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Jordan Fiscal Reform II Project Leading Results Oriented Government Tool

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Jordan Fiscal Reform II Project

Leading Results Oriented Government Tool: Toolkit Overview

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Author: Martha Marshall, Management Consultant

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LEADING RESULTS ORIENTED GOVERNMENT TOOL: TOOLKIT OVERVIEW

Helping public managers understand the promise and possibilities of Results Oriented Government, providing them with practical tools they can put into action and helping leaders at all levels build a public service culture of excellence that embraces innovation and learning.

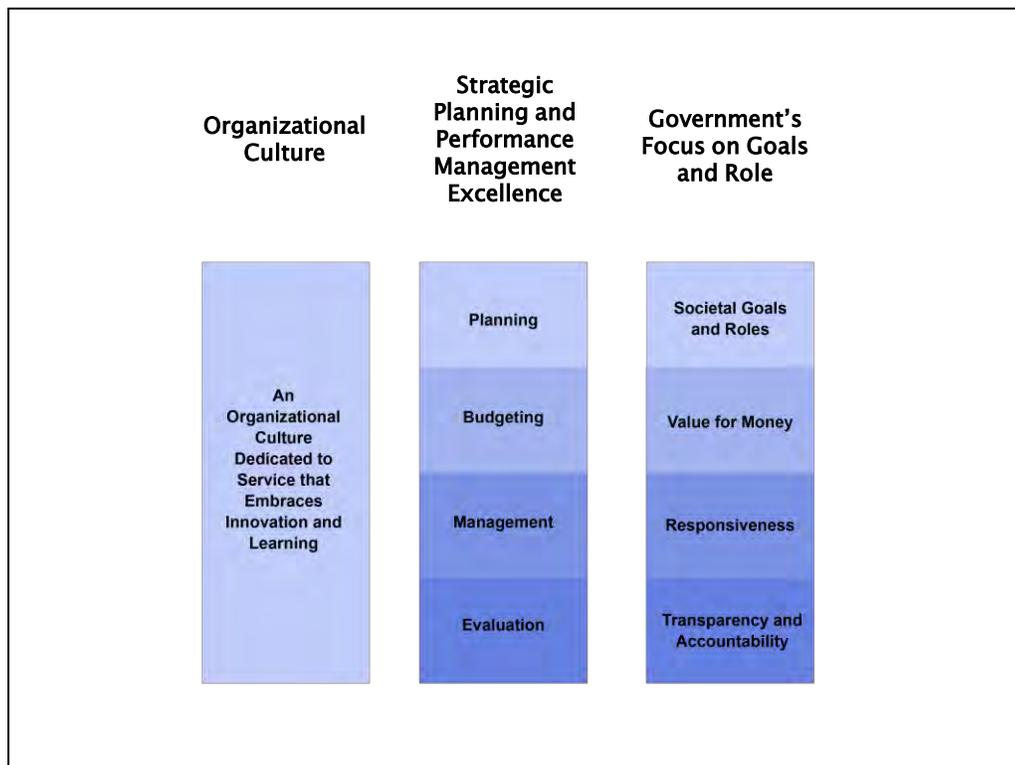
1. OVERVIEW

This toolkit is designed to help public managers lead the transformation toward Results Oriented Government (ROG). The tools provide a pathway of practices to develop public organizations that are capable and successful in achieving results that matter. This introductory tool provides an overview of ROG concepts and the toolkit's 10 tools. It gives users a starting point to help target the most opportune actions and gain the most benefit from the toolkit. Managers can assess their current situation, identify strengths and areas for improvement, and then plan actions to make progress in desired areas. So, managers can “start where they are” and tap the appropriate tools to jumpstart progress in areas requiring change.

What is Results Oriented Government? By definition, ROG focuses on achieving results that matter most to the people of Jordan – results that better the condition, well being, and quality of life of the country. It is enabled by three pillars that sustain its success:

- An **Organizational Culture** dedicated to service that embraces innovation and learning
- **Strategic Planning and Performance Management** excellence
- Government's strategic definition of its **role in achieving societal goals or results**

Figure 1: Three Pillars of Results Oriented Government



The toolkit's 10 tools are designed to provide a pathway of practices that help build Results Oriented Government. As illustrated in **Figure 2**, the tools help strengthen the three pillars of Results Oriented Government and with all enhancing at least two of the pillars.

