: “What will you do?” (i.e. Uses), not “What do you want?” (i.e. Results)
9. Different stakeholders have different motivations (See Everett Rogers *Diffusion of Innovation Theory*)
10. Different strategic environments need different types of strategies
Simple; complicated, complex, chaotic
11. And much more

For more information

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Author: Validating Strategies – Linking Projects and Results to Uses and Benefits

<http://www.gowerpublishing.com/isbn/9781472427816>

Author: “From Woe to Flow – Validating and Implementing Strategies (2020)

<http://www.gowerpublishing.com/isbn/9780429486258>

Author: “Strategies Using the Power of PRUB-Logic” – in draft

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PRUB-Logic Accountabilities (S = Supplier, P = Purchaser)

Accountabilities for Efficiency and Effectiveness (E&E)	Project-Efficiency (running Projects 'right')	Result-Effectiveness (achieving the right results)	Uses-Efficiency (Uses happening 'right')	Benefits-Effectiveness (the right Benefits achieved)
Specify desired E&E	S+P	S+P	P	P
Implement strategy to achieve desired E&E	S	S	P	P
Evaluate performance and 'hold to account'	P	P	P	P

Results have no worth

- It costs money and resources to achieve Results
- If Results aren't being used or won't be used they are just a cost
- If the Results are used to create Benefits... the Results are still just a cost
- Only Benefits have worth
- We often mistakenly assign 'worth' to Results based on the worth of the Benefits that they will potentially enable or are enabling, but the Results themselves have no worth

Evidence

There are three types of Evidence:

1. Causal Evidence (Projects *cause* Results; Uses *cause* Benefits)
2. Enabling Evidence (Results *enable* Uses)
3. Motivational Evidence (Worthwhile Benefits *motivate* Uses)

Causal and enabling Evidence tell us if a strategy is doable

Motivational Evidence tells us if a strategy is worth it

Different user motivations

Users have different motivations:

- Innovators (~2.5%) are motivated by curiosity
- Early adopters (~13.5%) are motivated by Global Benefits
- Early majority (~34%) are motivated by Motivational Benefits for themselves
- Late majority (~34%) are motivated by copying the early majority
- Laggards (~16%) are motivated by compulsion

Adapted from Everett Rogers Theory of Innovation Diffusion

Stakeholder engagement and human cognitive limits

- Many strategies are not implemented because for most stakeholders they are 'TLDR' (Too Long Didn't Read)
- Miller's Law states that people can understand just 7 +/- 2 ideas in their heads
- Driver's Law states that people can understand well designed diagrams with no more than 15 +/- 5 ideas
- So strategies need to be based on the principle of containing:

The smallest amount of information that has the highest value to the most people

PRUB-Logic