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*espida* Training Exercise

making it happen  
**espida**  
by getting real

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## **The purpose and use of the document**

This learning document is intended to accompany the *espida* Handbook and offer training in how to use the Handbook. The *espida* Approach is an aid in articulating the value of projects where the primary outcomes are intangible and thus in the creation of business cases and demonstrating the return on those investments.

The primary content of this document is a training exercise. It is a starting point for understanding the principals behind the *espida* Approach and developing skills in highlighting and communicating outcomes from a desired project. It is envisaged that the training exercise could be used as a first step in understanding the Approach before full implementation within organisations or groups wishing to use it.

The goal of this exercise is to create a scorecard that successfully details the outcomes of going on holiday. The exercise will work through the process of completing a scorecard to describe the outcomes of taking the holiday, detailing five main tasks. These tasks are analogous to steps that are taken during full implementation of the Approach. Of course, some steps may be taken by different players in the organisation, or carried out with more or less rigidity in specific instances. By working through all steps a fuller understanding of the methodology will be achieved. A worked example accompanies the exercise as an aid to understanding.

The document also discusses a second fully completed example, which demonstrates how the methodology can be used in an option appraisal situation – that is, choosing between different courses of action to achieve the same goals.

## The Exercise

The purpose of the exercise is to use the *espida* Approach to explore the outcomes of going on holiday.

There are five tasks to be undertaken to achieve this:

- 1) Decide on the holiday scenario.
- 2) Create the strategic perspectives of going holiday.
- 3) Break down these perspectives into objectives.
- 4) Detail positive and negative outcomes (with their category, likelihood and timescale).
- 5) Describe indicators for the outcomes.
- 6) Create a summary document.

### Task 1: Decide on the holiday scenario

The first task is to outline the type of holiday to be taken. This could be a skiing holiday in Switzerland, a beach holiday in Spain, a cultural tour in Italy or a month long trek in Peru. The duration of the break, the destination and who will be going should all be thought out, as these will all have an effect on the projected outcomes.

- ▶ ***Decide the destination for the holiday, who is going and for how long.***

*Example 1: A couple are looking at the outcomes of going on a three-week trip to Japan in the middle of winter for a snowboarding holiday.*

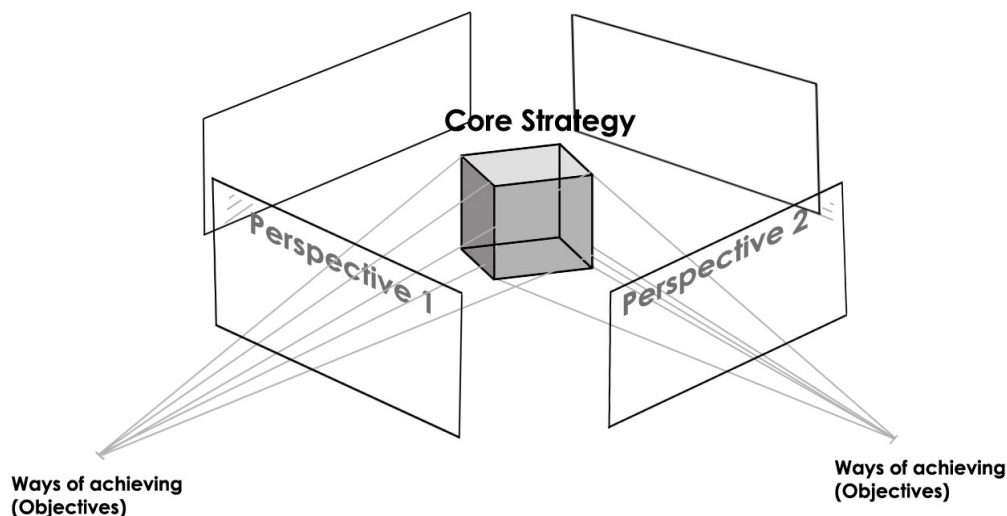
### Task 2: Work out perspectives

Organisations always have some sort of core strategy (however that is expressed) that proposals should aim to align with in some way, and in this exercise, the core strategy is simply to go on holiday. In order to understand the best way to work towards this strategy it must be broken down into elements, or objectives. One way of breaking down the strategy is through the use of perspectives. They offer a distinct angle through which the core strategy can be viewed and lead to different ways of working towards achieving the core strategy (see Diagram 1). For example, in the business world, popular perspectives are ‘customer and external stakeholder’, ‘internal business processes’, ‘innovation and learning’ and ‘financial’. Perspectives should be created for the strategy of going on holiday. For this exercise the perspectives could reflect primary areas of outcome for oneself, or others, or they can be more focussed on types of outcome, such as relaxation or experiential outcomes.