Figure 2: How the Tools Strengthen and Support the ROG Pillars

Pathway toward ROG	Tools to Support Managers	Culture Pillar 	Perf. Mgt. Pillar 	Goals and Role Pillar 
Begin with the results in mind	Alignment of Results and Roles			
Build partnerships around achieving results	Partnerships to Achieve Results			
Make the intended results clear	The Program Logic Model and Developing a Chain of Success			
Use the budget process to invest in results	Results Oriented Budgeting			
Align people inside your organization with results	Aligning Team and Individual Performance with Organizational Performance			
Monitor and evaluate performance to gain learning and improvement	Monitoring, Evaluating, and Learning from Performance			
Be accountable and transparent about achievement of results	Good Practices in Reporting Performance to the Public			
Engage people in imagining better ways to achieve results	Leading Innovation Innovation Team Tools			
And throughout, sustain a culture of public service dedication, learning, and innovation	Leading Results Oriented Government			

An Expanded Description of the ROG Tools and Benefits can be found in **Appendix 1: An Expanded Description of the ROG Tools and Benefits.**

Results Oriented Government is a dynamic state requiring sustained leadership commitment and not an end point. Making the transition is a major change most organizations. Because ROG addresses fundamental organizational blocks like organizational culture and systems, the change will require well

effort. It will take several years for foundations to be built, changes to take hold, success to be evidenced. Managers should expect this type of change project require at least 3 to 5 years for substantive progress on all three pillars. The tool includes **Appendix 2: Action Step Worksheet for Building Results Oriented Government**

Action Step Worksheet for Building Results Oriented Government	
Pillar	Completed by: _____ Date: _____
Organizational Culture	In this stage our organization is: <input type="checkbox"/> About Right <input type="checkbox"/> Needs Some improvement <input type="checkbox"/> Needs Significant Improvement
	Our greatest assets or strengths are:
	Our most noteworthy shortcomings or opportunities for improvement are:
	The 1-3 most important actions (including use of ROG tools) to take in the next year are:
Performance Management Excellence	In this stage our organization is: <input type="checkbox"/> About Right <input type="checkbox"/> Needs Some improvement <input type="checkbox"/> Needs Significant Improvement
	Our greatest assets or strengths are:
	Our most noteworthy shortcomings or opportunities for improvement are:
	The 1-3 most important actions (including use of ROG tools) to take in the next year are:

2. LEARNING OBJECTIVES FOR THIS TOOL

- Present a framework to help managers in public organizations make progress toward Results Oriented Government (ROG)
- Familiarize managers with ROG concepts, recommended practices, and factors for success
- Help managers assess their organization's situation so they can recognize gaps and take action to strengthen results orientation
- Enable managers to draw upon the toolkit and its tools more effectively

3. EXPECTED BENEFITS

- Supports fulfillment of the King Abdullah II Award (KAA) Criteria sponsored by the King Abdullah II Centre for Excellence (KACE) for an entity's use of best practices and methodologies in performance management
- Builds the capacity of managers to create and sustain an organizational culture committed to public service that embraces learning and innovation
- Builds the capacity of managers to build and sustain a robust results management cycle of planning, budgeting, management, and evaluation
- Strengthens the ability of organizations to define government's goals and role, partner effectively, and ultimately achieve results that matter

4. THE CONTEXT FOR RESULTS ORIENTED GOVERNMENT IN JORDAN'S PUBLIC ORGANIZATIONS

This tool and toolkit provide a framework and recommended practices for defining and achieving results within the context of broader goals, budget requirements, and policies established at the national level. Goals, requirements, and policies at the national level are already defined so this tool focuses on the value public managers can add as they align their efforts with the national level. For government to be effective in attaining its goals and fulfilling its chosen roles the focus on results must cascade so efforts at the national, sector, institutional, and even program and project level are aligned and coordinated for greatest effectiveness. There is a considerable range of alignment work – from the institutional down to the program and project level and even potentially deeper to units and work teams – within the purview of public managers.

5. SUGGESTIONS FOR USING THIS TOOL

This tool, like others in this Results Oriented Government series is designed to help managers assess the current situation in their organizations and set a course for future action. There are three most likely scenarios for the tool's use:

- 1. Unified, Organization-wide Implementation:** If there is strong support from the organization's leadership, the entire organization can embark on using this tool together. This approach creates rich opportunities for sharing insights and creating synergies among the organization's units
- 2. Trail Blazers:** Organizations may decide to test or pilot use of the tools and can convene a group of managers to serve as "trail blazers." This approach builds

capacity and provides tangible examples upon which other programs can draw in later implementation

3. Single Unit/Program Use: A single mid-level or even a program manager can use the tools and toolkit in his or her area of responsibility. Positive leadership can be demonstrated at every level of the organization and benefits can be achieved within the scope of the manager's responsibility. However, there will be limitations in how far a program manager can progress in changing culture and systems without ultimately engaging the active support of senior leaders

Under any scenario, the user(s) should make an assessment of current conditions using the questions contained in **Section 7**. Where multiple users complete the assessment together, there is a great learning opportunity to compare and contrast their answers. If the response to an assessment question indicates the desired condition has not been attained, this suggests the need for future action. Beside each question is listed the ROG tool(s) most appropriate for addressing the practice or capability. Users should develop follow up action steps using **Appendix 2: Action Step Worksheet for Building Results Oriented Government**

