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Motivating with Measures

Presented to the Public Sector Performance Conference
Sponsored by Washington State Quality Awards

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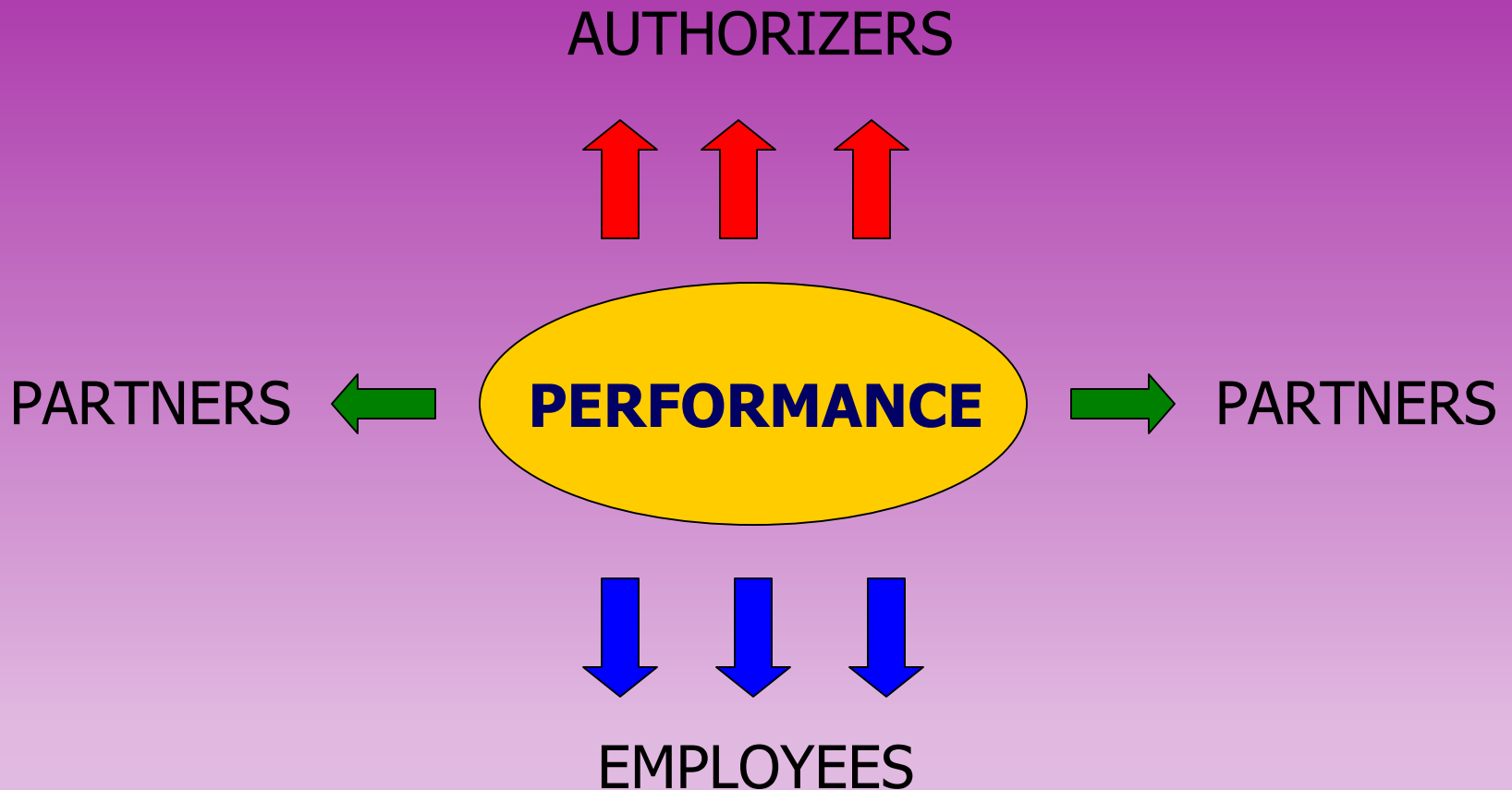
MOTIVATION

How can you convince people to pursue the organizational mission with energy and intelligence?

