

Strategy, Leadership, and Performance Management in the Public Sector

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A Clear Sense of Purpose: Nietzsche

“The most common form of human stupidity
is forgetting
what we were trying to do.”
-- Nietzsche

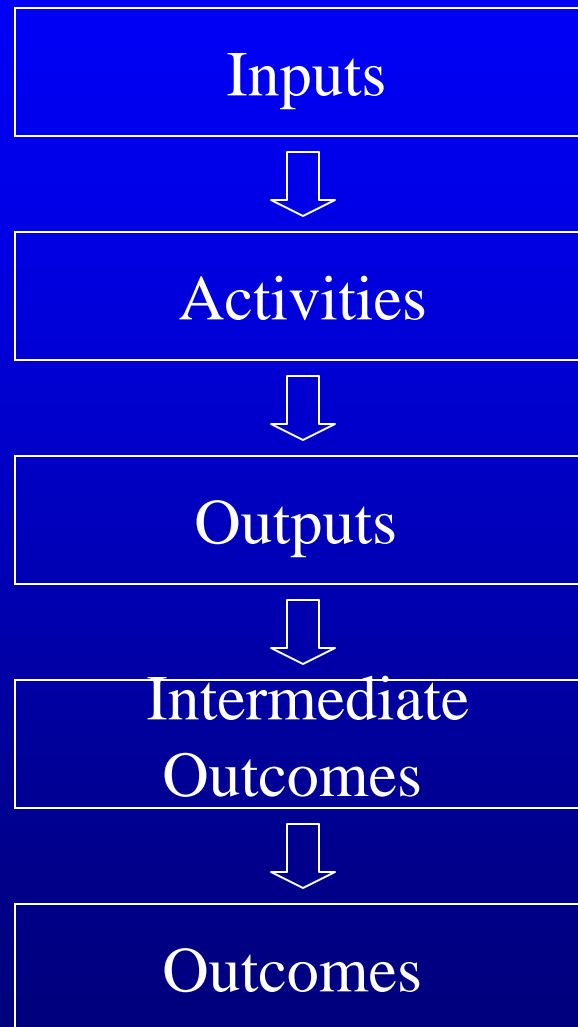
Question Zero

What, *exactly*, are we trying to accomplish?