Action Step Worksheet for Building Results Oriented Government	
Pillar	Completed by: _____ Date: _____
Organizational Culture	In this stage our organization is: __ About Right __ Needs Some improvement __ Needs Significant Improvement
	Our greatest assets or strengths are:
	Our most noteworthy shortcomings or opportunities for improvement are:
	The 1-3 most important actions (including use of ROG tools) to take in the next year are:
Performance Management Excellence	In this stage our organization is: __ About Right __ Needs Some improvement __ Needs Significant Improvement
	Our greatest assets or strengths are:
	Our most noteworthy shortcomings or opportunities for improvement are:
	The 1-3 most important actions (including use of ROG tools) to take in the next year are:

An illustrative section of the worksheet is illustrated in **Figure 3**.

Figure 3: Illustrative Section of the Action Step Worksheet for Building Results Oriented Government

Action Step Worksheet for Building Results Oriented Government	
Pillar	Completed by: Date:
Organizational Culture	In this stage our organization is: <input type="checkbox"/> About Right <input type="checkbox"/> Needs Some improvement <input type="checkbox"/> Needs Significant Improvement
	Our greatest assets or strengths are:
	Our most noteworthy shortcomings or opportunities for improvement are:
	The 1-3 most important actions (including use of ROG tools) to take in the next year are:

6. SOME KEY CONCEPTS AND DEFINITIONS

What is a goal, result, or an outcome?

For purposes of this toolkit the terms goal, result, and outcome are used with the same meaning. While some sources make distinctions in these terms, all three describe the broad aim or intent that has been set for accomplishment. Goals, results, and outcomes usually take the form of statements such as these examples from Jordan’s National Agenda “Improve and preserve the quality of the environment” or “Ensure proper health care to Jordanians on all levels” or “Enhance Jordan’s economy to allow it to thrive and be open to regional and global markets.” Goals focus on the intended benefit or impact on the intended beneficiary – simply stated, they describe the desired future state and tell how the beneficiaries will be “better off.” Notice goal statements describe the desired end state, but are usually silent on the specific timeframe and level of achievement desired.

What is a program?

Government typically uses what are termed “programs” as the focus of management and measurement when aligning government efforts and investment of resources toward goals. The government of Jordan presents its budget at the level of program. A program is a set of related activities performed for an intended group of beneficiaries or customers intended to produce a common outcome or result.

Jordan’s Budget Manual further defines program as “a grouping of activities and projects one level below government departments and units. A program is designed to achieve a specific objective or closely related objectives. A program should have an identifiable target population; a defined budget, staffing, and other necessary resources; and clearly defined objectives and outputs ...” [January 2012 Budget Manual page 10]

What are performance indicators and key performance indicators (KPI)s?

Jordan’s Budget Manual defines a performance indicator as:

“A quantitative measure of what the government is achieving in terms of its progress towards reaching an objective. The term “key performance indicator” (KPI) is often used interchangeably with “performance indicator”, but KPI can be used to refer to the performance indicators that are most important to an organization or representative of its work, e.g., the KPIs may be the subset of performance indicators presented in a budget or other strategic document.” [January 2012 Budget Manual page 10]

How can we define the major actors who contribute to goal attainment for purposes of role establishment?

While there are many categorization methodologies that can be applied to categorizing actors, this tool aims for simplicity and suggests that key stakeholders can be grouped into four main sector categories of actors with potential influence and responsibility for goal achievement:

- **Government:** The government of Jordan at all levels
- **Private (for profit):** Entities with the purpose to return value or profit for owners or shareholders
- **Non-Governmental, non-profit:** Entities with the purpose of producing a societal benefit (sometimes referred to as civil society or civil society organizations)
- **The public:** Individuals or groupings of individuals

This set is termed “sectors” with reference to the sectors of society. The term sector is also used within Jordan’s government with a different meaning – the grouping of government institutions that support a particular national goal or objective.