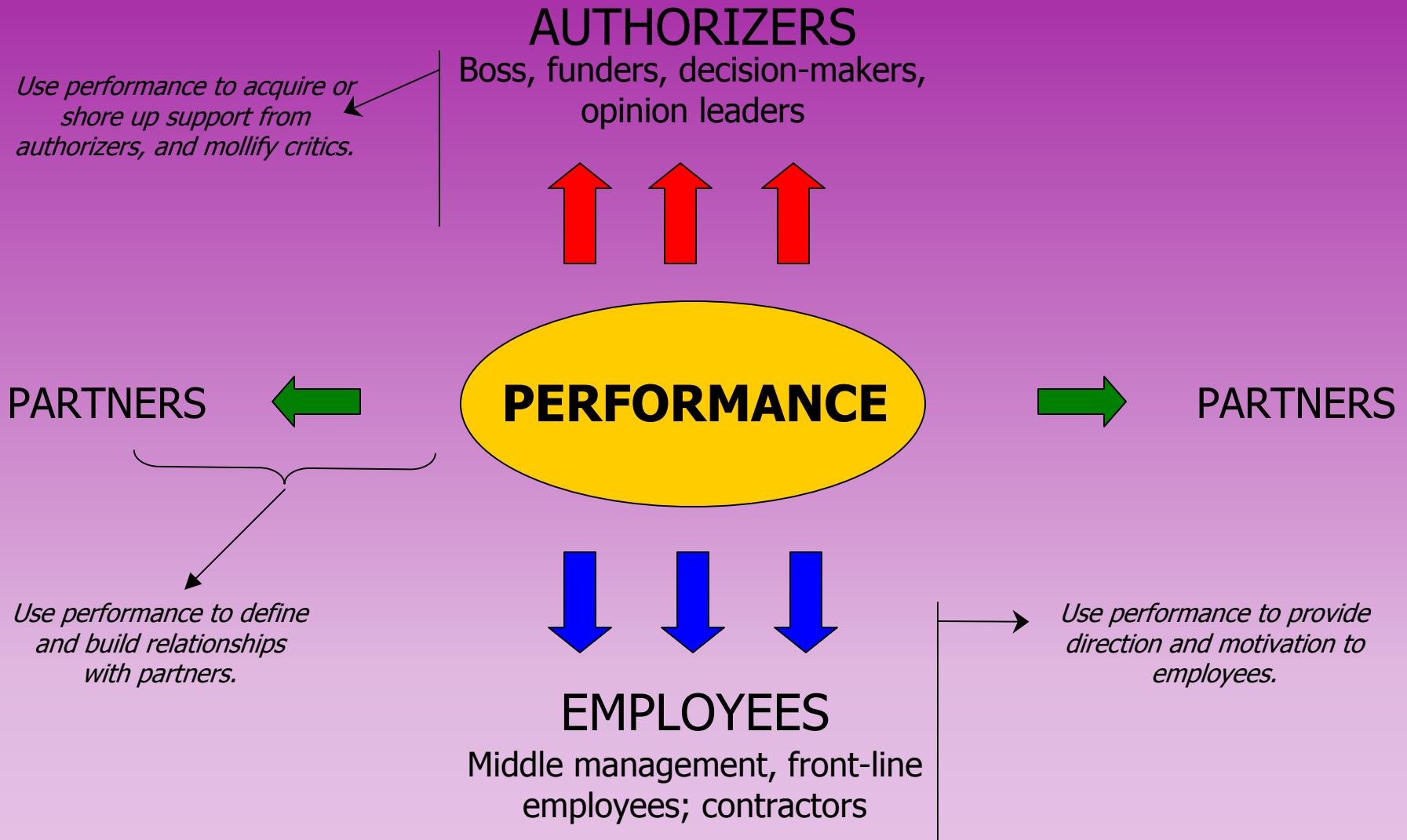
Presentation Objectives

1. Performance in public sector context
2. Performance and Motivation
 - What to do
 - What ***not*** to do
3. Motivational Tool Box

Using Performance for Strategic Management



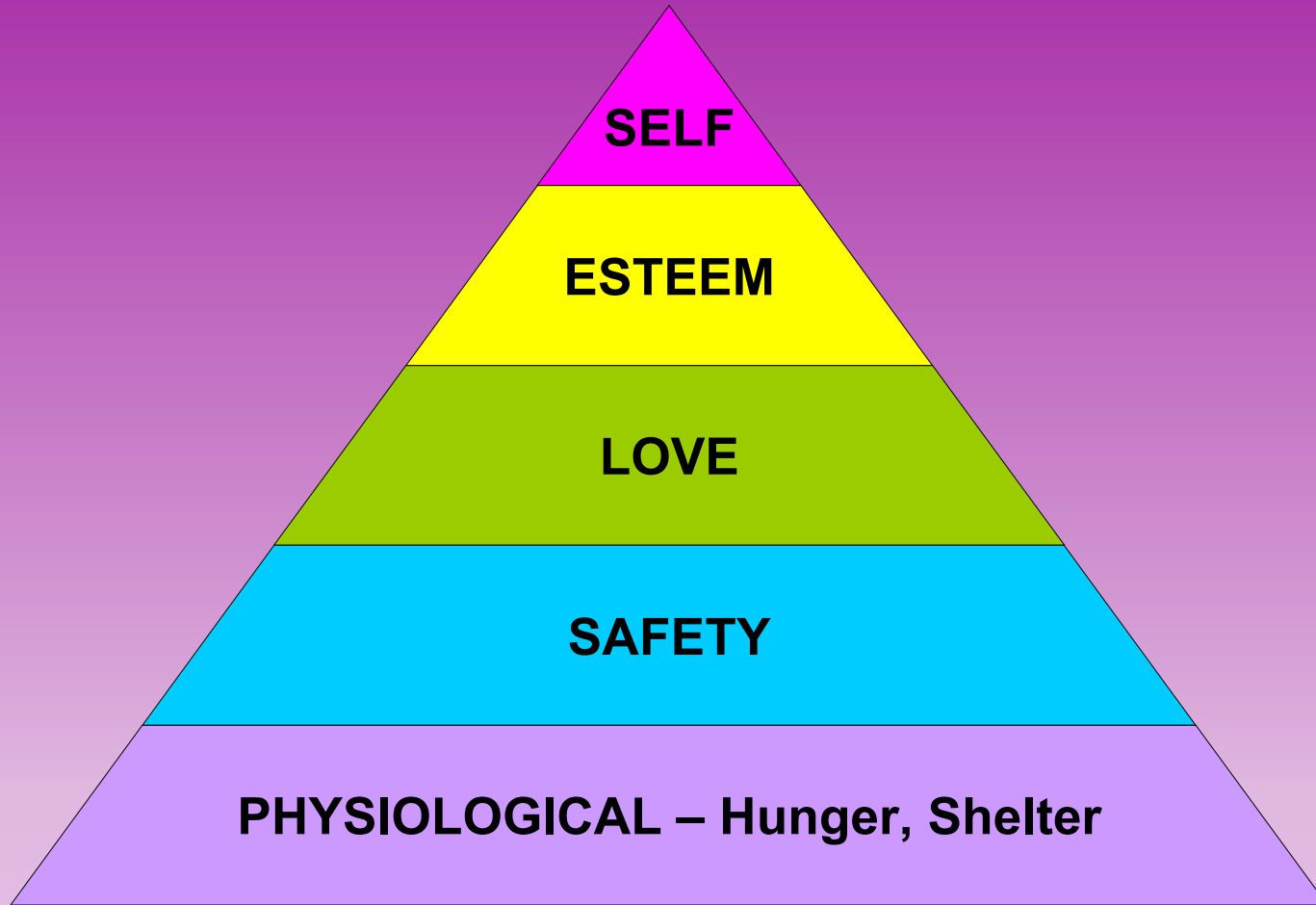
Performance and Strategic Management^(b)



“Pooled human **motivation**
is the engine of all
group endeavors.”

-- Abraham Maslow

Maslow's Hierarchy of Needs



Accountability in the Public Sector



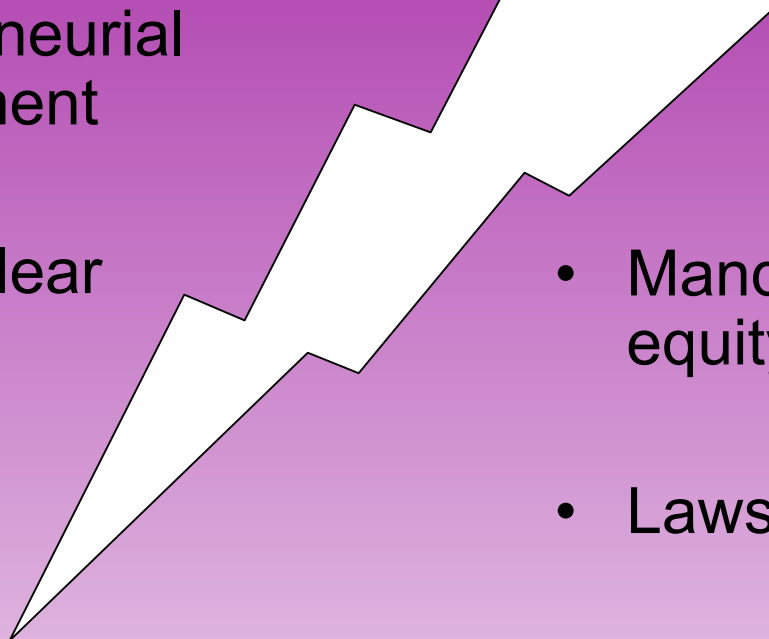
Accountability Words

What's your experience been?

