

We like to say **yes** to things...

With lots of initiatives and not enough resource to do everything, it was proving hard to get things done – there were **just too many projects**

Project Managers were **stressed**

PMs were committed to completing safety critical projects that needed to happen and not having a prioritised backlog was stressful – deploying TransparentChoice was a great **opportunity to support them** and to make sure everyone was working together

Governance alone wasn't enough

Oversight committees didn't have the bandwidth to solve the problem and needed **better data** to make them more effective



Lifeboats

This work really matters.. **the RNLI saved 349 lives in 2020 alone** – getting frontline volunteers the right equipment can make all the difference



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Developing **Criteria was the key step**... and rightly therefore took most time to develop

- Engaged broad cross-section of leaders - front line life-savers, factory managers, engineers, senior managers
- Used experts for unique insight, but avoided getting weighed down in detail
- Encouraged discussion around key points of disagreement to **“Reduce the time spent rigorously agreeing with each other”**

The outcome was a clear, actionable & **well aligned AHP model**

- Built on Risk and Benefits as Criteria & cost as an overlay to generate value
- Format of discussion broadened debate to **“make people think more”**
- Reviewed results in real time - **“does that feel right to us?”**
- Scales added in smaller group to ensure criteria were measurable & relevant



Scoring Projects was a monster effort... but **it was definitely worth it**

- Set up workshops to get all projects ‘out of the woodwork’ – **“this was an eye opener”**
- Everyone didn’t answer everything – better to **be efficient with people’s time by targeting surveys** that bring together groups who can understand projects & add value to scoring them
- Lots of great contextual data gathered at the same time



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Clarity – Having criteria & scores for every project

Inclusion – Everyone had a chance to be heard and to cast their vote

Rigour – A data led approach driven by Value for Money

Balance – Splitting projects into 4 portfolios

Achievability – Recognising resource limits & making hard choices

Control – Senior leaders had choice between credible scenarios

Flexibility – When Covid hit the PMO simply reweighted criteria, rebalanced the portfolio & was up and running again in no time

Listen to [Jodie's story](#) on our YouTube channel



Jodie Walsh,
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