7. RESULTS ORIENTED GOVERNMENT MUST BE SUPPORTED BY EACH OF THE PILLARS

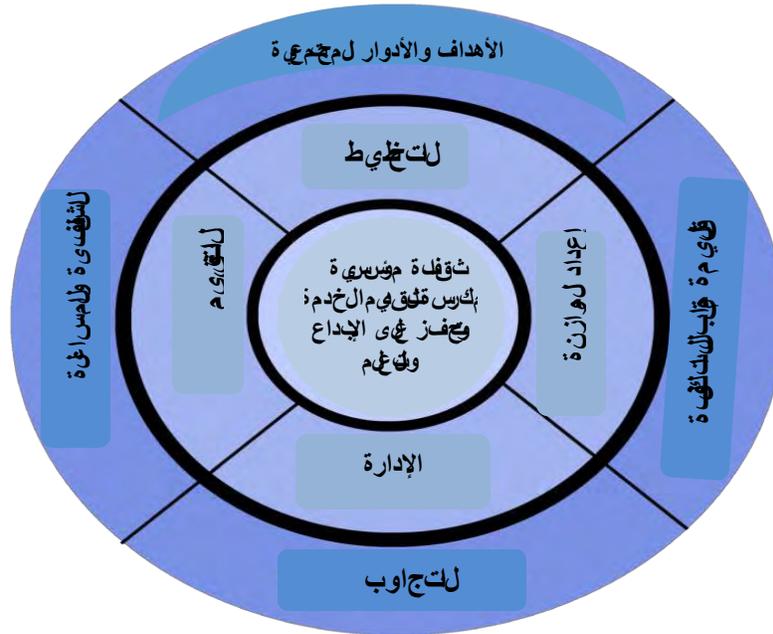
Results Oriented Government is enabled by three pillars that sustain its success:

- An **Organizational Culture** dedicated to service that embraces innovation and learning

- **Strategic Planning and Performance Management** excellence
- Government's strategic definition of its **role in achieving societal goals or results**

Each pillar is essential and when well aligned these enablers reinforce and enrich each other. Government's organizational culture is at the heart of ROG. The values of public service, transparency, innovation, and learning must be embraced and shared in order for people inside the government to sustain the dedication needed for ROG. To progress beyond good intentions, values must be demonstrated by consistent actions. So these foundational values of the culture are translated into action by how the government manages its strategic direction and manages performance -- and how it engages other sectors of society in defining aspirations and shaping government's role. Results-oriented planning clearly defines government's goals and desired role, results-oriented budgeting advances government toward the goal of value for money, results-oriented management advances government toward the goal of government responsiveness, and results-oriented evaluation advances government toward the goal of transparency and accountability. **Figure 4** illustrates how the pillars relate to one another.

Figure 4: How Results Oriented Government's Pillars



In **Section 7**, we explore each of ROG’s pillars and the tools that support it. A set of helpful assessment questions is provided for managers to reflect upon their current situation. Beside each assessment question there is a suggestion for the tool or tools that can be most helpful in building capacity in this aspect of ROG.

7.1 ORGANIZATIONAL CULTURE FOR RESULTS ORIENTED GOVERNMENT

Government’s organizational culture is at the heart of Results Oriented Government.

Organizational culture is “the collective behavior of the organization’s members shaped by the organization values, visions, norms, working language, systems, and symbols. It includes their beliefs and habits”.

Leaders play an important role in shaping an organizational culture that is dedicated to public service and embracing innovation and learning. Managers at all levels can demonstrate leadership and implement ROG with some success within their areas of

responsibility. But, to truly impact organizational culture, this requires the concurrence and better yet the active commitment of the organization's senior level leaders.

Leaders help build organizational cultures where public service is valued, communicated, and practiced. Research on public service motivation suggests the importance of **transformational** leadership as one of the most prominent theories of organizational behavior:

Transformational leaders direct and inspire employee effort by raising their awareness of the importance of organizational values and outcomes. In doing so, such leaders activate the higher order needs of their employees and encourage them to transcend their own self interest for the sake of the organization and its clientele....Research has not only validated the existence of transformational leadership but has also linked the practice of transformational leadership behaviors with employee performance and satisfaction. (Wright, Pandey, & Moynihan, 2011)

The values of public service, transparency, innovation, and learning must be communicated and embraced for people working inside the government to sustain the dedication needed for ROG. Researchers (Wright, Pandey, & Moynihan, 2011) identify characteristics of transformational leadership drawn from a number of recent research studies which are summarized in **Figure 5**. They conclude from that “transformational leadership can increase both employee public service motivation and goal clarity directly and through these factors can increase mission valence” [the employee's perception of the attractiveness of the organization's purpose or social contribution].

Figure 5: Characteristics of Transformational Leadership

- Inspire employees by clearly articulating an appealing vision of the organization's mission and future
- Encourage and facilitate their followers to work toward that vision
- Function as a role model, modeling behaviors consistent with that stated vision
- Intellectually challenge followers to challenge old assumptions about organizational problems and practices

Two of the tools are highly useful to strengthen the clarity of purpose in public organizations. **The Alignment of Results and Roles** tool helps strengthen the alignment and clarity of connection between a program's goals and those at higher levels. **The Aligning Team and Individual Performance with Organizational Performance** tool helps build stronger connection of individuals and teams with the results their organization aims to achieve.

Innovation must be part of the organizational culture for ROG to thrive. Managers should explicitly make innovation part of their management strategy in order to build a culture of innovation. When an organization has an explicit approach to innovation that

is written and well communicated, people can see the goals and objectives, understand the strategies that are being followed and, most importantly, they can understand how they contribute to the organization’s achievement of these desired results. The **Leading Innovation** tool suggests strategies managers can take to enable and enhance innovation around each of five stages of idea development as well as how to build an “idea-friendly” organization.