- ▶ ***Create perspectives through which to view the core strategy.***

*Example 1 uses three perspectives: ‘personal experience’, ‘other stakeholders’ and ‘cultural experience’.*

**Diagram 1. The role of perspectives**



**Task 3: Detail elements**

As suggested above, the perspectives have to be broken down into elements. The elements are specific goals that a proposal should tie in with – they are the way that an organisation wishes to achieve its strategy. In this case, the elements represent explicit areas of the perspectives that will arise from going on holiday. For example, under the relaxation perspective there could be two elements of ‘physical relaxation’ and ‘mental relaxation’.

- ▶ ***Detail objectives in each of the perspectives.***

*Example 1 breaks down the perspectives into two or three elements within the three perspectives – these include ‘new experience’, ‘personal development’, ‘relationship with partner’ and ‘relationship with family’.*

**Table 1. Elements within the personal perspective of Example 1**

<b>Personal Perspective</b>	<b>Other Stakeholders Perspective</b>	<b>Cultural Perspective</b>
Snowboarding skill	Development of relationship with partner	Gain knowledge of new cultures
Physical well-being	Work life	Taste new foods
Mental well-being	Relationship with family	Meet new people

#### Task 4. Detail positive and negative outcomes

The outcome scorecard has a number of columns that are designed to communicate all facets of an outcome in order that the funder can understand and make an informed decision on whether to invest in the project to receive the outcomes.

**Table 2. Descriptor columns in the scorecard**

Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / -	Timescale	Longevity

Outcomes have certain characteristics:

- They are not all the same size, so have to be categorised (*Category*)**  
 The choice of categories is ‘primary’, ‘secondary’ and ‘additional’. It may be helpful to think of this in terms of earthquakes and the categories that define the strengths of them. However, the *espida* categories are not absolute and are self-referential. That is, if a primary outcome is detailed it means that it is one of the principal outcomes of the proposed work, not that it is the same size as a primary outcome from another, larger proposal. The categories help to focus the attention of those reading a proposal on its main features.
- They can be either positive or negative (+/-)**  
 Outcomes can be either positive or negative. For example, a proposal may save an organisation money, but it might have to make staff redundant to achieve it (or in terms of the holiday scenario, the couple on holiday may fall out with each other, or indeed grow closer). The scorecard allows funders to view both sides of this issue. Identifying negative risks allows planning for contingencies.
- They are not yet definite, so there is a likelihood of their coming to pass (*Likelihood*)**  
 Outcomes, until they come to pass, are not definite and there is no guarantee that the funder will receive all of the outcomes in the proposal. Again, likelihood falls into one of three options: ‘probable’, ‘medium’ or ‘low’. The question to ask is, how likely is it that this outcome from the holiday will happen?
- Outcomes may not all appear immediately (*Timescale and Longevity*)**  
 There are different time-scales attached to outcomes coming to pass. Some may happen immediately, and others could happen in the long-term. For the holiday, most outcomes will happen in the short-term, but there could be examples of a fundamental shift in outlook brought on by experiencing a different way of life that may take time to mature. Longevity is also a factor to take into account. For the most part the outcomes from a holiday will be short-lived – in six months another holiday may be needed to recuperate from a stressful work life. Other outcomes will have limited lifetimes and proposers should therefore indicate the period of time that the outcome will continue to have an effect. There are no definite descriptors for *Longevity* as details should be as accurate a projection as possible.

- **Outcomes should first of all be described in the ‘Outcome’ column, and then the columns for category, likelihood, +/- and timescale should be completed.**

*Example 1. In the example, a negative outcome could be one of the party breaking a limb while snowboarding. The likelihood of this is deemed to be medium (no major off-piste risks will be taken on the trip and wrist-guards will be worn), but the category of the outcome is primary as it would have a major effect on the holiday if it happened. The financial and worry aspects of this negative outcome may be mitigated by taking out appropriate insurance cover.*

### Task 5: Indicators

Outcomes need an indicator with which funders can track if it has been achieved or not. If, say, a proposal suggests that it will generate income for a museum through the sale of poster reproductions, the proposer needs to suggest an indicator of the size of this income (e.g. £12,000 per annum, or a 2% increase in total sales). The same is required in outcomes that are not financial in nature. The indicator can encapsulate for the funder the category of outcome, the likelihood and the real effect it will have. It is therefore important to offer realistic and reliable indicators. For the holiday scenario indicators may include ‘less time thinking about work’, or could have more precision: ‘more hours slept’ (as an indicator of being more relaxed and less stressed).