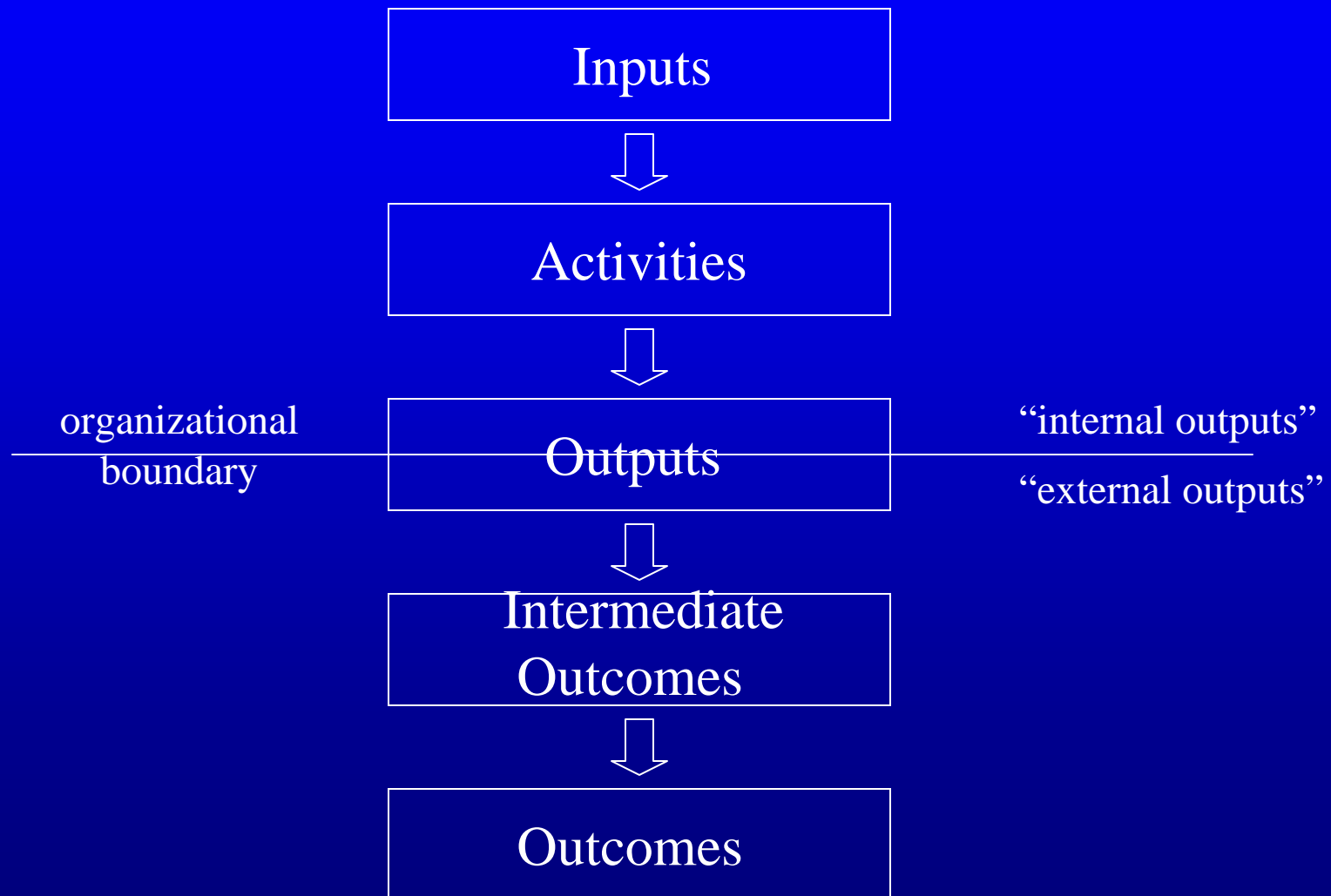
The Value Proposition

- Your “Theory of Value”
- Links activities to outputs to outcomes
- Done well:
 - combines sound logic, strong theory, and data
- Beyond the “data horizon:”
 - data drops off; theory takes over
 - “Domain of Cherished Theory”

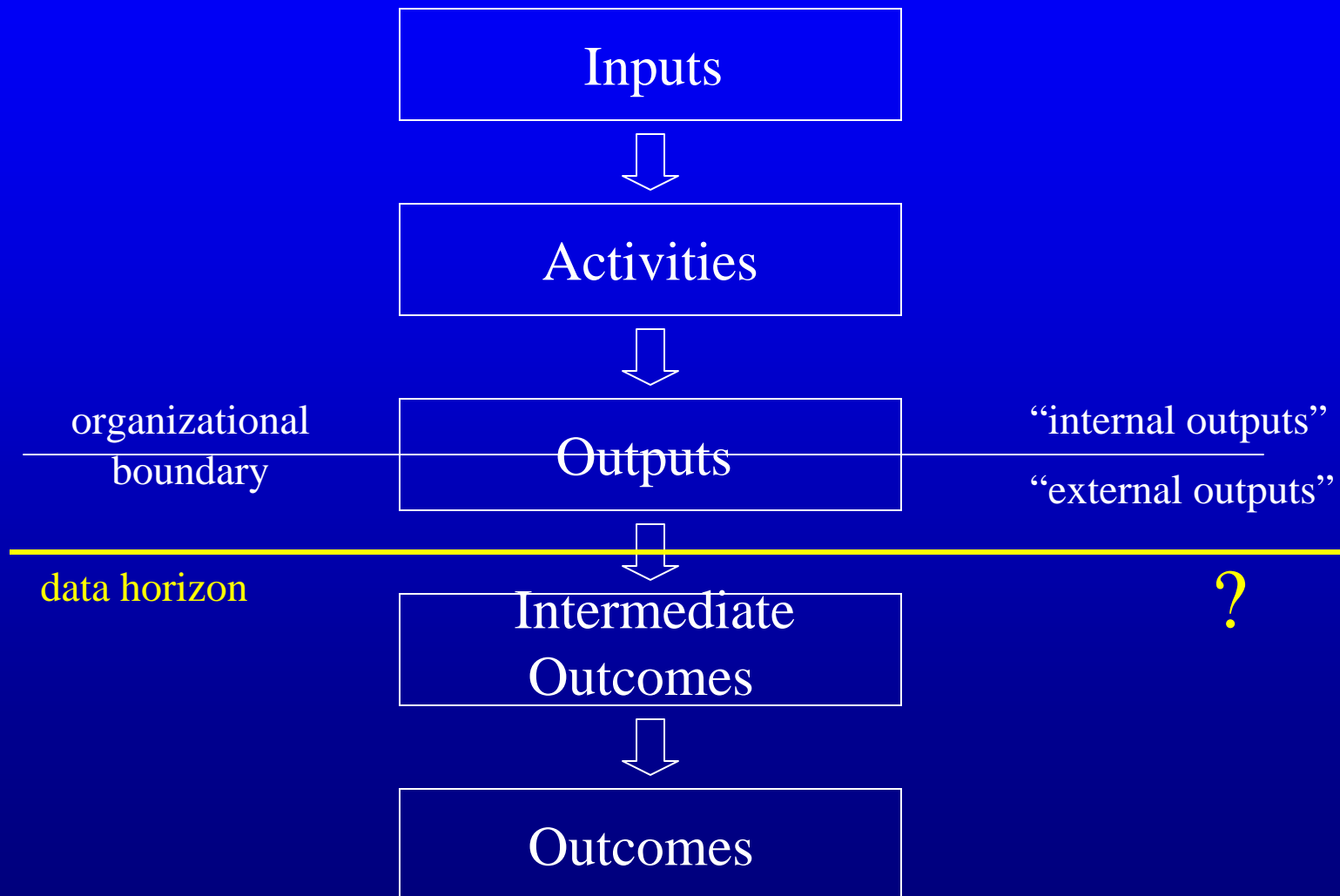
The Value Chain

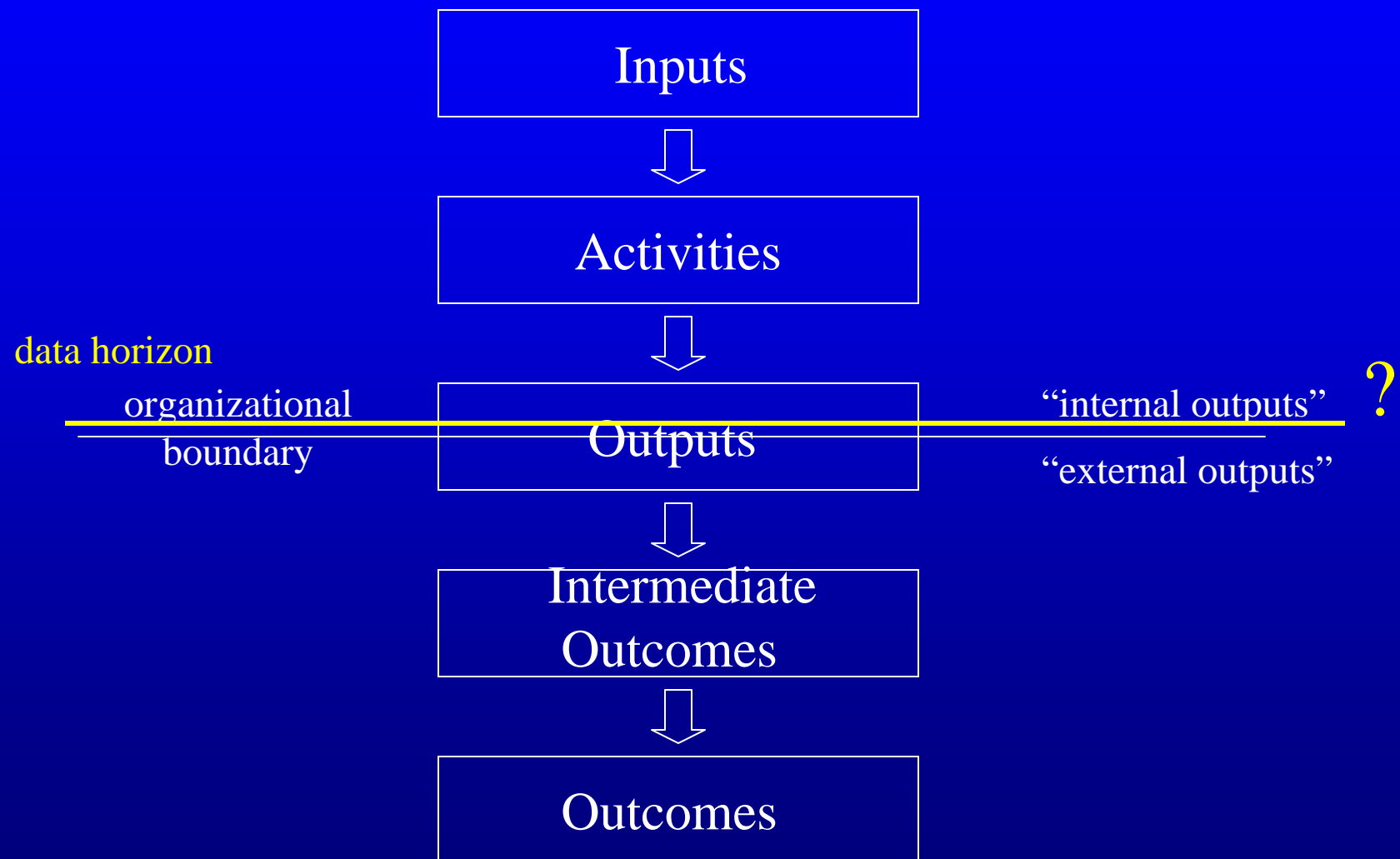


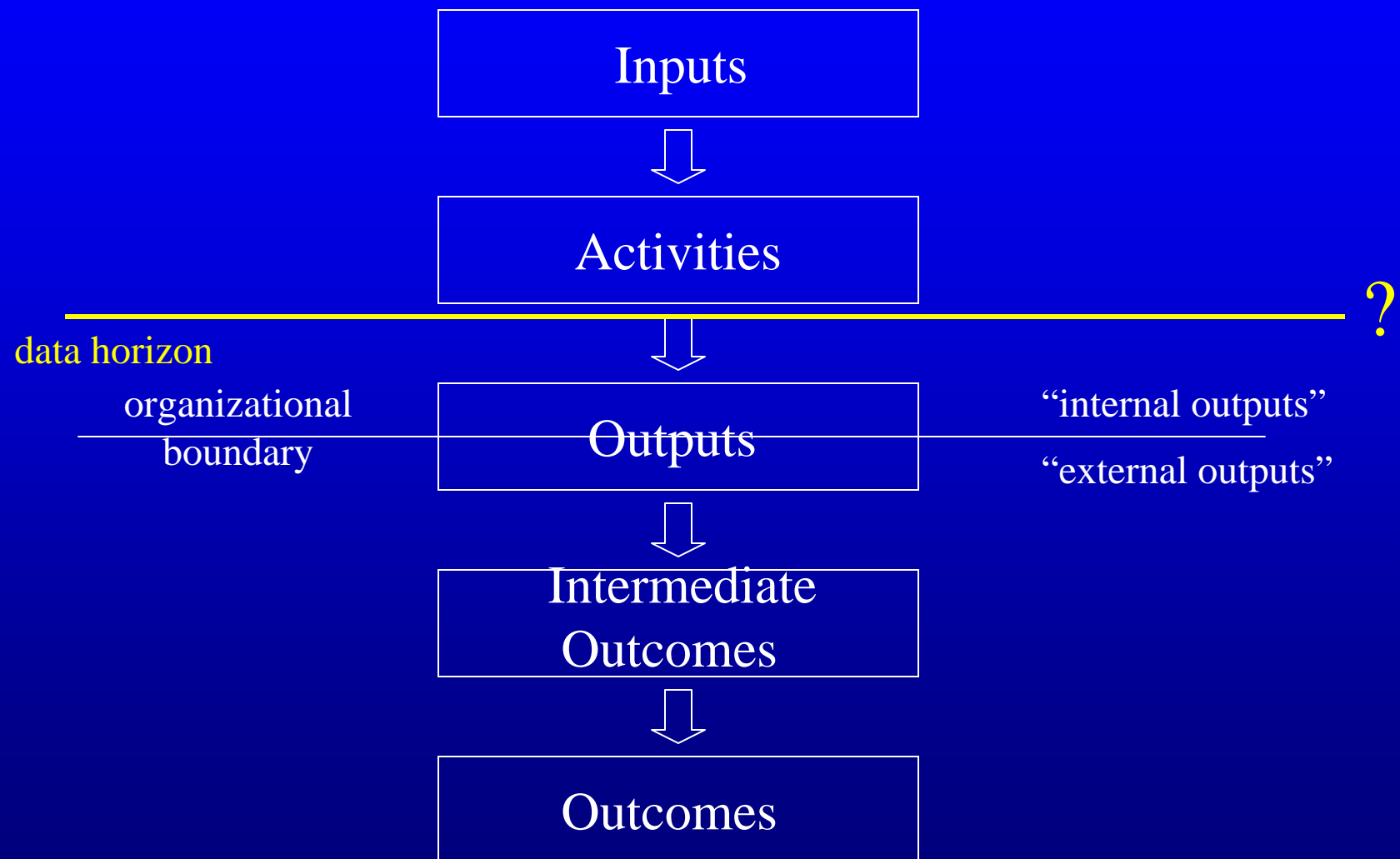
The Value Chain

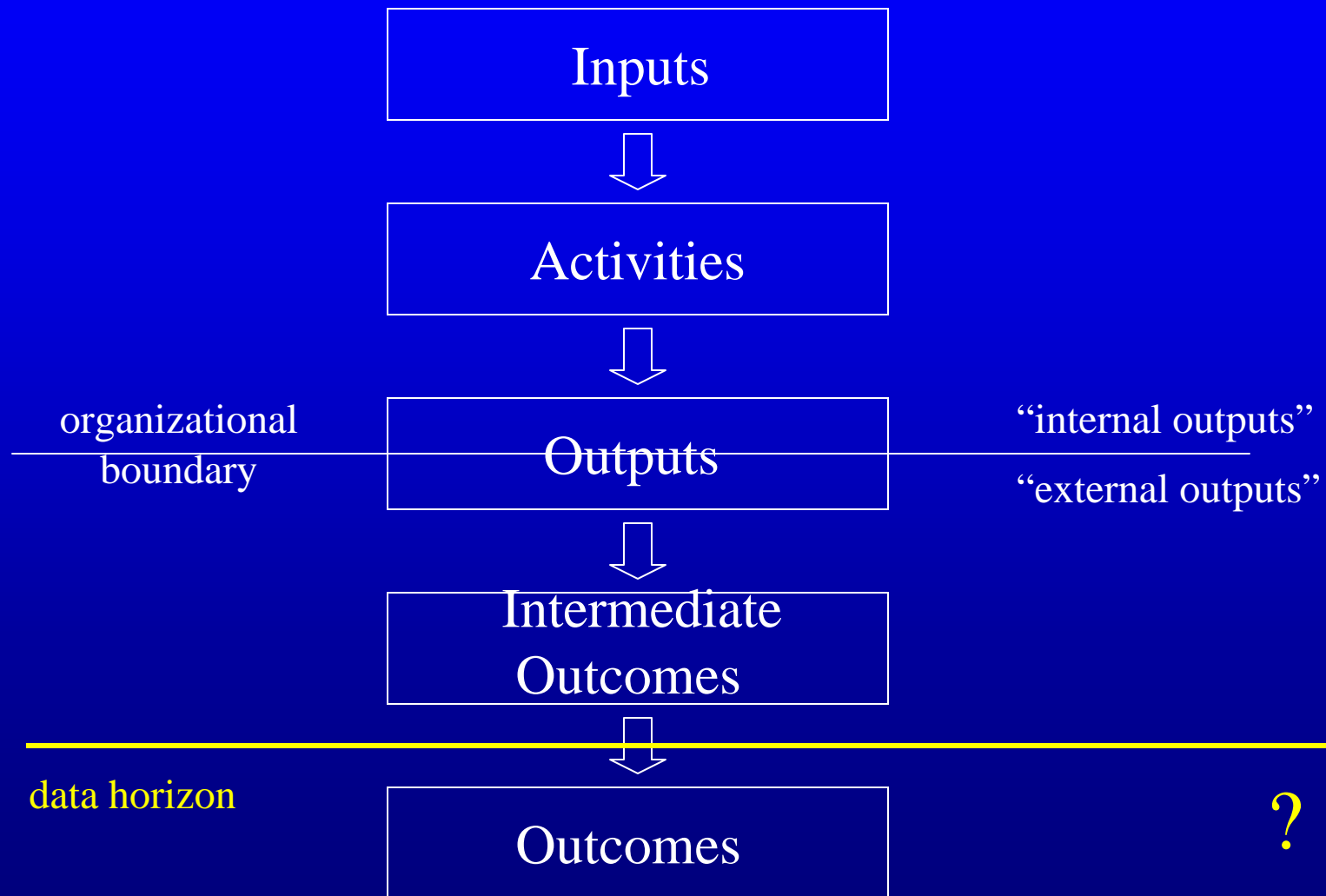


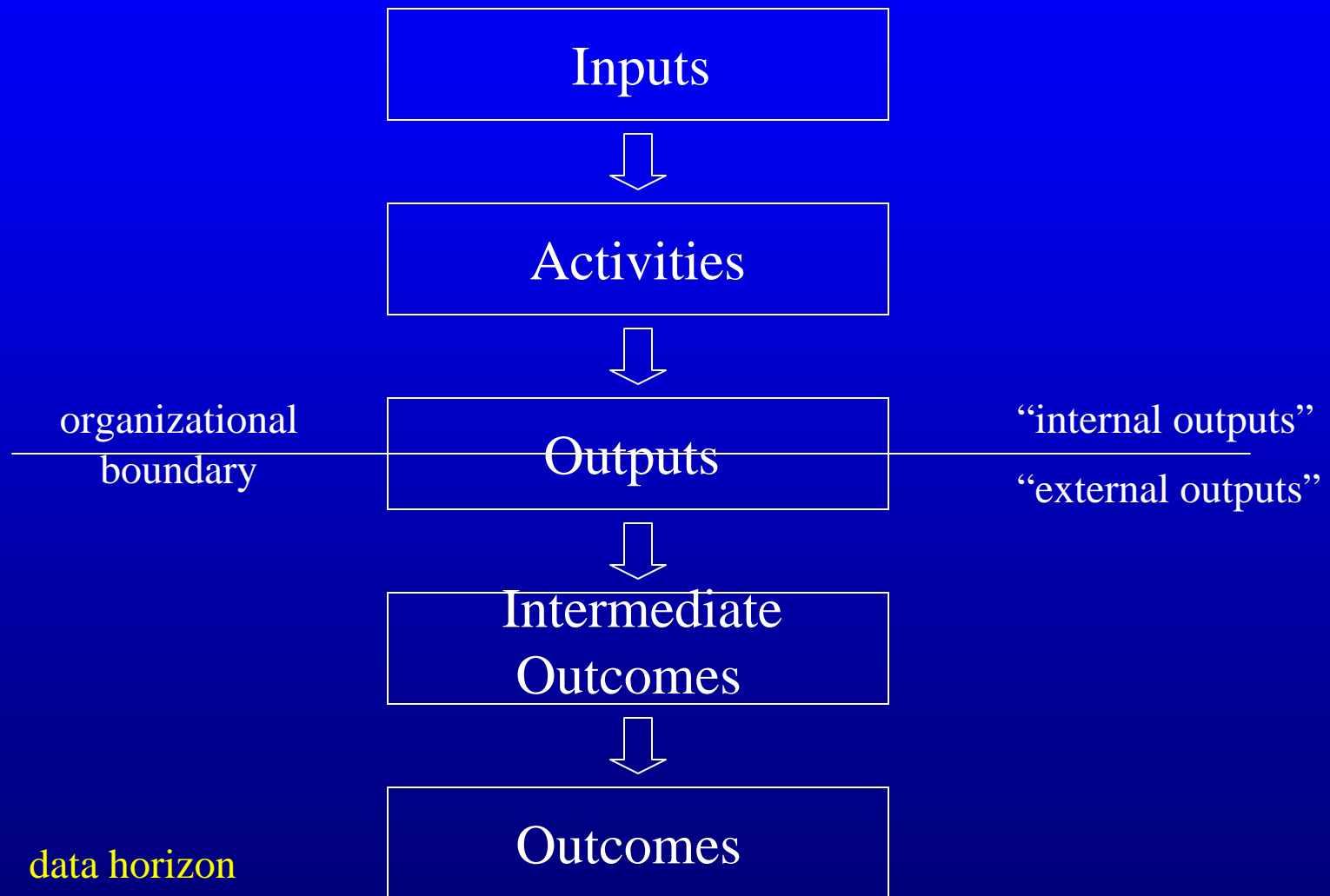
Where is the Data Horizon?