Leadership also plays a significant role in creating an organizational culture that encourages learning and allows for sharing multiple, sometimes different perspectives. Most subordinates won’t offer differing views until they’re convinced their leaders want to hear them. Additionally, managers must be adept at maintaining accountability for results while avoiding a punitive stance. The **Monitoring, Evaluating and Learning from Performance Tool** has helpful sections on framing effective questions and for conducting constructive performance review sessions.

Figure 6 contains questions to assess current conditions and determine which tool or tools would be useful to address areas needing action.

Figure 6: Self-Assessment Questions and Suggestions for Tools that are Especially Helpful to Build Capacity – Organizational Culture

Results Oriented Government (ROG) Self Assessment Questions		check one					Suggestions
		1	2	3	4	5	
Pillar	Statements to rate	strongly disagree	disagree	neither agree or disagree	agree	strongly agree	Tool(s) that will be especially helpful to build capacity
Organizational Culture	Everyone in our organization is clear how the organization's performance contributes to results that matter to the people of Jordan						Alignment of Results and Roles
	Everyone in our organization is clear about how his or her work contributes to the organization's performance						Aligning Team and Individual Performance with Organizational Performance
	Our organization is a place where innovation thrives; we are recognized as skilled, successful innovators						Innovation Team Tool
	Our organization has a well planned process to nurture innovation through all the stages of idea generation, selection, implementation, sustainment and diffusion						Leading Innovation
	All parts of our organization use performance information effectively to learn and to continuously improve performance						Monitoring, Evaluating and Learning from Performance

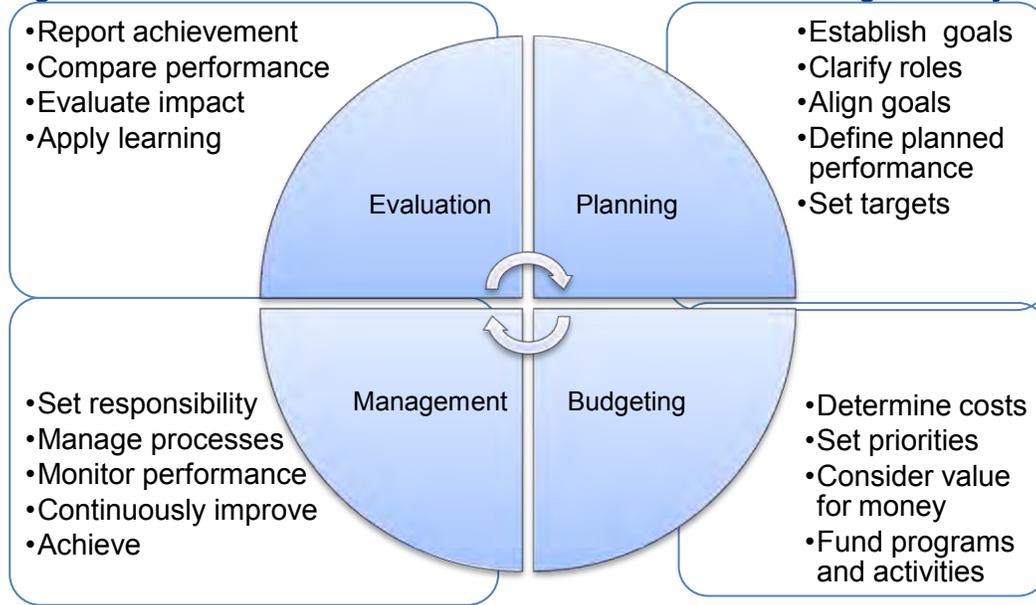
Reflections before Moving On:

- If responses to any questions are color coded red, this suggests a shortcoming or gap that needs to be addressed by action
- Complete the **Action Step Worksheet for Results Oriented Government** for this section
- For areas of weakness, explore the contents of the suggested tool(s). A summary brochure is available for each one
- Build upon strengths and use the tools to overcome shortcomings. Identify one to three actions that could move your organization forward in creating and sustaining an organizational culture that supports ROG

7.2 STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT EXCELLENCE

Results Oriented Government maintains its focus on goals through each phase of the constantly ongoing Results Management Cycle of planning, budgeting, management, and evaluation to ensure that the desired results established in planning are actually achieved. As illustrated in **Figure 7**, the planning stage is where goals are established, government's role is clarified, goal attainment measures are established, and targets or objectives are set for future achievement. During the budget process, managers determine the cost of planned accomplishments and formulate a budget request based on the institution's priorities. Budget decision-makers also set priorities and consider alternate programs for their value for money in achieving desired results; ultimately these decision makers choose which programs they will fund. The management phase emphasizes setting responsibility for results achievement, managing work processes, monitoring performance with the intent of continuously improving achievement of results. During the evaluation phase, the actual and reported accomplishments are compared against planned performance. Both the accomplishments of a program and the program's impact on bettering intended conditions are evaluated, and the lessons learned are applied to strengthening programs and refining strategy in the next planning phase.