Performance and Accountability

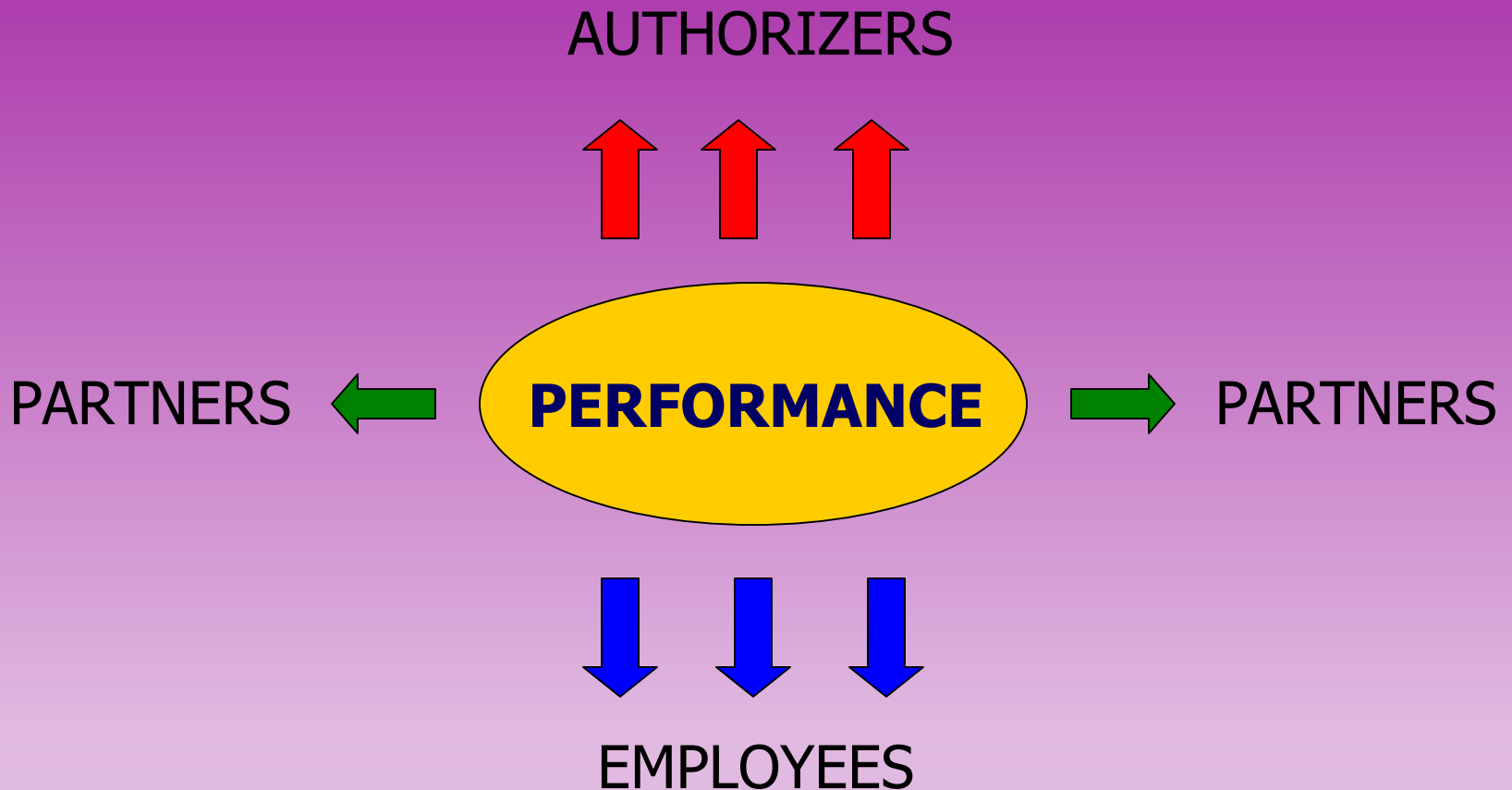
Is it different in the public sector?

Public Sector Accountability Dilemma

- 
- Entrepreneurial Government
 - Setting clear targets
 - Mandates for fairness & equity
 - Laws, regulations
 - Media, Electeds, Citizens

Based on Robert Behn's *Rethinking Democratic Accountability*

Using Performance for Strategic Management



The Accountability Thermostat

- Set the “accountability thermostat” at the right temperature” – not too hot, not too cold



COMPSTAT

A model of Performance and Accountability
in the New York City Police Department
under Chief William Bratton