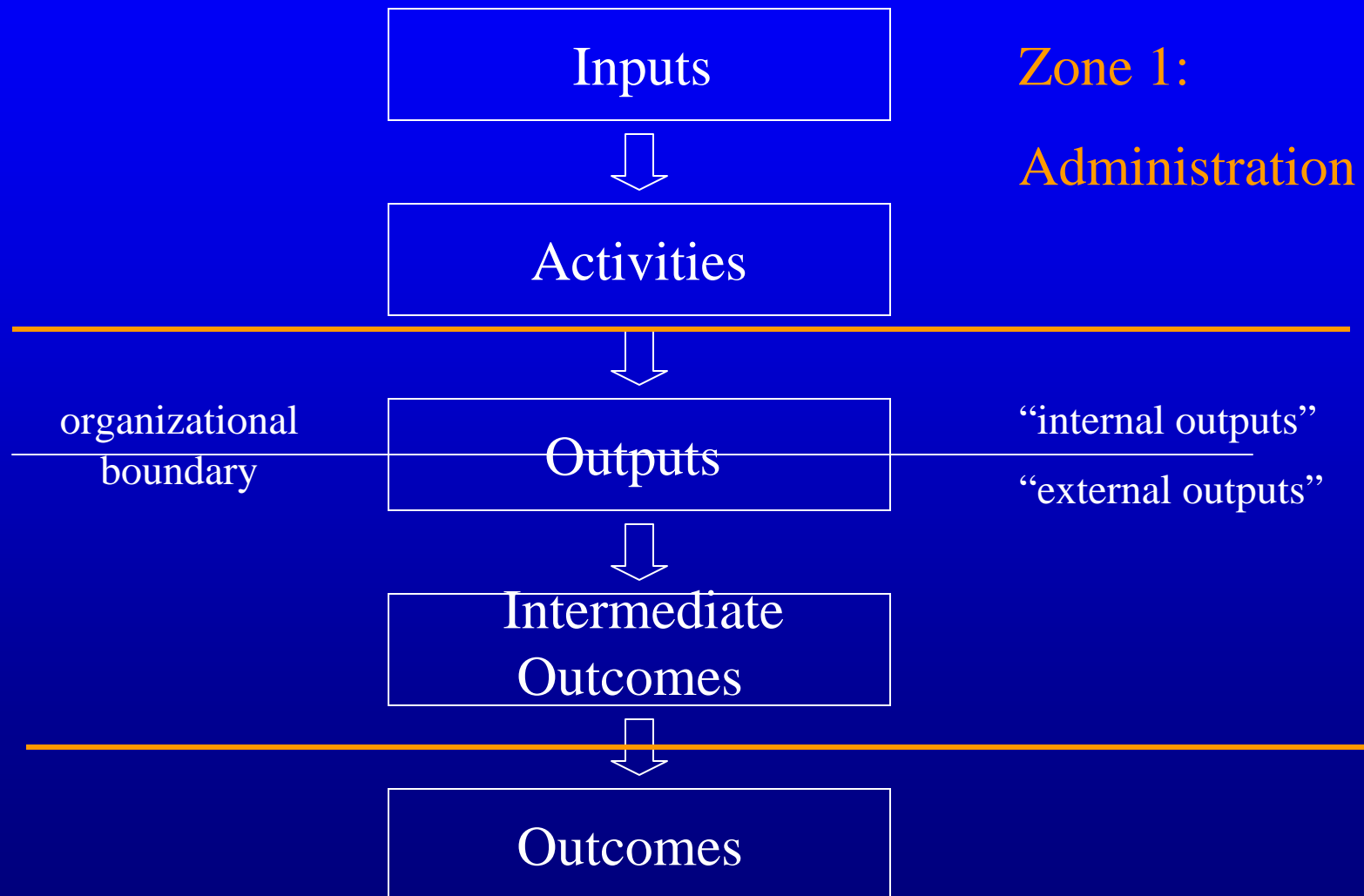


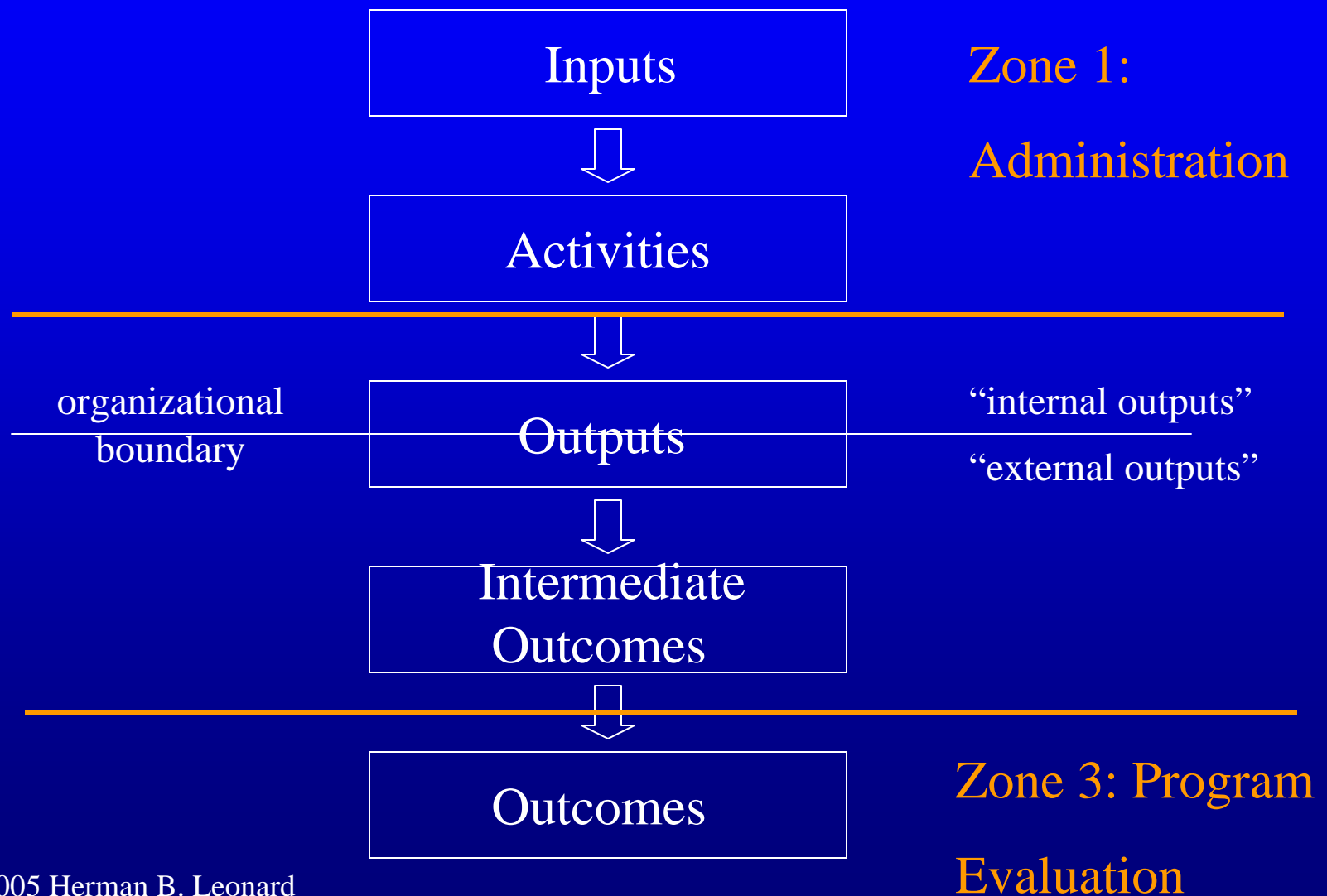




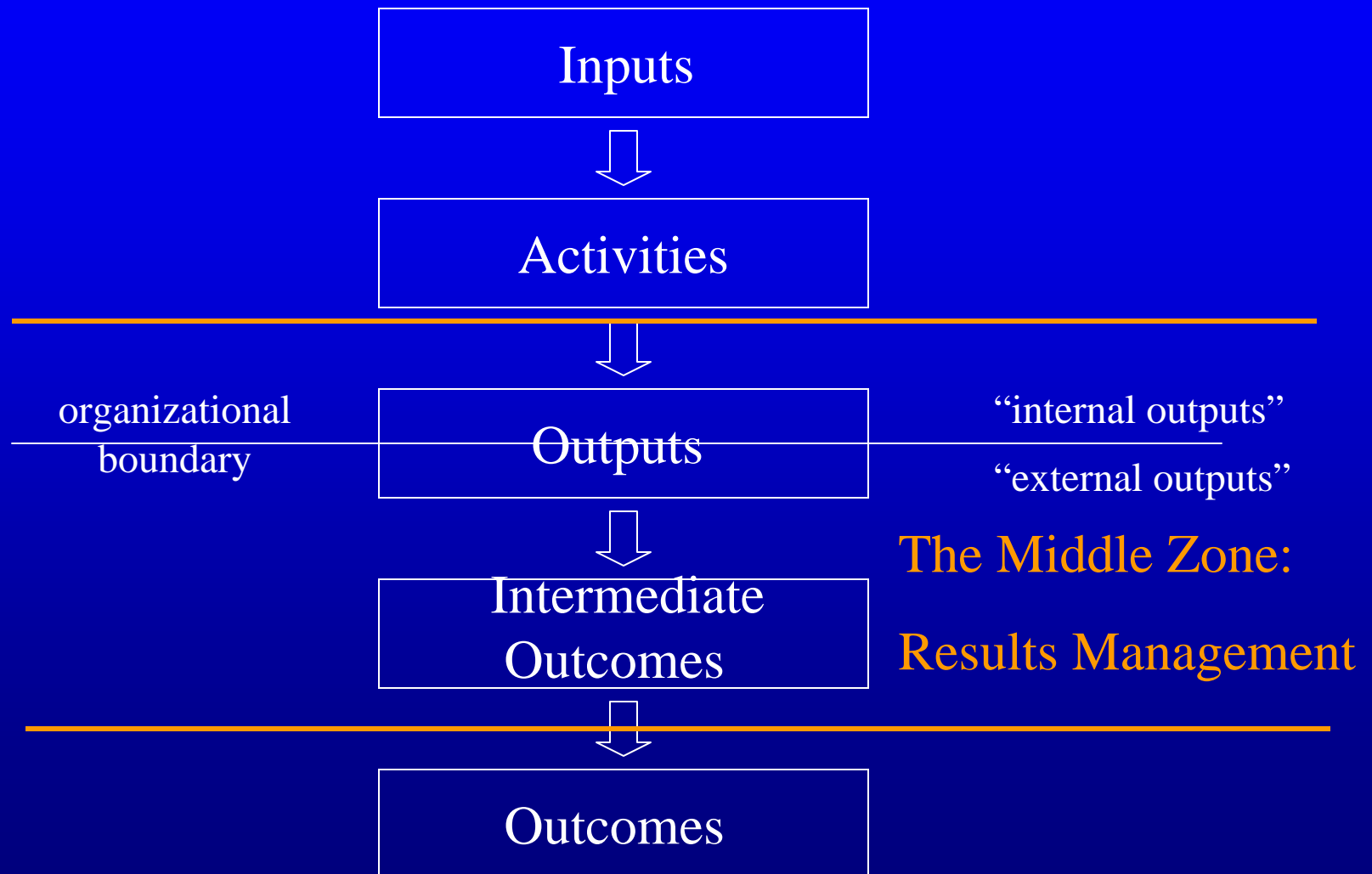


The Three Zones of Management

