

Future-Proofing Your Agency through Performance Management

Organizational Performance Management

David J. Putz, Ph.D. – Iowa DOT
david.putz@iowadot.us

NOCoe Webinar – May 21, 2019



KEY QUESTION

What is future-proofing?

The process of anticipating the future and developing methods of minimizing the effects of shocks and stresses of future events.



KEY QUESTION

So, who has the crystal ball?

Assuming none of us do, a reasonable question is: ***What can we do to prepare?***



A REASONABLE ANSWER

Work to prepare our people and organization to provide informed and effective response



KEY QUESTION

Why is a focus on preparing our people so important to future-proofing??

Organizations don't change until the people in them change.



4 A's - Awareness

- Do all levels of the workforce understand the work they are doing?
- Do they know where their work “goes” and what is expected?
- Do they know how it fits into the accomplishment of mission-related outcomes?
- Do they understand the “role” – their “purpose?”



4 A's - Ability

- Do all levels of the workforce have the necessary skills, tools, and other resources to do the work?
- Do they have what they need to measure and monitor their work?
- Do organizational barriers exist that hinder their ability to accomplish their work?



4 A's - Authority

- Do they have the decision-making authority to adjust how work is accomplished to improve (change with purpose)?
- Are necessary organizational efforts in place to set and communicate “purpose” → North Star?
- Do they have the authority to work with suppliers, customers, etc. to get things done?



4 A's - Accountability

- Do they have means of validating sound practice?
- Do they (or are they allowed to) focus on outcomes and improving process rather than “hitting” a target?
- Do they use performance information for better understanding and improving their work?



KEY QUESTION

Why is a focus on preparing our organization so important to future-proofing??

Organizational structure, policy and culture can support or hinder change.



KEY CONCEPT

Vertical Alignment

It is important to avoid (or minimize) a focus on work that is unimportant.

Identifying and communicating (cascading) what is important allows an organization to focus on the “right things.”

VERTICAL ALIGNMENT

OUTCOME/RESULT AT EACH LEVEL SUPPORTS THE DESIRED OUTCOME AT THE NEXT “HIGHER” LEVEL.



KEY CONCEPT

Focus on Outcomes

Outcome Definition:

The desired result of an effort.



KEY CONCEPT

Focus on Outcomes

Benefits of an Outcome Focus:

- *Allows for clear communication of the “what” and “why”*
- *Provides focus without stifling “how”*



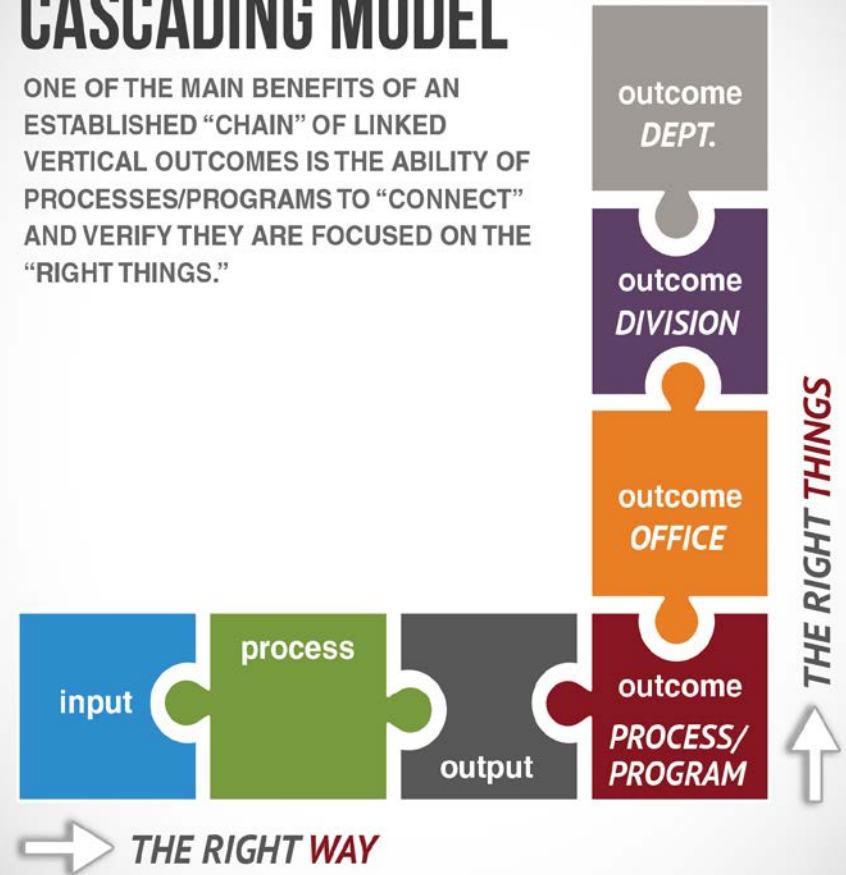
KEY CONCEPT

Integration

A focus on outcomes provides an additional benefit – an approach to integrate process improvement efforts (the right way) with organizational improvement efforts (the right things).

CASCADING MODEL

ONE OF THE MAIN BENEFITS OF AN ESTABLISHED “CHAIN” OF LINKED VERTICAL OUTCOMES IS THE ABILITY OF PROCESSES/PROGRAMS TO “CONNECT” AND VERIFY THEY ARE FOCUSED ON THE “RIGHT THINGS.”



KEY QUESTION - Revisited

What can we do to prepare?

(Future-proof our organization)

- Build a workforce fully armed with the 4 A's
- Identify and communicate outcomes
- Use that workforce and framework to:
 - Continually improve (*right way*)
 - Stay focused (*right things*)



Thank you!

David J. Putz, Ph.D. – Iowa DOT

david.putz@iowadot.us

NOCoe Webinar – May 21, 2019