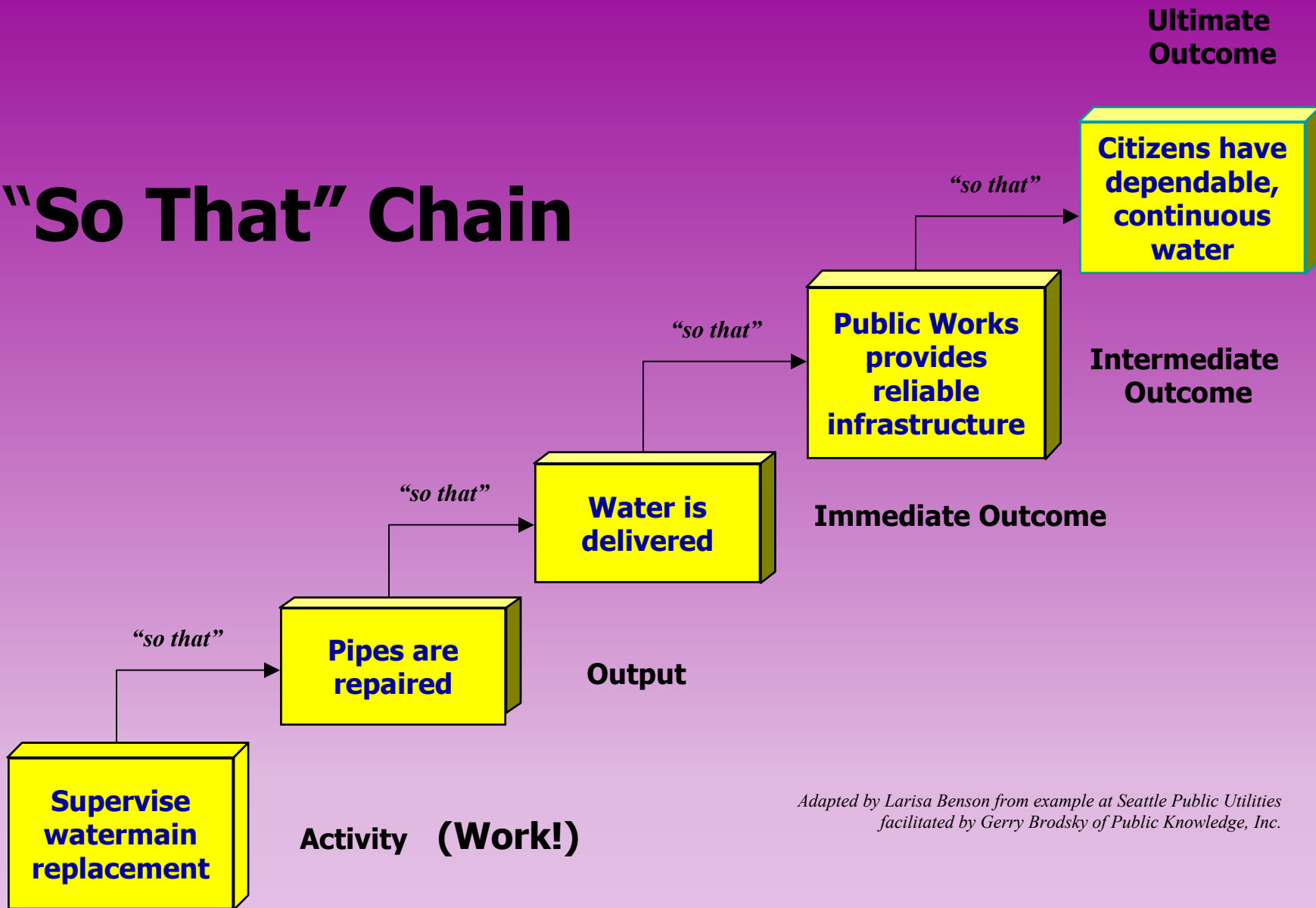
The Logic Model

AKA the Value Chain

Your Theory of Cause and Effect

Can be used to connect people to results

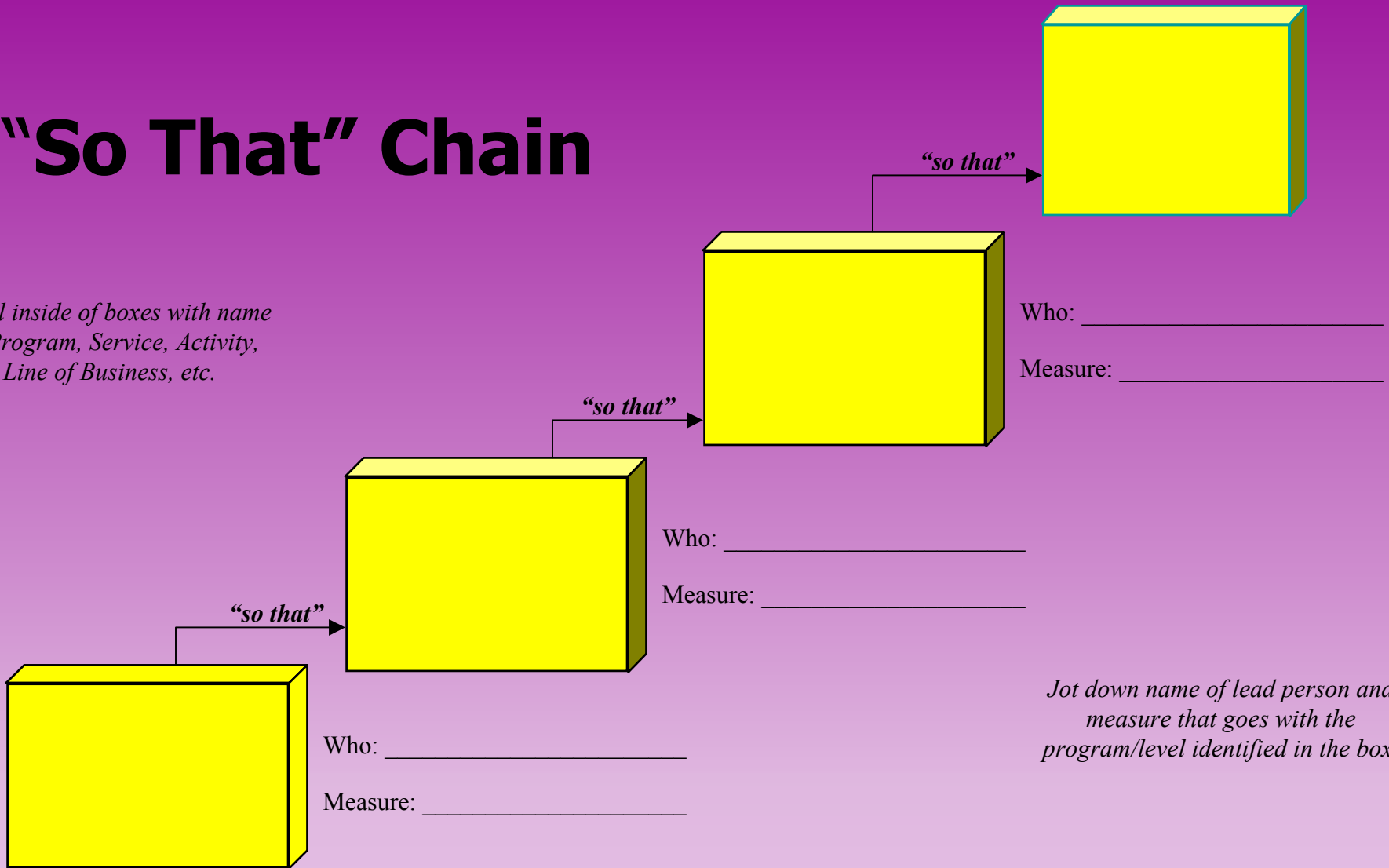
"So That" Chain



Adapted by Larisa Benson from example at Seattle Public Utilities facilitated by Gerry Brodsky of Public Knowledge, Inc.

