

Systemic Results-Based Leadership

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Introduction

“The classic performance model involves the mobilization of inputs and the application of organizational capacity to produce agency outputs that contribute to broader social outcomes.”

(Foster, 2000)

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“In programs ranging from welfare, Medicare and Medicaid to housing and environmental policy, old-fashioned government bureaucracy has yielded gradually over the past decade to a much more market-based approach.”

(Kettl, 2000)

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Private vs. Public/Nonprofit Organizations

- “Good to Great” – Collins
- Recent American Customer Satisfaction Survey
 - Private - 71.5%
 - Government – 71.3%
- Private Sector Experience

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Introduction

Performance Measurement +
Government Reform +
Citizen Engagement and Leadership
= Systemic Results-Based Leadership

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Performance Measurement

“It doesn’t really matter whether you can quantify your results. What matters is that you rigorously assemble *evidence* - quantitative or qualitative - to track your progress.”

(Collins, 2005)

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Performance Measurement

- **Collective Results-Oriented Goals and Strategies**
- **Outputs and Social Outcomes**
- **Annual Performance Plan**
- **“Budgeting for Outcomes” – Osborne**
- **Employee Objectives Tied to Division Goals**
- **Fallacy of Performance-Based Compensation**
- **Organization Results, Customer Service, & Employee Satisfaction**

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Government Reform

- **Change Resistant or Change Engaged Culture**
- **Less Mandates, More Delegation**
- **Empower Employees**
- **Decision-Making Close to the Customer**
- **Customer Choice**
- **Customer Self-Service**
- **Customer Standards**
- **Policy Direction Does Not Mean Production**
- **Activity Based Costing (ABC)**

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Government Reform

- **Create Managed Competition**
- **Foster Collaborations**
- **Cut the Cost of Mistrust**
- **Avoid Dedicated Funds**
- **Consolidate Layers**
- **De-Regulation and Re-Regulation**
- **Develop Labor-Management Partnerships**

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Citizen Engagement & Leadership

- Better Forums for Citizen Engagement
- Fewer Single Issue Citizen Engagements
- Constant Inquiry and Advocacy
- Open Use of All Information
- Integrative Leadership

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The Goal

- Defining Great
 - Delivers Superior Performance
 - Makes a Distinctive Impact
 - Achieves Lasting Endurance

(Collins, 2005)

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Systemic Results-Based Leadership to Great



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Systemic Results-Based Leadership

1. Clear Mission, Strategy, and Goals with Citizens
2. Bi-Partisan Elected Official Support and Use
3. Devolved Leadership
4. Performance-Based Budgeting System
5. Performance-Based HR System
6. Culture of Responsibility, Accountability, & Change
7. Open Use of All Information
8. Link Resources to Results
9. Collaboration of Public, Nonprofit, & Private Sectors
10. Constant Inquiry and Advocacy

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