Figure 7: Goals or Results are the Focus in the Results Management Cycle



The focus on results starts with planning and is carried throughout budgeting, management, and evaluation to achieve results in a way that also provides accountability and transparency

Figure 8 contains questions to assess current conditions and determine which tool or tools would be useful to address areas needing action.

Figure 8: Self-Assessment Questions and Suggestions for Tools that Are Especially Helpful to Build Capacity – Strategic Planning and Performance Management Excellence

Pillar	Statements to rate	strongly disagree	disagree	neither agree or disagree	agree	strongly agree	Tool(s) that will be especially helpful to build capacity
Strategic Planning and Performance Management Excellence	Planning: Our organization clearly defines the results to be achieved in a way that can be measured						Alignment of Results and Roles; The Program Logic Model and Developing a Chain of Success
	Budgeting: Our budget process connects resources to the intended results; the budget process explicitly considers the resources to be invested and the results to be achieved						Results Oriented Budgeting
	Management: Performance is actively monitored and managed against planned results in a regular, timely manner; managers make adjustments in order to keep performance on track						Monitoring, Evaluating and Learning from Performance
	Evaluation: Our organization has a well established process to monitor, evaluate and learn from performance						Monitoring, Evaluating and Learning from Performance
	Evaluation: Our organization is transparent in reporting how well we achieved planned results; we regularly evaluate "what works"						Good Practices in Reporting Performance to the Public

Reflections before Moving On:

- If responses to any questions are color coded red, this suggests a shortcoming or gap that needs to be addressed by action
- Complete the **Action Step Worksheet for Results Oriented Government** for this section
- For areas of weakness, explore the contents of the suggested tool(s). A summary brochure is available for each one
- The planning, budgeting, management, and evaluation cycle is iterative in nature, typically with one year increments. Think about how your organization can build capacity so the cycle improves and builds momentum each year
- Look for opportunities to gain synergies with initiatives at higher levels of government focused on strengthening results oriented systems. For example, the Results Oriented Budgeting tool can help your organization respond more effectively to efforts at higher levels to make budgeting more results focused
- Build upon strengths and use the tools to overcome shortcomings. Identify one to three actions that could move your organization forward in creating and sustaining a robust performance management cycle of planning, budgeting, management, and evaluation

7.3 DEFINING GOVERNMENT ROLE AND GOALS

When government plans strategically it can create clarity of goals, define its role, and build partnerships to better achieve societal goals. By definition, Results Oriented Government focuses on achieving results that matter most to the people of Jordan – results that better the condition, well being, and quality of life of the country. Societal goals of this level are well beyond the control of any government to achieve alone. Typically, many external factors affect outcomes at this level, and stakeholders outside government have influence and in some instances have responsibility for achieving the outcome. A Results Oriented Government considers these external influences and takes a strategic approach when defining goals and establishing respective roles and responsibilities for each goal’s accomplishment during the stage of planning. With this clarity on roles and responsibilities, Results Oriented Government is better positioned to fulfill its responsibilities and measure the progress of government and other key actors toward attaining the goal. The tool **Alignment of Results and Roles** helps build clearer result and role definition among societal sectors and through government levels.

Government organizations need to become effective at working across boundaries, more open to working in collaboration, and able to form more effective partnerships. Results are improved when stakeholders understand each other's interests and when expectations for producing results are defined and coordinated. Partnerships are more effective when the parties develop this shared road map for achieving the desired outcomes. The **Partnerships to Achieve Results** tool leads users through six steps when developing or re-energizing partnership relationships:

1. Initial identification of partners
2. Definition of government’s preferred role
3. Identifying assets the partners may contribute toward achieving the goal
4. Creating a shared strategy for success
5. Formalizing commitments and expectations with check points, milestones, and KPIs
6. Learning together during implementation to keep the partnership on track and sustain the positive working relationship

Figure 9 contains questions to assess current conditions and determine which tool or tools would be useful to address areas needing action.