"So That" Chain

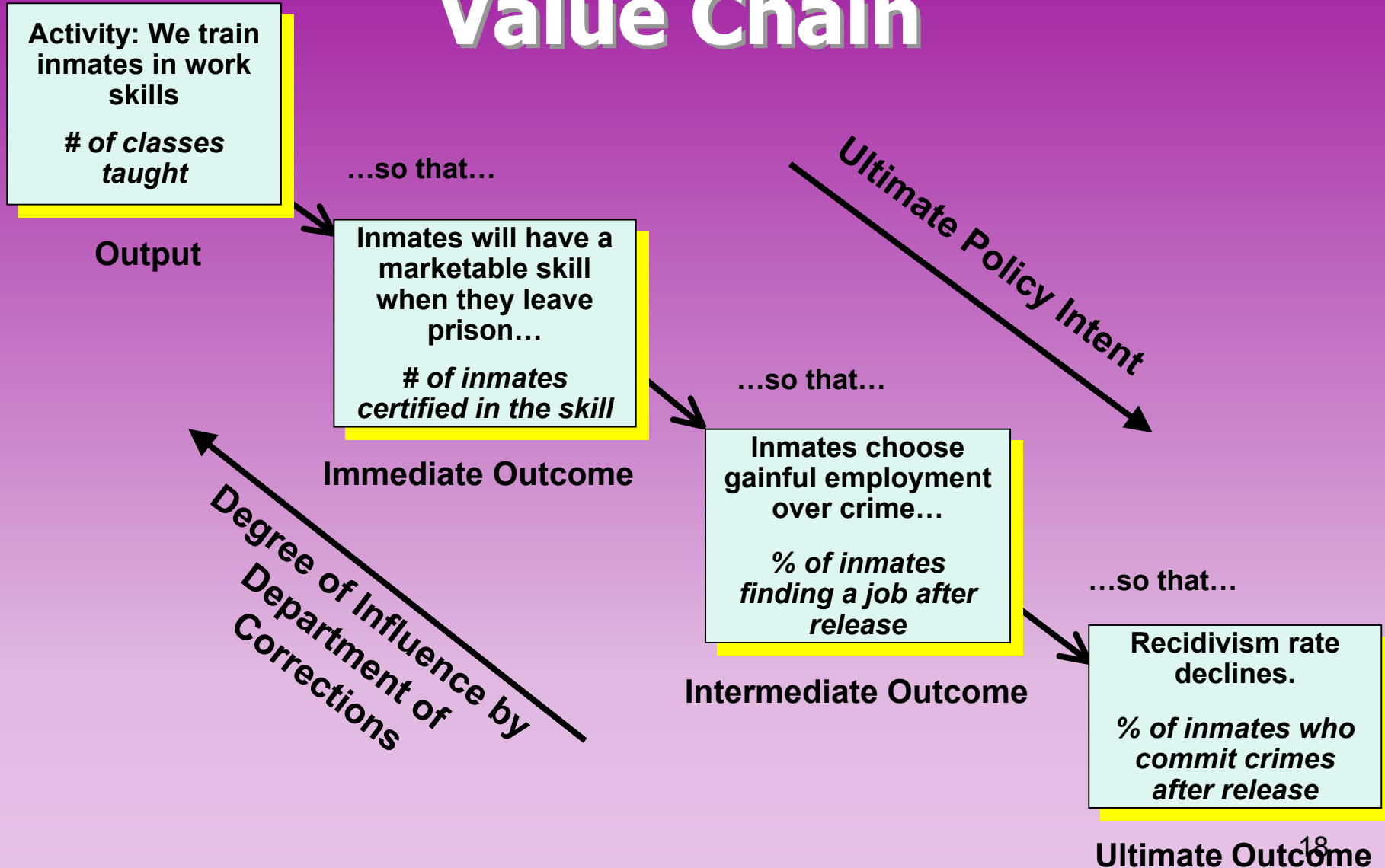
Label inside of boxes with name of Program, Service, Activity, Line of Business, etc.



Jot down name of lead person and measure that goes with the program/level identified in the box.

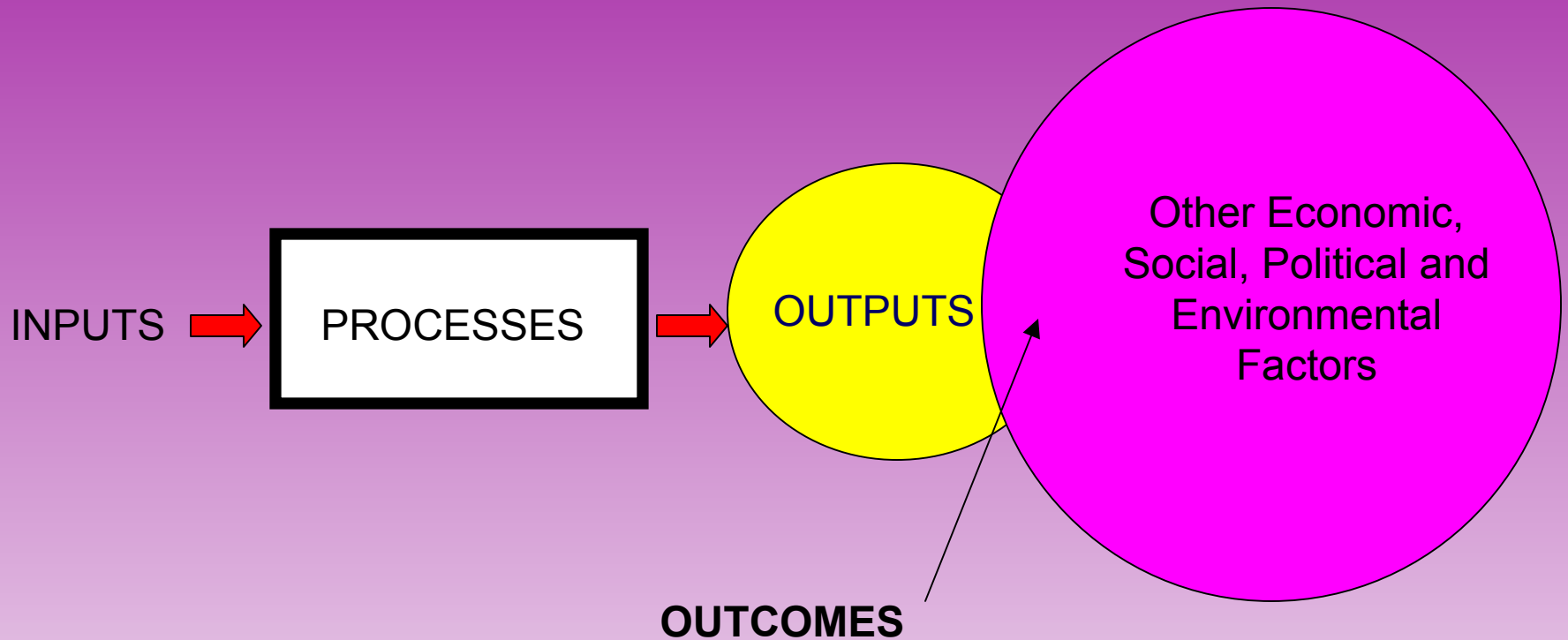
Adapted by Larisa Benson 2002, from So-That Chain by Gerry Brodsky of Public Knowledge, Inc.