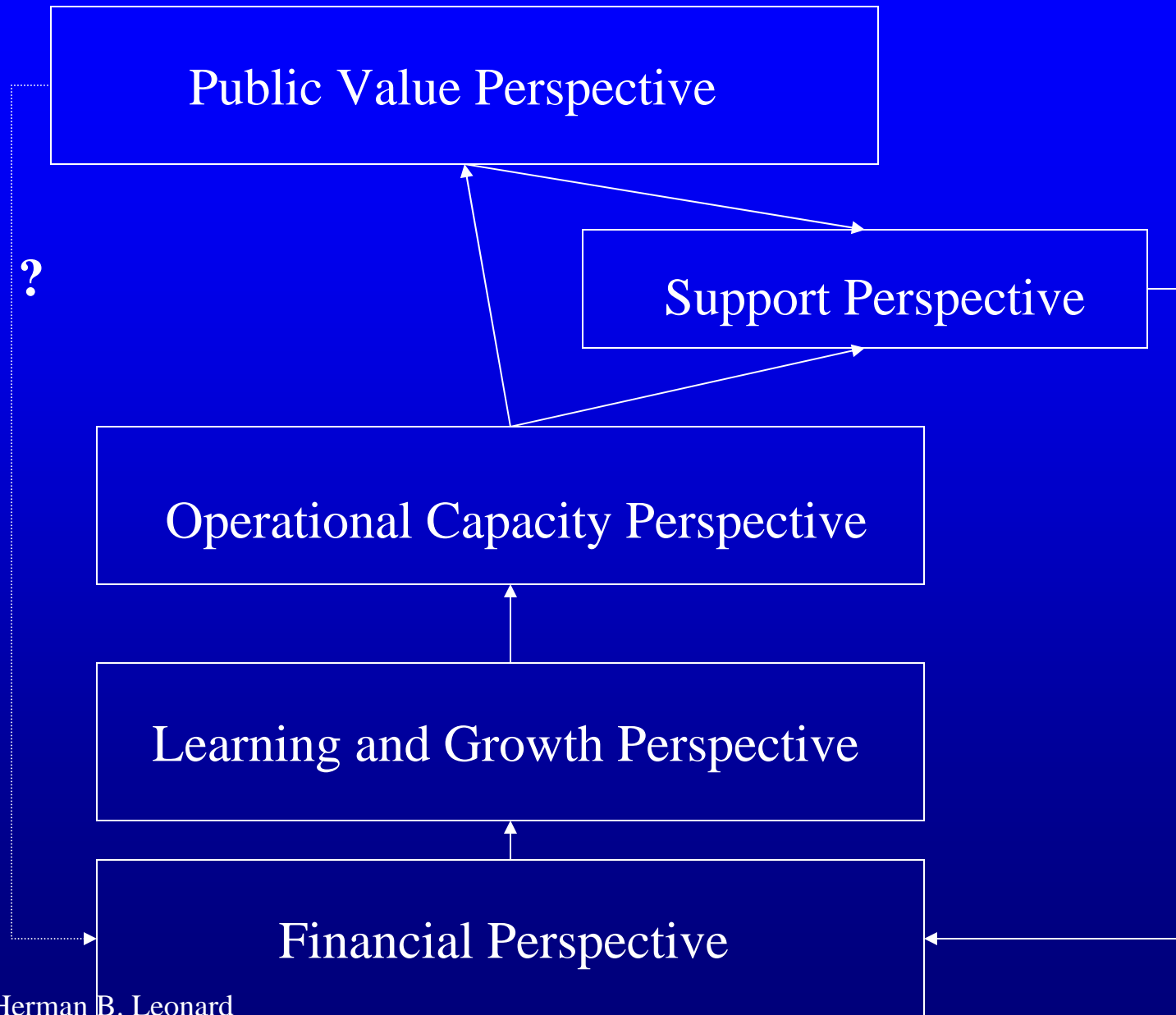




The Middle Zone



Integrating V,C, & S with the BSC



What to Measure?

- Outcomes
 - Public Value produced
 - People moved off poverty rolls
 - Support produced
 - \$ from new donors
- Activities
 - Capacity operated
 - Plays produced