- **Outcome Indicators should be described for each outcome.**

*Example 1. For the outcome of ‘snowboarding skills being developed’, two indicators are offered: one is more confidence on the mountain, and the other is a distinct progression from beginner slopes (green) to intermediate runs (blue). This last indicator in particular gives a definite goal and measurement for the outcome.*

**Table 3. Personal perspective for Example 1**

Personal Perspective								
	Contribution to:	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / -	Timescale	Longevity
p1	Snowboarding skill	Skill develops positively with more time spent on the slopes	- More confidence on the mountain - Progression from green to blue runs	P	H	+	Short	Permanent
p1	Physical well-being	Fitness levels increase	- Able to spend longer on the mountain	S	H	+	Short	Month or so
		Broken limbs/injury	- trip to hospital (injury occurred)	P	M	-	Short	Three months
p3	Mental well-being							
	SUMMARY		The risk of a broken limb (or broken anything) is worrying. As long as abilities are respected, it shouldn't be a problem.					

### Task 6. Create a Summary Document

A Summary Document is the short, catchy piece of prose that is akin to an executive summary. It is the text that senior management will read to get an overview of the outcomes that the proposal will have. The summary should be distilled from the outcome scorecard that has been created for the proposal. How exactly the outcomes are collated in the summary will be down to the person



writing the summary and the style favoured by senior management or external funder, but in our experience, the document may have greater impact if it discusses outcomes by category rather than by perspective. The summary should draw attention to the major benefits proposed, but also can be used to begin to address some of the more negative outcomes to demonstrate how they could be managed to minimise them.

► ***Practice creating a summary document outlining the outcomes.***

*Example 1 Summary.*

*Going on holiday to Japan will bring the primary benefits of developing skills in snowboarding, a strengthened relationship between the couple and the positive effects of experiencing a new culture. These benefits are all expected to come to pass in the short term, with the relationship reaping benefits through increased strength with a renewed sense of 'togetherness' and spending more time in each others' company over a longer, more sustained period.*

*Other benefits include fitness levels increasing, re-affirming familial bonds and returning to work with a renewed vigour. While these benefits are not primary outcomes, they are still of enough importance to be considered.*

*There are some disbenefits to going on holiday. The danger of injury while snowboarding is taken to be a medium risk. Precautions will be taken to prevent injury and insurance will be purchased, but it is seen as part of the sport. While the outcome would be primary, the risk is worth taking as it is balanced out by the benefits. The negative attitude from the employer in reaction to going on holiday at the beginning of a new contract is seen as minimal and something that can be coped with. The quality of work on return will mitigate against this.*



Example 1 demonstrates that thinking about perspectives can produce a more rounded view of the range of outcomes, that thinking about negative values can help ensure that there is sufficient contingency planning, and focussing on indicators allows the value produced to become measurable.

## Scorecards for Example 1

Personal Perspective							
	Contribution to:	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / - Timescale	Longevity
P1	Snowboarding skill	Skill develops positively with more time spent on the slopes	- More confidence on the mountain - Progression from green to blue runs	P	H	+	Permanent
P1	Physical well-being	Fitness levels increase Broken limbs/injury	- Able to spend longer on the mountain - trip to hospital (injury occurred)	S	H	+	Month or so
P3	Mental well-being			P	M	-	Three months
<b>SUMMARY</b> <i>The risk of a broken limb (or broken anything) is worrying. As long as abilities are respected, it shouldn't be a problem.</i>							



Other Stakeholders Perspective						
Contribution to:	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / -	Timescale
Development of relationship with partner	Experiencing new things together strengthens the relationship.  Long flights and stress of new environment causes problems.	- Partnership grows stronger. - More time spent together. - Renewed sense of 'togetherness'	P	H	+	Medium  A year or so
Work life	Batteries recharged, ready to start work on return  Just started new job, could be viewed as disruptive, unhelpful.	- Increase in number of arguments. - Air of unease in the relationship - Higher productivity in work on return - Higher quality of work.	P	M	-	Short  A few days
Relationship with family	Visiting with brother who lives in Japan, renewed bond	- Boss increases workload on return, becomes increasingly disgruntled. - Quality time spent with brother - More contact after leaving the country.	S	H	+	Six months  A few weeks
<b>SUMMARY</b> <i>Some possible negatives, particularly the negative effect of long flights. The positive outcomes outweigh this though</i>						

Cultural Perspective						
	Contribution to:	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / - Timescale Longevity
	Gain knowledge of new cultures	Experience temples and the Japanese way of life	- Number of visits to cultural sites	P	H	+ Short Length of holiday.
	Taste new foods	Trying as many new types of food as possible.	- No. of visits to sushi/gyoza bars - No visits to western food restaurants. - Cooking new foods on return.	P	H	+ Short Could be a permanent outcome.
	Meet new people	Spend time with friends of brother	- Good amount of time spent with brother's friends.	S	H	+ Short Possibility of long-lasting effect.
	<b>SUMMARY</b> <i>All positives in this perspective with majority being primary outcomes. Just travelling to Japan will ensure that these will mostly come to pass.</i>					



## Example 2

Example 2 looks at making a decision between two different holiday options. This example looks at the different outcomes of choosing between two holidays that are very different in character. It simply shows scorecards and cost templates for the perspectives of the two options and does not discuss in detail the thought processes leading to them.

Option 1 is a ten day holiday on a Greek Island with partner. The holiday will take in time on the beach and cultural sightseeing.

Option 2 is a fortnight in Florida with partner and partner's parents. Time will be spent on the beach, sightseeing and shopping.

There is a cost difference between the two options. In Option 1, the couple will have to pay the entire cost of the holiday, but in Option 2, they will only have to pay for flights and food, not accommodation.

This is an option appraisal decision as it is deciding what is the best solution for the time and finances that have been put aside for going on holiday. The first issue is to outline perspectives through which to view the options. For this scenario, the perspectives selected were 'relaxation', 'personal experience' and 'other stakeholders' (to include the outcomes for others). Under these perspectives, a few elements are detailed to develop possible objectives of the holiday. The relaxation perspective is split into physical and mental relaxation, the personal experience is comprised of undergoing new experiences and personal development, and relationship with partner and familial bonds make up the final external perspective.

In the scorecards the two different options can be directly compared through giving both a line for each element. So for 'New experiences' option 1 will offer trips to Greek temples with the opportunity of understanding Greek culture and viewing the beauty of the architecture. The likelihood of this is high as there are temples in the area that is going to be visited and the person going on holiday enjoys ancient Greek history. But the category of impact is only medium as both the holiday maker and their partner have been to Greece before and explored the cultural heritage, so this trip would only add to the experience, not create a brand new one with a much larger 'wow' factor.

On the other hand, the holidaymaker has never been to Florida before, so while the opportunity for a large positive outcome is there, this is far from certain however, and has a medium possibility of coming to pass. It fares well however against the inverse of this possibility; that of not enjoying the American culture and the sights and sounds of Florida. The holidaymaker knows enough about the country and its culture to be relatively certain that this will not be the case so the likelihood is therefore low.

The costs of both holidays are relatively similar. The availability of excellent package deals in Greece means that the flights and accommodation can be around the same as flights to Florida. However, while the costs are the same, the difference in length of time on holiday suggests that Florida is better value, particularly as there is a greater sense of travelling further and going somewhere new.

*A summary follows after the scorecards.*

## Scorecards for Example 2

Personal Experience								
Contribution to:	Option	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / -	Timescale	Longevity
New experiences	1	Temples to visit, history to explore.	- Knowledge of the history of the area. - No. of pictures taken.	S	H	+	short	A few years
	2	Never been to Florida, so lots of new experiences to be had – including scuba diving, theme parks, American food, culture, etc.	- Excited and invigorated. A healthy outlook on life.	P	M	+	short	
	2	Florida is an unwelcome experience – visa problems, dislike of culture, etc	- Amount of time spent in hotel increases.	P	L	-		Period of holiday.
Personal development	1							
	2							
<b>EVALUATORS' SUMMARY</b>								

Relaxation							
Contribution to:	Option	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / -	Timescale Longevity
Physical relaxation	1	Time controlled by oneself, can walk or rest when desired.	- Increased sense of physical well-being	P	H	+	short A month or so.
	2	Time not always one's own	- Increased grumpiness on holiday - Lack of refreshed feeling when back home	P	M	-	short
Mental relaxation	1						
	2						
<b>EVALUATORS' SUMMARY</b>							



Other Stakeholders									
Contribution to:	Option	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+/-	Timescale	Longevity	
Familial bonds/attitudes	1	In-laws view decision as shunning them	Strained atmosphere at family gatherings, fewer invitations to dinner/decrease in invitations accepted.	P	M	-	Med	Potentially long term	
	2	Positive enforcement of family unit	- Increased invitations to in-laws' house. - More time spent with in-laws.	P	H	+	Med		
Relationship with partner	1	Quality time spent with partner.	- Enjoyment of partners company, less arguments/snapping at each other.	P	H	+	Short		
	2	Possible deterioration through disagreement and attitude to parents.	- Increased arguments.	P	L	-	Short		
<b>EVALUATORS' SUMMARY</b>									

## Costs for Example 2.

<i>Type of cost</i>	<i>Amount</i>		<i>Basis of Costing</i>	
	<b>Option 1</b>	<b>Option 2</b>	<b>Option 1</b>	<b>Option 2</b>
Flights	750.00	700.00	For two flights – average found from various websites – with accommodation.	Average of different operators in the required period.
Accommodation	(see flights)	(Free)		
Sustenance/expenses	500.00	480.00	£50 a day.	£40 a day.
<b>Total</b>	<b>1,250.00</b>	<b>1,180.00</b>		

### Example 2 Summary

#### *Option 1*

Option 1 offers the chance to fully unwind and spend time as a couple together with the associated highly likely benefits of an increased sense of well-being and the reaffirming of relationship bonds. The chance to explore historical monuments, temples and museums will contribute to gaining new experiences indicated by new knowledge of the area and a large number of photographs being taken of the sites.

Conversely, the negative aspects hinge on what could possibly be seen as a rejection of the invitation of the partner's parents, and hence a reflection of certain attitudes to them. There is a medium likelihood that this will come to pass, and it is a primary outcome. Certainly this outcome can be mitigated against by explaining that the reasons for going on holiday are not a rejection of their offer. Indicators would be the there are fewer invitations to dinner and less accepted invitations to visit.

The costs are based on a package deal for two people.

#### *Option 2*

Option 2 offers the opportunity to visit somewhere new at a cheaper price option than would normally be available. It also offers possible positive effects on relationships with immediate family resulting in more time being spent with the partners' family. This benefit extends into the relationship with the partner as well, who will welcome the bonds and the relationship will enjoy less fractious moments.

Not one of the possible negatives in option 2 is of a high likelihood, however, there is a medium likelihood that holidaying with the partner's parents will take away some of the autonomy of time in which to relax, resulting in increased grumpiness and no feeling of being refreshed on return from the break. There is also the possibility that Florida itself will be an unwelcome experience – with USA customs starting the holiday off on the wrong foot through time spent getting into the country and that the culture is not to their liking. However, the likelihood of that is low as they have experienced the west coast of the USA and have a fair idea of what to expect.

Costs in option 2 include two flights to Florida. Sustenance costs are slightly lower than option 1 as it is assumed a few meals will be paid for by the partners parents.

## Main conclusions

The *espida* Approach is used to communicate and discuss intangible outcomes. In every-day life, people are very good at dealing with intangible outcomes and making decisions based on their size and likelihood. However, problems seem to arise when transferring this skill into the public sphere and communicating it to decision-makers, as it is not an easy task to describe outcomes that are not indicated by a financial figure. What the Approach encourages is a consistent method of communicating these intangible outcomes within a base framework that decision-makers will be familiar with. In addition to the steps undertaken above, there are some principle points to take into consideration.

- 1) The initial steps in the exercise (Task 2-3) will generally be undertaken by the funders. At the very least, the funder may have a strategic plan from which perspectives and objectives can be created. In other words, defining the context of project investment is a constant.
- 2) If a funder has created an Outcome Scorecard, all the rows **do not** have to be filled in. It is highly unlikely that a proposal will bring a direct outcome to all objectives of an organisation. That is, it is highly unlikely that a proposal will have a direct effect on every single element of strategy that the organisation has outlined. It is far better to list fewer, but more meaningful outcomes than list very weak or far removed outcomes that will stretch the credibility of the proposal. The *espida* Approach is not a 'box-filling' exercise, but a way of focussing proposals to align them to the business objectives of the organisation or external funder.
- 3) Both positive and negative outcomes should be dealt with in the proposal. Through communicating negative outcomes the proposer can demonstrate an awareness of potential pitfalls and show how project delivery will work to minimise them.
- 4) Meaningful and achievable indicators are important to a good proposal. Not only are they used to convey the degree and nature of outcome, but may then be able to be used to measure the performance of the project and demonstrate the return on the investment and justification for the confidence that the funder has shown in the project and its proposers.