Figure 9: Self-Assessment Questions and Suggestions for Tools that Are Especially Helpful to Build Capacity – Government Goals and Role

Results Oriented Government (ROG) Self Assessment Questions		check one					Suggestions
		1	2	3	4	5	
Pillar	Statements to rate	strongly disagree	disagree	neither agree or disagree	agree	strongly agree	Tool(s) that will be especially helpful to build capacity
Government Goals and Role	Our planning process explicitly considers options for government's role; we leverage the abilities of partners in other sectors to achieve results as appropriate						Alignment of Results and Roles
	Our organization is highly effective in partnering; we work effectively with partners to achieve the respective results expected of each party						Partnerships to Achieve Results

Reflections Before Moving On:

- If responses to any questions are color coded red, this suggests a shortcoming or gap that needs to be addressed by action
- Complete the **Action Step Worksheet for Results Oriented Government** for this section
- For areas of weakness, explore the contents of the suggested tool(s). A summary brochure is available for each one
- The **Partnerships to Achieve Results** tool is particularly well suited to piloting in areas of opportunity; reflect on where it could be used with benefit
- Build upon strengths and use the tools to overcome shortcomings. Identify one to three actions that could move your organization forward in clear aligned goals and effective partnerships for achieving government’s desired goals and roles

8. TAKING THE NEXT STEPS TOWARD ROG

Results Oriented Government is not an end point. It is a lasting commitment to continuously improve government’s ability to define and achieve the results that matter.

At this point you have completed:

- an overview of Results Oriented Government concepts
- an introduction to the toolkit and its possible applications
- an assessment of strengths and opportunities to strengthen practices in your organization
- identification of potential action steps for each pillar of ROG

Now it's time to take action planning to the next level. Because each organization is at a different point, it's impossible to give precise advice for every situation. But in general, success in leading the transition to ROG will depend upon four critical factors: Leadership, Team Engagement, Planning, and Learning. **Figure 10** provides concluding **Advice for Accelerating Progress on ROG** that will guide you in preparing the pathway and leading your organization toward Results Oriented Government.

Figure 10: Advice for Accelerating Progress Toward ROG

- **Leadership: Maintain the momentum through committed transformational leadership**
 - Build leadership capacity by sharing experiences, insights and encouragement with other leaders (both inside and outside your organization) who are moving toward ROG
 - Develop and reinforce informal leaders throughout the organization who can support ROG
 - Seek mentors and learning experiences to build transformational leadership abilities in yourself and others
 - Always remember you are leading an organizational change project
- **Team Engagement: Get the right team on board to move the organization toward ROG**
 - Consider forming a ROG Steering Team if you are working on a larger scale ROG implementation with multiple organizational units involved. Be sure to include managers whose organizations will be part of the change
 - Engage this team to help develop and implement your plan for ROG
 - Keep key stakeholders well informed throughout the ROG change initiative
- **Planning: Make an ambitious but realistic plan with a multiple year horizon**
 - Use the action steps you have identified thus far as the starting point to develop an implementation plan for ROG
 - Pare actions as necessary to fit the capacity you have to support the effort. Remember it is better to complete a few well chosen strategic gains than to embark on a lengthy list of actions that can't be done effectively
 - Consider which actions would have the greatest impact, but yet be feasible with the time and resources you have available. If an action will take longer than a year, what milestone or point would be more feasible to reach within one year?
 - If there are too many actions to support, cut out ones of lesser impact until you have a number that is realistic
 - Remember that the transition to ROG takes time; typically 3 to 5 years to build a strong, well functioning organization and supporting systems
 - Plan in greatest detail for the initial year but take a multi-year horizon
- **Learning: Learn, adapt and improve the plan along the way**
 - Build in regular points to assess progress and apply learning
 - Build in opportunities for achieving “quick wins” and use these successes to build momentum
 - Tap advisors and experts who can help expedite your progress
 - Update your action plan each year being sure to apply the lessons learned
 - Participate in communities of practice with change leaders and subject matter experts in other organizations who are advancing ROG

APPENDIX 1: AN EXPANDED DESCRIPTION OF THE ROG TOOLS AND BENEFITS

Tool Topics	Overview	Benefit
<p>Alignment of Results and Roles</p>	<p>Government can take a lead role in shaping goals at both the societal and governmental levels. When societal goals and government's role in their achievement are well defined, this makes it possible for government and other sector partners to align and coordinate their efforts more effectively. This tool provides a practical framework to aid government managers in approaching goal and role definition. Once government's desired role has been defined, the tool helps users strengthen alignment of all levels of government toward achieving the defined goals.</p>	<p>Transparency is supported by clear articulation of goals and indicators of results. Alignment of goals facilitates partnerships, cross-cutting initiatives, strategy development and budgeting for results.</p>
<p>The Program Logic Model and Developing a Chain of Success</p>	<p>The Logic Model is a visual representation of how cause connects to effect through intermediate actions and results. Program planners and managers can use this tool to map out the "chain of success" describing what they believe will happen when the program performs as designed. The model makes the major assumptions about causal relationships explicit and therefore easier to test during implementation. It sets the stage for powerful learning and improvement possibilities.</p>	<p>Program logic is a foundation for program design, evaluation, and performance measurement. It also can be used to communicate the program's strategy and intended results.</p>
<p>Results Oriented Budgeting</p>	<p>Results Oriented Budgeting takes a more forward-looking approach to allocating budget funds toward desired results. This tool does not prescribe a specific budget methodology because the process is established at the national level. Instead, it guides managers through six steps that can be adapted and adopted to fit their budget situation. Government can deliver better value for money when it aligns spending with results and invests in programs with proven ability to achieve results.</p>	<p>Government organizations can apply these concepts to strengthen their own internal budget development. It will help managers make budgeting more results oriented and increase value for money.</p>