Department of Corrections Value Chain



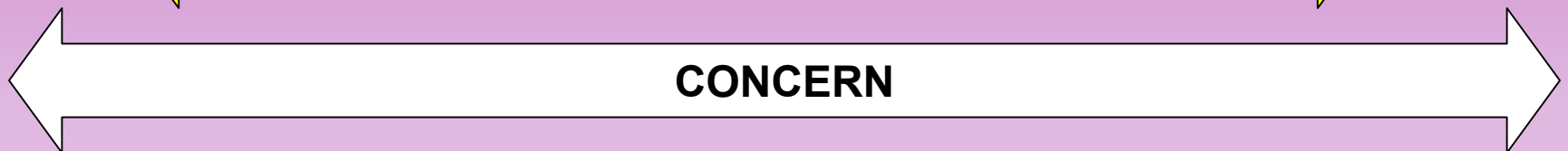
Cause and Effect

REALITY CHECK



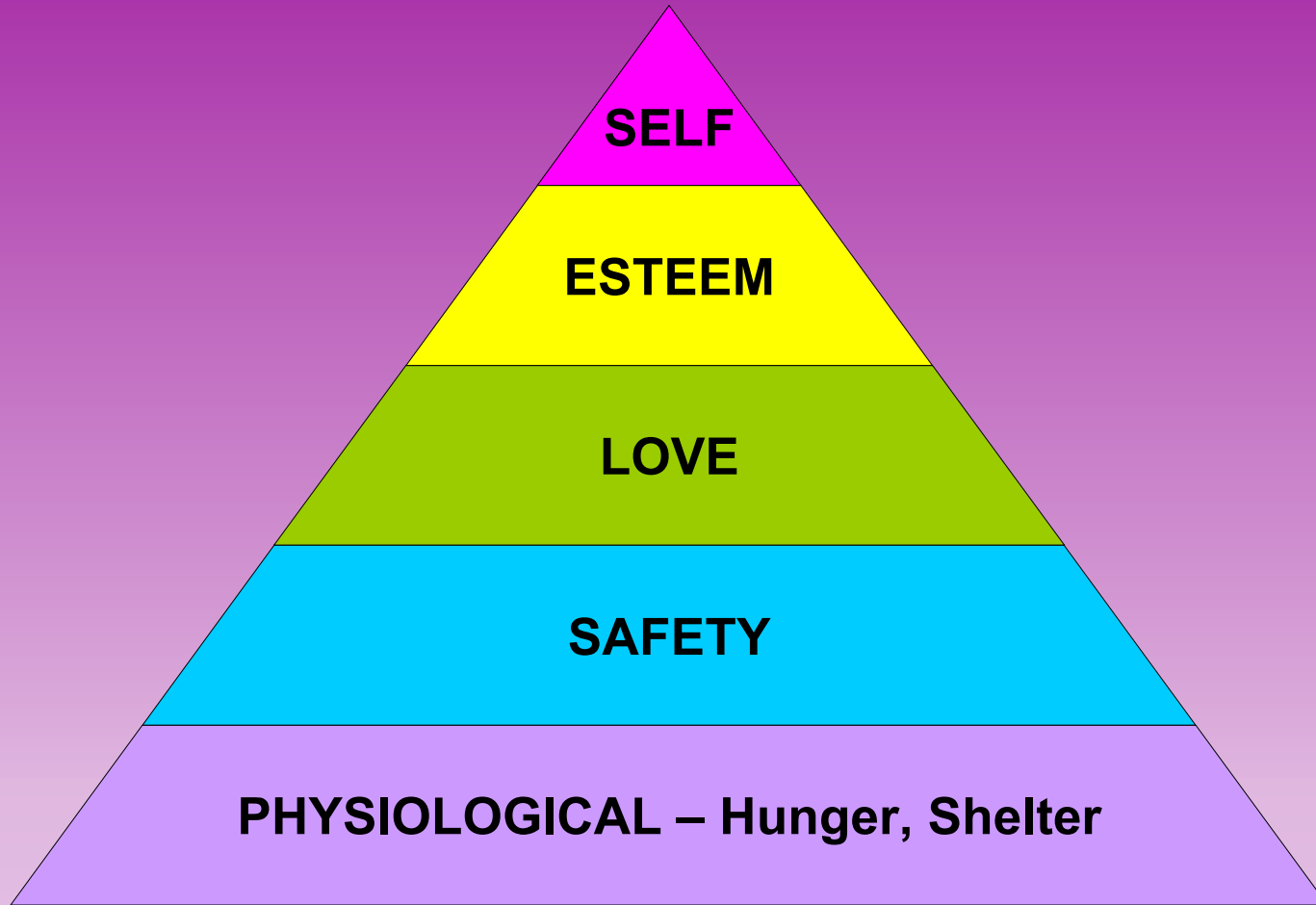
Range of Control and Influence

Drivers	Inputs	Activities	Outputs	Immediate Outcomes	Intermediate Outcomes	Ultimate Outcomes
Stakeholders	Fiscal & Budget	Line Staff	Supervisor	Managers Directors	Directors Executive	Legislature Citizens



Source: Adapted from Mary Campbell

Maslow's Hierarchy of Needs



The Need for Respect (or “esteem” -- Maslow)

Self-respect

(or self-esteem)

- Capacity
- Achievement
- Strength
- Confidence
- Independence
- Freedom

Respect of others

- Reputation
- Prestige
- Recognition
- Attention
- Importance
- Appreciation

Being useful and necessary in the world

Sources of Satisfaction at Work

According to Frederick Herzberg, 1967

Satisfaction

- Achievement
- Recognition
- Work Itself
- Responsibility
- Advancement
- Growth

Dissatisfaction

- Company policy
- Supervisor
- Salary
- Job Security
- Working Conditions
- Peers

How do you create a culture of respect and performance?

Creating Opportunities for Respect

Two requirements:

1. **Accomplishment**

First, you must create the opportunity to ***accomplish*** something significant.

2. **Recognition**

Then you have to create the explicit opportunity to be ***recognized*** by peers and colleagues for the accomplishment.

Respect is Earned

Can only be satisfied through a sense of REAL ACCOMPLISHMENT.

What makes it *real*?

- It's truly a challenge, and it's important
- The boss says so.
- It's in writing.
- Most people can agree on the significance of the data.

Setting Targets

1. Involve others in target setting, and communicate the rationale for the target
2. Make targets visible
3. Communicate regularly and clearly
4. The leaders focus their own, personal energies on them

Staff Meetings make Ideal Respect Opportunities

- The right people are in the room
- The agenda MATTERS
- The leader's time is the most valuable commodity
- Signals are beamed far and wide
- Legends are born

Friendly Competition

For Advanced Players Only

Principles of Friendly Competition

1. You know where you stand
2. Others know where you stand
3. You know that others know where you stand

“Friendly competition” is a term and concept by Dr. Robert Behn.

Rules of Friendly Competition

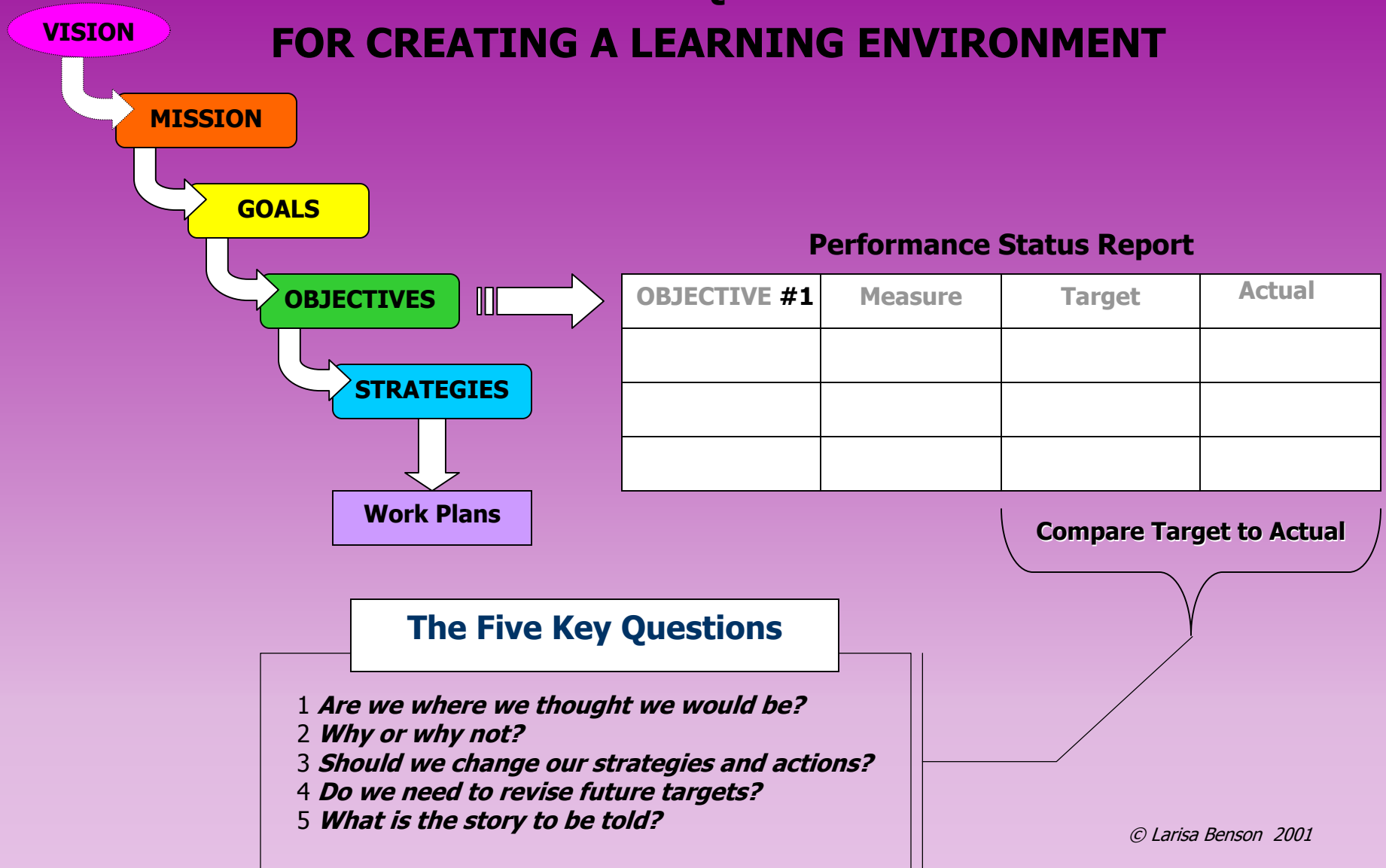
- Compete against a ***target***, not each other.
- The objective in friendly competition is not to be the top unit, although the desire to avoid being the bottom unit fuels motivation.
- The objective in friendly competition is to reach your milestone, achieve your goal, generate your required output, or produce the desired result.

COMPSTAT the right way

1. Sets a Tone of Accountability
2. Highlights Excellence by Staff
3. Creates Knowledgeable Leaders
4. Builds Team Through Collaboration
5. Solves Problems Immediately
6. Facilitates Honest Dialogue
7. Creates Positive Risk Takers
8. Exposes Barriers to Progress
9. Drives Performance Excellence

Excerpted from a 12/1/03 presentation to Governor Gary Locke's Cabinet by former Washington State Patrol Chief Ronal Serpas, PhD

FIVE KEY QUESTIONS FOR CREATING A LEARNING ENVIRONMENT



© Larisa Benson 2001

The Five Key Questions

1. Are we where we thought we would be?
2. Why or why not?
3. Should we change our strategies or actions?
4. Do we need to revise future targets?
5. What is the story to be told?

The Leader's Role

- Create and maintain atmosphere of open and honest dialogue
- Ask critical questions and give straight answers
- Set expectations of behavior – and model them
- Recognize accomplishments
- Bring Issues into Focus

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What did we learn today?

The MOTIVATIONAL TOOLBOX:

1. Accountability Thermostat
2. So-That Chain With All Employees
3. Respect Opportunities
4. Friendly Competition
5. Five Key Questions for Learning

“Assume in all your people the impulse to achieve.”

-- Abraham Maslow

Fin

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Additional Slides for Q&A

Targets should be based on:

- Past performance
- Performance of other organizations
- Service or industry norms or benchmarks
- Market research
- Legislative Mandates
- Customer Demand

Targets are Influenced By

- Policy priorities
- Budget constraints
- Customer expectations
- Changing conditions
- Technology
- Operational Capacity
- Politics

Targets are NEGOTIATED

Use data and analysis plus influence and persuasion to get them set right.

The Art of Setting Targets

- The real art of setting performance targets is to create challenging but achievable targets.
- The best targets are those that stretch the capacities of people and programs, but are, nonetheless, possible.
- These will result in genuine improvement while building employee pride and confidence.
- Conversely, impossible performance targets kill motivation and stifle innovation.

Source: State of Arizona Strategic Planning and Performance Measurement Handbook, p. 51. 1998)

Eight Purposes that Public Managers have for Measuring Performance

1. Evaluate

2. Control

3. Budget

4. Motivate

5. Learn

6. Improve

7. Celebrate

8. Promote

Source: Robert D. Behn, "Why Measure Performance? Different Purposes Require Different Measures" in *Public Administration Review*, September/October 2003, Vol. 63, No. 5 (pp. 586-606)

Eight Purposes that Public Managers have for Measuring Performance

- 1. Evaluate** *How well is my agency performing?*
- 2. Control** *How can I ensure that my subordinates are doing the right thing?*
- 3. Budget** *On what programs, people or projects should my agency spend the public's money?*

Source: Robert D. Behn, "Why Measure Performance? Different Purposes Require Different Measures" in *Public Administration Review*, September/October 2003, Vol. 63, No. 5 (pp. 586-606)

8 Purposes for Measuring Performance

- 4. Motivate** *How can I motivate line staff, middle managers, nonprofit and for-profit collaborators, stakeholders and citizens to do the things necessary to improve performance?*
- 5. Promote** *How can I convince political superiors, legislators, stakeholders, journalists, and citizens that my agency is doing a good job?*

Source: Robert D. Behn, "Why Measure Performance? Different Purposes Require Different Measures" in *Public Administration Review*, September/October 2003, Vol. 63, No. 5 (pp. 586-606)

8 Purposes for Measuring Performance

6. Celebrate

What accomplishments are worthy of the important organizational ritual of celebrating success?

7. Learn

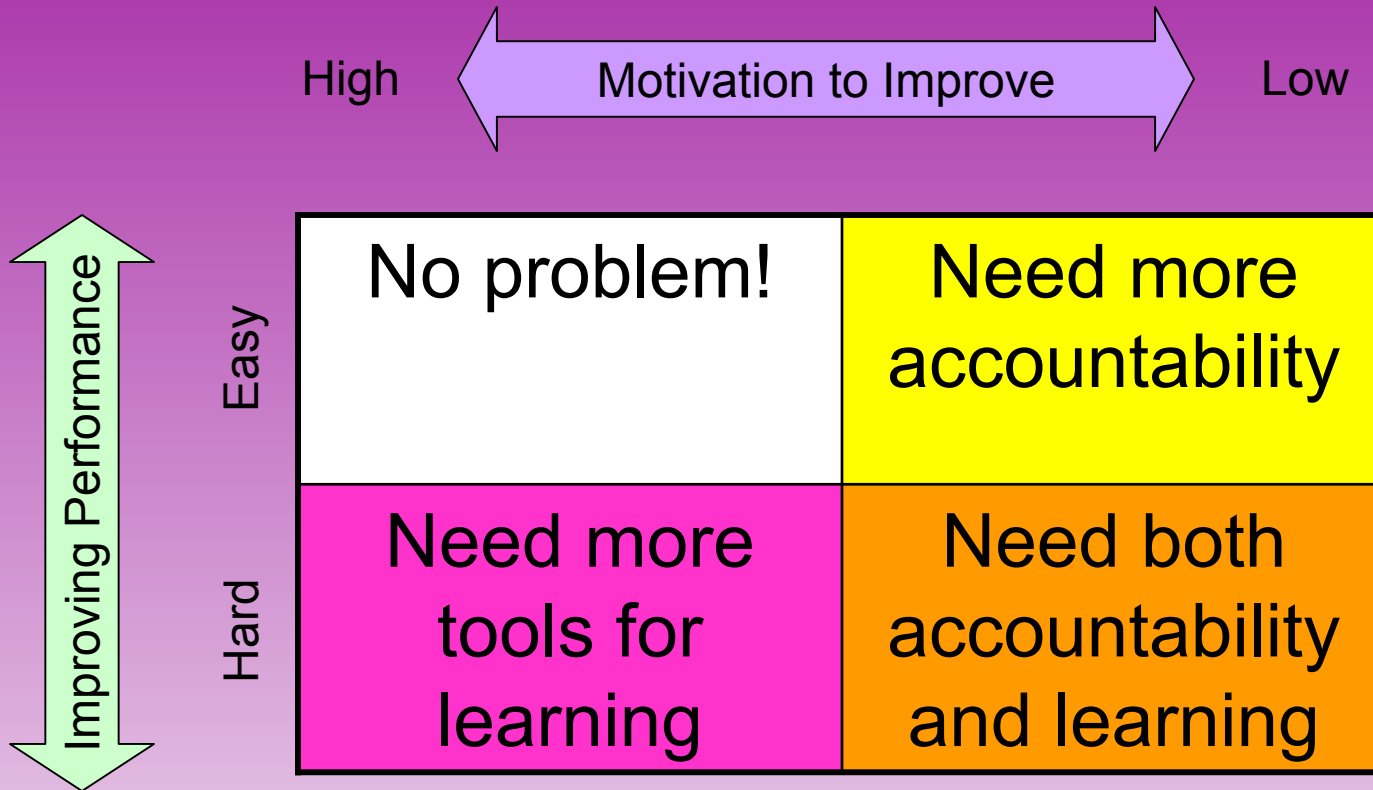
Why is it working – or not working?

8. Improve

What exactly should who do differently to improve performance?

Source: Robert D. Behn, "Why Measure Performance? Different Purposes Require Different Measures" in *Public Administration Review*, September/October 2003, Vol. 63, No. 5 (pp. 586-606)

Where is Your Organization?



Source: Herman B. Leonard, © 2003

Dick Grote Sez: Goal Setting Gets Results

- Research on goal setting found that companies that introduced systematic goal-setting experienced an average of 39% increase in productivity.
- Where top management lent strong support, average increase was 57%
- With little management support, increase was 6%.

How to Create Positive Risk Takers

- Making Decisions
- Modeling Behavior
- Observing Peers
- Positive Recognition
- Reviewing and Learning from Errors
 - (“moments of truth”)
 - (Heifetz’ “holding environment”)

Why Pay for Performance Undermines

(Behn)

- Can't offer enough to really make a difference
- Most people think they are outstanding
- When people are told they are not, performance drops
- Performance depends on teamwork
- Evaluations can be subjective
- Incites pathological behavior (creaming)
- In individual pay-for-performance plans, these factors are exacerbated; for teams, distributed