

Performance Leadership:

The key to strengthening evaluation systems and organizational outcomes



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AES conference, Canberra Sept 2017

DOGBERT CONSULTS

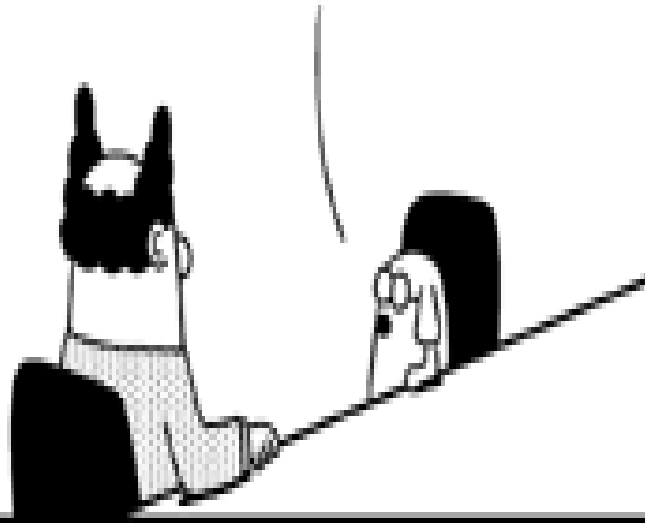
YOU NEED A DASH-
BOARD APPLICATION
TO TRACK YOUR
KEY METRICS.



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THAT WAY YOU'LL HAVE
MORE DATA TO IGNORE
WHEN YOU MAKE YOUR
DECISIONS BASED ON
COMPANY POLITICS.

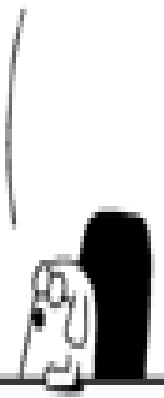


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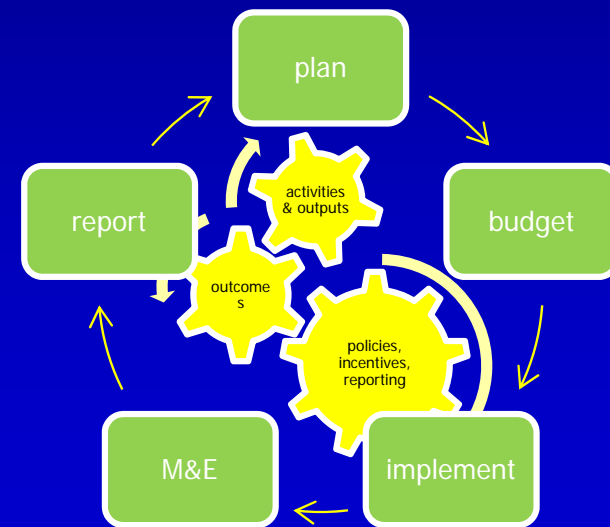
WILL THE
DATA BE
ACCURATE?



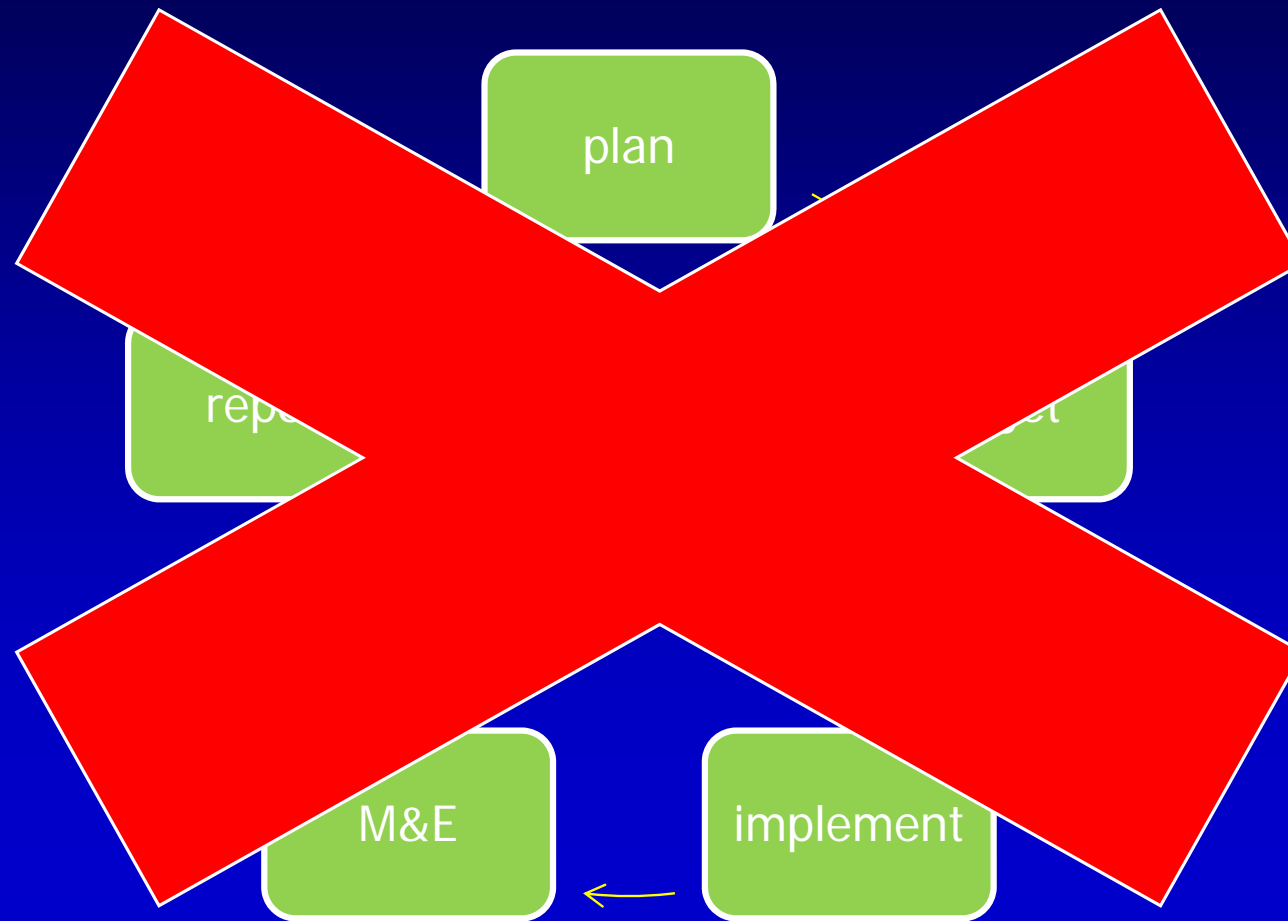
OKAY,
LET'S
PRETEND
THAT
MATTERS.



What is the best performance system?



The best system is a myth!



Is there a difference?

-leadership

-management

-measurement?

What is performance leadership?

1. Determining performance priorities
2. Identifying key performance gaps
3. An unrelenting focus on using evidence to drive improved performance
4. Allocating budgets and rewards accordingly, getting the incentives aligned.

Is feedback enough to drive performance improvements?

1. Knowledge constraints (knowing what to do)
 2. Political constraints (building a consensus for action)
 3. Financial constraints (can we afford to do it)
 4. Capacity constraints (authority and ability to implement it).
-

Is cultural change the key to improving performance?

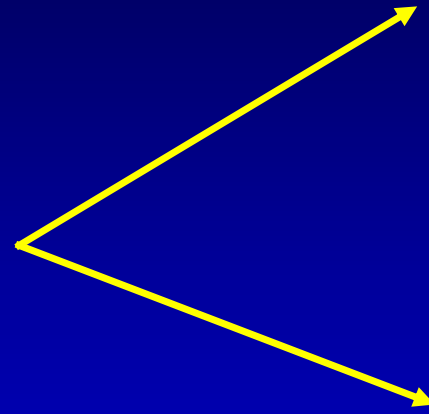
Cultural change



Behavioural change
&
improved performance

cultural change...

performance
leadership
&
incentives



cultural change



behaviour change
and
improved performance

How can performance leaders support better program management?

- By focussing on outcomes
 - By promoting sound processes.
-

program management processes...

- Consensus building
 - Designing and implementing
 - M&E
 - Using performance feedback
 - Communicating achievements.
-

**Is evaluation fulfilling our
expectations?**

Our theory of change is flawed!!!

flawed theory...

Better measurement and reporting leads to increased transparency, accountability, better decision making and ultimately improved performance.

(apologies to the *PGPA Act 2013*)

better theory...

instead:

Performance leadership + incentives &
↑ organisational capacity leads to improved
performance and ultimately cultural change.

How can leaders support evaluation capacity building?

Demand/use – Supply
Institutional Infrastructure

How can leaders support evaluation capacity building?

- 1 Demand/use – Supply³
- 2 Institutional Infrastructure

How can leaders support learning?

Learning requires:

- Opportunity for coming together for discussion and reflection (GTZ: k resides in...)
 - Policies, systems & structures
 - Resources and staff
 - Expectations from leadership
 - Linkages across inter-related functions
 - Assessing progress and making improvements.
-

Handout & Discussion