Tool Topics	Overview	Benefit
<p>Aligning Team and Individual Performance with Organizational Performance</p>	<p>Results are achieved through the efforts of work groups and employees. The tool helps organizations create a "line of sight" for their work groups and employees to understand how their work helps achieve organizational results. In balanced scorecard implementation, alignment or cascading of scorecards is essential for implementation. Practices to strengthen alignment of performance are explained.</p>	<p>Alignment will help all employees see their impact on results.</p>
<p>Partnerships to Achieve Results</p>	<p>Results Oriented Government engages partners to achieve results that matter. It leverages the contributions of other sectors to produce synergies and create greater value than achieved by working independently. The recommended exercises, worksheets, and practices guide managers to define their organizations' partnerships and collaborative ventures more effectively and to re-energize existing partnerships. Results are improved when stakeholders understand each other's interests and when expectations for producing results are defined and coordinated.</p>	<p>Partnership and collaboration skills will strengthen strategic planning and facilitate cross-cutting initiatives.</p>
<p>Monitoring, Evaluating and Learning from Performance</p>	<p>Monitoring and evaluating performance is an essential capability for effective management and is fundamental to ensuring accountability for results. Organizations can learn by comparing actual performance to plans, targets, standards, and benchmarks. This tool guides managers on performance review practices that can be applied to increase organizational learning, strengthen accountability, and achieve better results.</p>	<p>Monitoring and evaluation (M&E) is a fundamental component of performance management.</p>
<p>Good Practices in Reporting Performance to the Public</p>	<p>The evaluation phase of Performance Management facilitates transparency, accountability and learning by making government results visible and accessible to the public. This tool features recommended practices and suggests ways public managers can make their reporting more useful to the public.</p>	<p>Reporting government performance in an accessible "citizen friendly" format increases transparency and accountability.</p>

Tool Topics	Overview	Benefit
Leading Innovation	Leaders must create an environment that supports innovation and improvement toward the achievement of results. This tool helps managers make their organizations a place where innovation thrives. It presents stages of innovation, the factors that lead to success at each point and tips for success. The tool helps managers assess the current status of innovation with actionable insights that can form an action plan.	An organizational culture dedicated to service that embraces innovation and learning is one of the pillars of Results Oriented Government.
Innovation Team Tools	To redesign and re-imagine service delivery, organizations may convene Innovation Teams. These teams involve employees and sometimes stakeholders to develop creative approaches or options for service delivery. The tool helps managers with seven recommended steps to form, charter, and empower Innovation Teams effectively. It also contains several thinking techniques and idea generating exercises to help Innovation Teams thrive in their creative process to generate great ideas for making government work better.	Empowered, creative groups help organizations succeed.
Leading Results Oriented Government	The transition to Results Oriented Government is a major change for most organizations. This tool provides an overview of the Results Oriented Government concept and toolkit along with assessment questions to help managers identify opportunities for improvement and plan next steps to build more results oriented organizations.	Leadership is essential to building Results Oriented Government.

APPENDIX 2: ACTION STEP WORKSHEET FOR BUILDING RESULTS ORIENTED GOVERNMENT

Action Step Worksheet for Building Results Oriented Government	
Pillar	Completed by: _____ Date: _____
Organizational Culture	In this stage our organization is: ___ About Right ___ Needs Some improvement ___ Needs Significant Improvement
	Our greatest assets or strengths are:
	Our most noteworthy shortcomings or opportunities for improvement are:
	The 1-3 most important actions (including use of ROG tools) to take in the next year are:
Performance Management Excellence	In this stage our organization is: ___ About Right ___ Needs Some improvement ___ Needs Significant Improvement
	Our greatest assets or strengths are:
	Our most noteworthy shortcomings or opportunities for improvement are:
	The 1-3 most important actions (including use of ROG tools) to take in the next year are:

Government Goals and Role	In this stage our organization is: <input type="checkbox"/> About Right <input type="checkbox"/> Needs Some improvement <input type="checkbox"/> Needs Significant Improvement
	Our greatest assets or strengths are:
	Our most noteworthy shortcomings or opportunities for improvement are:
	The 1-3 most important actions (including use of ROG tools) to take in the next year are:
Conclusions	Before moving on: <i>Now that you have developed steps for each of the 3 ROG pillars, review the list of actions in its entirety. If necessary reduce the actions until the number and intensity of effort is manageable for your organization over the coming year.</i>
	Additional notes or follow up actions: