RESULTS AND DELIVERY MANUAL

October 2016

The Results and Delivery manual has been prepared by Delivery Associates in consultation with the Government of Canada's Results and Delivery Unit. The purpose of the manual is to provide an overview of best practices and lessons learned from governments' experience implementing a Results and Delivery approach around the world. The practices and approaches outlined in the manual may need to be adapted to the specific needs and circumstances of individual organizations and users within the federal government.

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Foreword

The Government has made a strong commitment to use a Results and Delivery approach to pursue its agenda. This commitment requires the public service to renew and refocus some of our work. It also asks us to collaborate and co-create with our elected officials in new ways.

The Results and Delivery approach requires all of us to continuously ask three simple questions:

1. what are we trying to achieve;
2. how will we achieve it; and
3. how will we know if we are making progress?

In its most simple formulation, a Results and Delivery approach requires us to pay particular attention to the impact we are having on Canadians and measure and report on our results.

To be effective, a focus on Results and Delivery must become embedded into our systems, practices and work culture across the organization. As a Public Service, we must strive to define clearly the objectives of the initiatives we are pursuing, whether they are in policy, program, regulatory or service areas. The measure of an initiative cannot be the dollars spent but rather the difference made in the lives of Canadians.

The Government has made it clear that it expects the Public Service to innovate, give evidence-based advice, collaborate across departments and partner with other governments and stakeholders. A Results and Delivery approach will support the Government's direction.

The Results and Delivery manual is the product of a collaborative effort between Delivery Associates and the Results and Delivery Unit at Privy Council Office and I wish to thank and acknowledge the important contribution of Sir Michael Barber in the development of this document. The purpose of the manual is to provide an overview of the principles and practices that can be used as a roadmap to instill a Results and Delivery Approach within your own departments.

As public servants, I know we are up to this task.

Michael Wernick
Clerk of the Privy Council and Secretary to the Cabinet

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1.Introduction

Delivering on the Government's promise

The civil service is tasked with implementing the agenda of elected officials. Building on extensive experiences with results-based management, the federal public sector is now moving to a government-wide Results and Delivery approach to support the Government in meeting its objectives. Consistent with the guide on Open and Accountable Government, the Results and Delivery Manual seeks to provide useful guidance and tools to both public servants and ministerial exempt staff to enable a joined up approach to governance.

You likely manage a particular policy area or program, and may be wondering how your work fits in to this broader aspiration. In addition, you may have applied results-based management and project management tools before and may want to know what is different about this approach. Managing for results isn't new though this approach brings an emphasis on clarifying the desired outcomes for the work we undertake, focusing on top cross-departmental priorities and constantly asking how our actions will make an impact on the lives of Canadians. It also includes a more systematic approach to measuring progress toward these desired outcomes, a stronger focus on implementation, and better use of routines for taking stock of progress.

How Results and Delivery can help you

"What are you trying to achieve?" This seemingly obvious question remains challenging to many public sector leaders. Clarifying outcomes, defining success in terms of concrete impact for Canadians, linking results to resources, and reporting on impact clearly and consistently is challenging amid multiple agendas, priorities and interests. Distractions abound for Ministers, their staff and the public service, and it can be difficult to focus on results that really matter to citizens. The government is initiating a Results and Delivery approach across the public service, which is designed to help you address the challenge of focusing on key outcomes for your files. It helps you to:

- Clarify your priorities or desired outcomes;

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- Use data to understand what it will take to achieve these priorities, and plan resources accordingly;
- Create plans that send a clear signal about how you hope to achieve them;
- Establish routines to drive and monitor performance;
- Create feedback loops that help you track progress and make course corrections; and
- Build capacity and momentum for using a Results and Delivery approach.

This is one the first times that a government is applying a Results and Delivery approach to federal actions in a federal context and, as such, it has certain opportunities and challenges. The Results and Delivery approach is about changing the culture of the government toward an uncompromising focus on outcomes, implementation, and achieving real results for Canadians. The concepts, tools and case studies in this manual aim to shed light on how you can reorient your work to achieve greater impact.

Your role

This manual is intended for public servants and for exempt staff who want to increase their knowledge about and ability to deliver concrete results. For illustrative purposes, the responsibilities have been generally identified for four groups within the Canadian public service as well as for Minister's exempt staff However, it is recognized that actual responsibilities may vary according to the specific needs and circumstances of individual organizations and users within the federal government:

- Minister's Exempt Staff: You play a critical role ensuring that a Results and Delivery approach is being used to support your Minister. By focusing on the utilization of data and evidence to inform decisions, you contribute to a cultural change from managing inputs and processes to managing for results. Ongoing oversight and support from you and the Minister will ensure transparency and effectiveness of the whole endeavor.
- Chief Results and Delivery Officer (CRDO): Building on existing systems where possible, you are setting up and running a Results and Delivery system in your department for your Deputy Minister and Minister. You are facilitating the development of each of the steps in this manual with the relevant senior executives, and brokering progress monitoring. In this role, you provide stewardship and resources to enable the Results

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and Delivery approach. It may not be necessary for you to get involved in all the details of the work, but your contribution is nevertheless essential to the entire Results and Delivery endeavor. You will need to rely heavily on your various corporate enablers, such as the evaluation, performance measurement, audit, finance and information management colleagues for their expertise and for their role in implementing any changes.

- Data Lead: The Results and Delivery approach depends on leaders' ability to understand how the work they do is impacting the lives of Canadians – and this, in turn, depends on their access to frequent and reliable data. You are responsible for ensuring that your department has the data it needs to support evidence-based decision-making and reporting requirements. In this role, you will work with the CRDO and others, such as the Head of Performance Measurement and Head of Evaluation, to identify the data needs and which data you currently have, where the gaps are, and what is required to get that data. You are also working closely with the CRDO and corporate reporting leaders to develop and produce your departmental reports.
- Senior Executive: You are responsible for the delivery of a major program that supports a government-wide priority, a ministerial priority, and/or a mandate letter commitment. You have the CRDO as an ally and resource. You are responsible for considering how your activities link to a government-wide priority. The tools in this manual are particularly important for you to master; you will often find yourself facilitating teams through them or building the capacity of others to use them.
- Senior Program Manager: You want to improve the impact you make using a Results and Delivery approach. You are responsible for considering how your activities link to government-wide priorities and mandate letter commitments. Nearly anyone can play this role by examining the things they are accountable for and considering how they can improve implementation. That means keeping steady focus on Results and Delivery, creating conditions to make the achievement of priorities more likely and improving capacity across government. You should engage as early as possible with your department's Head of Performance Measurement and Head of Evaluation to discuss how you will measure and evaluate your program's performance. You can use the tools in this manual to anticipate and respond to the challenges of incorporating the Results and Delivery approach.

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Collaboration across departments and open dialogue with Ministers and their offices are important functions for public servants in all four roles.

How to use this manual

Every public servant is at a different stage of the Results and Delivery journey. Some have already begun to implement many of the disciplines described here, possibly under the rubric of results-based management, while others are just beginning to learn them. Regardless of where you stand, this manual is a step-by-step resource. For a veteran, it might provide more targeted insights on specific areas where you can strengthen implementation. For beginners, it might provide a roadmap on how to maximize your chances of achieving Results and Delivery goals. The purpose of this manual is to serve as a reference point for strong practice across every dimension of delivery. Think of it as a "checklist" that you can use to evaluate your current work, choose particular areas to focus on and act upon those areas effectively.

This manual provides an overview of what your Results and Delivery effort should look like, what you personally should focus on, and what you should work with your team to do. Although all critical steps of the Results and Delivery journey are included here, this is not meant as an exhaustive resource.

The manual features ten rules of Results and Delivery. For each, we will cover:

- What the rule means;
- Your role (split into four perspectives above: CRDO, Data Lead, Senior Executive, Senior Program Manager, and Data Lead);
- Most critical tools and exercises that will help you follow it; and
- Case examples from other systems.

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2. Enabling competencies and behaviors for Results and Delivery

A culture of Results and Delivery

Much of this manual will describe the specific tools that are part of the Results and Delivery approach. But getting the technical aspects right is not sufficient for success by itself. More than anything else, Results and Delivery is about changing the way we work. The "hard" tools of Results and Delivery can identify the changes needed and provide some models for getting there. But to succeed, these tools must be accompanied by "soft" skills and approaches that help embed change into the organizational culture.

Bringing about cultural change requires influencing the values, beliefs and norms that shape people's actions and behaviors within the organization. This can only be done through committed leadership at all levels. It is key to constantly empower others to pursue the desired outcomes, so that rather than simply complying with mandates, people are deeply committed to the work, regardless of their position of authority. Changing culture requires that enough people change what they do, and see the benefits of change, that they influence everyone else to do the same.

The process of change management cuts across all rules in this manual. As you endeavor to undertake the approach, you should:

- Keep the focus on your priorities at all times, even when you must deal with non-priority items or inevitable distractions;
- Solve problems in real-time, supporting others to deliver and transfer effective practices;
- Role model the culture and behaviors of delivery, build capacity, and help delivery agents achieve the priorities;
- Work across government by facilitating collaboration and breaking down 'silos'; and
- Face the facts, however brutal, through use of data and going to the ground to understand how implementation is actually playing out.

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Whilst avoiding:

- Passing blame, pointing the finger, wielding power irresponsibly and short-termism;
- Taking over, micro-managing policy, and providing challenge without support;
- Being insensitive to the context and people involved;
- Generating unnecessary barriers to change; and
- Giving opinion without evidence and discovering problems when it is too late.

There is no single best prescription on how to manage change within a large, complex organization such as the federal government. The tools in this manual will evolve over time, and you will innovate and improve on them to the benefit of the public service and the government as a whole. But these cultural touchstones of the approach will not change – and are a useful check when you are assessing your own adoption of it.

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3.Ten rules of Results and Delivery

Rule 1	**Prioritize** (really prioritize)
Rule 2	**Define success clearly** (you don't have to call it a target)
Rule 3	**Identify your coalition** (the ones you need to be able to count on)
Rule 4	**Set strategy and policy** (and avoid initiatives)
Rule 5	**Ensure implementation planning** (the detail matters)
Rule 6	**Align the resources** (if the aim is clear, it's easier to find the resources)
Rule 7	**Use routines to drive progress** (and report it)
Rule 8	**Solve problems as they arise** (and don't give the benefit of the doubt)
Rule 9	**Persist** (in the face of adversity and challenges)
Rule 10	**Engage stakeholders and the public** (constantly)

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Rule 1 **Prioritize** (really prioritize)

Everything starts with what the government wants to accomplish. The Results and Delivery approach requires that public sector leaders identify the things that are most likely to help government realize its aspirations, and focus on them relentlessly. The top priorities – set by the Prime Minster and Cabinet – are outcomes that government wants to achieve during the current mandate, and which can be translated into measurable goals and plans to achieve them.

Ultimately, priorities flow from a clear understanding of the moral purpose and the impact that government hopes to achieve for Canadians. When priorities are connected to purpose, communication with stakeholders and the broader public is more authentic and effective. At this stage, it is crucial to consider how your role fits into the government-wide priorities where you have a role. Think about your Minister's priorities and the department's Departmental Results Framework and core responsibilities. Look hard at public mandate letter commitments and the federal budget commitments as you establish the connection between your work and the broader agenda.

Your role

- Minister's Exempt Staff: A critical first step to any Results and Delivery initiative is to align government-wide priorities with the work of your Minister. At this stage, support dialogues between your Minister, his or her Ministerial colleagues, the Prime Minister's Office and the Deputy Minister and senior officials as needed to reality check and refine the goals.
- CRDO: You are responsible for ensuring that the government and Minister's results are delivered and must help senior executives and corporate enablers make the hard choices.
- Data Lead: Be aware of the top priorities and current data available to support this work. Support the others in helping them to understand what is and isn't possible as they consider which priorities to adopt. If a leader really wants to adopt a priority for which

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the data are unavailable, map out what it would take to get that data and insist that, if they are committed to the priority, they must be committed to taking the steps you outline as soon as possible. Benchmarking system performance internally (e.g. over time, or between different parts of your system) or externally (e.g. against peers) is often key to inform prioritization. Ensure high-quality data so that leaders understand delivery challenges and are well-equipped to address them.

- Senior Executive: Be responsive to the priorities that your Minister, Deputy Minister and other Senior Executives have set. At the same time, consider how you will shape and define the work you've been assigned.
- Senior Program Manager: Be aware of and facilitate the various steps in defining the priority/commitment including ensuring stakeholder engagement. This can sometimes be the slowest and most difficult part of the process, but it's essential to get clarity as soon as possible.

Tools and exercises

Connecting vision to action is the essence of prioritization. At a minimum, every system needs four elements in place to organize the Results and Delivery approach: goals, strategies, metrics and clearly accountable leaders. Together, these elements form the basic architecture[1] for Results and Delivery planning.

- Outcomes (Goals) – clear definition of success, expressed in terms of impact to citizens, connected to the government's aspiration.
- Strategies – series of policies, projects or programs designed to achieve a relevant goal.
- Metrics – instruments that enable progress monitoring and performance assessment of Results and Delivery strategies.
- Accountable leaders – people who are personally responsible for strategy implementation and goal attainment. Each strategy usually calls for a single leader who takes ownership for that work stream. Similarly, each goal usually calls for a single leader who takes ownership for achieving the targets.

[1] For more detail on the concept of architecture, please refer to Chapter 3 of "Deliverology in Practice"

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The idea of architecture applies to rules 1-4 in this manual. At the prioritization stage, try the following reflection exercise:

- On the first column of the table below, write out government priorities that apply to your scope of work;
- On the second column, articulate outcomes associated with each priority;
- On the third column, write out who will lead each priority;
- On the fourth column, write out who needs to be engaged in the process of shaping and defining the priorities to your specific context.

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Priority	Outcomes(s)	Accountable leader	Key stakeholders

Rule 2 **Define success clearly** (you don't have to call it a target)

Take your priorities and break them down into measurable outcomes to achieve. Whether or not you call them targets, you need a clear way of knowing whether or not you accomplished what you said you would. This means picking clear metrics or indicators for each priority, and using data to help you combine ambition with realism. There will be indicators of success at all levels from the long-term outcomes to the shorter-term activities

Setting priorities in the UK's Prime Minister Delivery Unit (PMDU)

When Sir Michael Barber accepted the invitation to serve as Head of the PMDU in 2001, he had no Delivery Unit to inherit. He noted: *"At one of my first meetings with Tony Blair in my new role, he agreed he wanted reform to be 'more radical, more urgent and more comprehensive', but at that time I had no staff and only the vaguest idea what to do!"*

The starting point of PDMU's work was priority setting. After a series of meetings among top policy officials, 14 delivery priorities emerged in four areas. These priorities were selected from among nearly 200 Public Service Agreement (PSA) targets that Treasury had set. For the Department of Health, the priorities were heart disease mortality, cancer mortality, waiting lists, waiting times, and accident and emergency. For the Department of Education[1] the priorities consisted of literacy and numeracy at age 11, Math and English at 14, 5 + A – C in General Certificate of Secondary Education exams, and truancy. The Home Office had three priorities related to overall crime and breakdowns by type; likelihood of being a victim, and offenders brought to justice. For the Department of Transport, the two priorities were road congestion and rail punctuality. For each of these priorities, aspirations were translated into measurable commitments and broken down into sub-targets where necessary to fully capture the idea of what success meant. Focusing sharply on a few, well-specified, priorities was a key success factor for the PMDU between 2001 and 2005.

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and outputs.

Here it is helpful to keep in mind the 3 M's of indicator selection. You will need to adopt metrics that are:

- Meaningful: a change in the metric will make a significant difference for citizens, and setting a desired outcome around the metric will inspire stakeholders and the public to your cause.
- Moveable: your work at the federal level can impact the indicator either indirectly or directly depending on the level of outcome/output.
- Measurable: you measure it already, or you are willing to invest the resources to do so.

Once the team has defined clear metrics associated with each desired outcome, it is important to identify specific aims for each of them. It is ok if people prefer to not call them targets. What really matters is that the definition of success is clear. For instance, "decreasing the rate of primary school dropouts by 10% in the next 3 months" is a clearer definition of success than "improving basic education". Targets, therefore, are well-defined expressions of what the Results and Delivery team aims to achieve upon implementation of the strategies. Ideally, your definition of success will include a quantitative anchor (like the decrease in dropout rates in the example above). Leveraging qualitative data is also important to enable a more nuanced understanding of how well the system is performing.

The **SMART** acronym has been commonly used to describe good practices in target setting. According to this framework, our targets must be **S**pecific, **M**easurable, **A**mbitious, **R**ealistic and **T**ime-bound. Here are some examples from governments around the world that have adopted a Results and Delivery approach:

Outcomes	Indicator	Target
Reduce child mortality amongst Indigenous Peoples	Child mortality rate	Reduce by 30% by 2018
Reduce wait times in emergency rooms	Proportion of patients moving through emergency departments within 4 hours	Increase to 85% by 2018

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Improve access to high-quality after-school programmes for students	Number of students assessing high-quality after-school programmes	Increase to 112,000 by 2019
Bring access to high-speed internet to all schools	Percentage of schools with high-speed broadband connection	100% by 2017

The process of target-setting is dynamic, and therefore must be approached with flexibility. You may not even know what targets are realistic as you begin. At early stages, set provisional targets to provide direction to planning efforts. You can always refine your aim as more data becomes available and you learn lessons along the way. Once implementation has begun in earnest, it is usually appropriate to fix and commit to your targets. Two relevant questions as you think about defining success are: "what would real, meaningful success looks like to citizens?" and "how would you communicate it?" Setting targets will help you gain more clarity on these questions. This can be a time-consuming activity, but the effort invariably pays off. If a target needs to be revisited because of influences outside of your control then be open about it, and clear about the reasons.

In the context of the federal government, setting indicators and targets can be challenging for at least two reasons. First, there will be many instances where you will need to negotiate the outcomes, indicators and certainly the targets with stakeholders (see Rule 10). The provinces and territories, Indigenous groups, and major stakeholder groups will need to be engaged on setting the indicators and targets. The more these groups feel that they have ownership and responsibility for the outcomes, the more likely they will be willing to work with you to achieve them. It may also be useful to review relevant Performance Information Profiles in your department, to identify what information is already being tracked and what targets already exist.

Second, the federal government does not have full control over the change process. This is actually true at every level of government; no individual stakeholder has the authority to do everything they wish they could. Nonetheless, it is important to set an example for others by committing to a target. In doing this, leaders should think boldly about the change levers that government *does* have to achieve the desired outcomes (e.g. resources, persuasion, leadership, transparency). In areas where the outcomes are defined in the very long term

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you can and should set targets for shorter-term outcomes and outputs within the mandate that will help you track progress toward this overall goal.

Your role

- Minister's Exempt Staff: Your role is to facilitate the process of reaching agreement on indicators and targets for each priority. It is essential for you to engage from the early stages on the creation of Delivery Charters and setting indicators with senior officials in the department because everything that follows will depend on how success is defined. Setting metrics can be a time consuming and iterative activity, and ultimately your Minister must make the final call on how success is defined.
- CRDO and Senior Executive: You will have to make hard choices about metrics, and resist the urge to include too many. You will also need to think about what targets represent ambitious progress, are achievable, and will be meaningful to Canadians. Push hard to get to metrics, and be ruthless about either pushing people to invest in data collection or to stop considering metrics where they are unwilling to make that investment.
- Data Lead: You will help the others define success in a way that can be reported on, and ensure they understand the associated data requirements. You will ensure that data for the defined indicators are available, and support analysis that helps them to determine a balanced, ambitious, and realistic target for each. You have one of the most crucial roles during this stage of the process. More than anyone else, you can help other leaders to evaluate whether an indicator is meaningful, moveable and measurable.
- Senior Program Manager: You must be aware of and facilitate the various steps in the definition of success, from the identification of goals to selection of metrics and target-setting. This sometimes can be the slowest and most difficult part of the process, but it is essential to get clarity as soon as possible. Be resourceful in proposing options for getting data.

Tools and exercises:

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For each priority, have you identified an outcome and then indicator that is meaningful, moveable and measurable? The 3M's criteria evaluation exercise will help you choose indicators wisely. Fill in the blanks below with your reflections on if and why a particular indicator you have defined is appropriate:

3M's criteria evaluation

Question	YES /NO	Rationale
Is it meaningful?		
Is it moveable?		
Is it measurable? *		

* Consider data source(s) and how data collection will occur

Next, to help you move from indicators to clear target-setting, consider the following questions:

- What do baseline data (or comparable benchmarks) tell us right now about each indicator?
- Based on that, what should our SMART target be?

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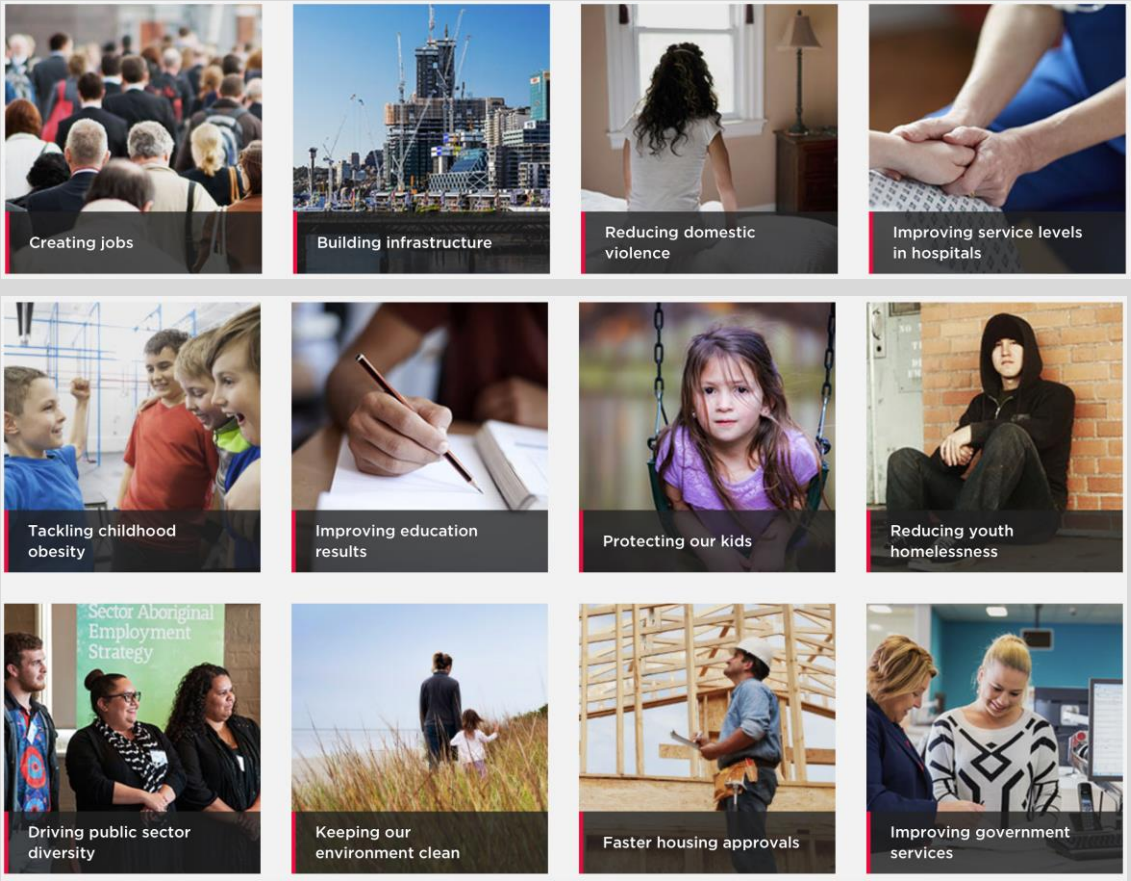
Case example

Connecting priorities to targets in New South Wales, Australia

The Premier of New South Wales committed to 12 key priorities, and openly announced targets associated with each of them. The Premier's Implementation Unit (PIU) is responsible for ensuring Results and Delivery of the "Making it Happen" plan. Below are the main focus areas and targets in the Region:



Source: https://www.nsw.gov.au/premiers-priorities

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Priority	Target
Creating jobs	150,000 new jobs created by 2019
Building infrastructure	Delivery of 10 key infrastructure projects on time and on budget
Reducing domestic violence	5% fewer domestic violence re-offenders by 2019
Improving service levels in hospitals	81% of patients through Emergency Department (ED) in four hours by 2019
Tackling childhood obesity	5% fewer overweight or obese kids by 2025
Improving education results	8% more students in top two NAPLAN bands by 2019
Protecting our kids	15% fewer children re-reported at risk of significant harm by 2019
Reducing youth homelessness	10% more young people in long-term accommodation
Driving public sector diversity	Increase in aboriginal and female representation in senior leadership roles by 2025
Keeping our environment clean	40% less litter by 2020
Faster housing approvals	90% of housing approvals determined within 40 days by 2019
Improving government services	Annual improved customer satisfaction to 2019

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Rule 3 **Identify your coalition** (the ones you need to be able to count on)

Identifying and engaging a guiding coalition is a critical element of the Results and Delivery approach. A guiding coalition is defined[2] as a critical mass of people, with the right types of formal and informal influence, who agree profoundly about the aspiration being pursued and are able to significantly influence the work being done to achieve it. In simple terms, those are the ones you need and can count on, especially when things get difficult. Given the cross-cutting nature of the priorities and the nature of the federal government structure, departments need to collaborate with others and engage people with the right levers and influence (e.g. provincial government, Indigenous groups) to achieve results.

Building a guiding coalition is everyone's business, and something to keep in mind throughout all steps of the process. However, it is particularly important to have a guiding coalition back decisions associated with rules 1 and 2. Your guiding coalition must be on board with the priorities and definitions of success.

Although the members of your guiding coalition may vary over time (and ideally expand as you embed a culture of Results and Delivery in the system), some potential members to consider include:

- Political leaders
- Deputy Minister / Deputy Minister's Office
- Provincial and/or territorial government partners
- Indigenous group leaders
- Central agencies (PCO, Finance, TBS)
- Key implementers/leaders/stakeholders both inside and outside department

Departmental corporate enablers (e.g. audit and evaluation)

[2] Kotter, J. P. (1995). Leading change: Why transformation efforts fail.

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Your role

- Minister's Exempt Staff: You are in a privileged position to help create and strengthen the relationships between your Minister and other key players including other Ministers and stakeholders. It is key to ensure that the majority of your efforts are dedicated to building the most strategic alliances for your Minister's top priorities.
- CRDO and Senior Executives: You will have strong instincts for identifying relevant members of the guiding coalition. It is key to be deliberate about actually engaging them.
- Data Lead: Consider how data can influence people in the coalition and help overcome resistance. You can work with the team to help anticipate and take on these challenges.
- Senior Program Manager: You will be the one responsible for making sure there are regular routines of engagement among key stakeholders. Relationship building is often approached carelessly because people think the necessary conditions for success will be established naturally. Your responsibility is to think systematically and act strategically on how best to build a cohesive, resilient coalition to drive Results and Delivery forward.

Tools and exercises

The exercise below can help you identify who needs to be engaged in the guiding coalition and how to build win-win relationships in a deliberate way. First, fill in the table below. The first row provides an illustrative example.

Member *	Why is (s)he important?	What role does (s)he play?
Provincial or Territorial Governments; Indigenous Groups Leaders	Provides validation and perspectives; shares expertise and knowledge	Key implementation partners

* May refer both to current and potential members

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Next, consider the following table as a tool to help you plan your engagement strategy:

Question	Member 1	Member 2	Member 3
What is the current quality of the relationship?			
How can I strengthen the relationship? (e.g. routine touchpoints? Messages? Asks?)			
What help should I ask for?			
What feedback should I ask for?			

For more detailed information on how to build a guiding coalition, please refer to "Deliverology in Practice", Chapter 1D,[3] and How to Run a Government[4], Chapter 2.

[3] Barber, M., Rodriguez, N., & Artis, E. (2015). *Deliverology in Practice: How Education Leaders Are Improving Student Outcomes*. Corwin Press.
[4] Barber, M. (2015). *How to run a government: So that citizens benefit and taxpayers don't go crazy*. Penguin UK.

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Case examples:

A guiding coalition within government

In one provincial government in Africa, the guiding coalition is simple: the Premier, the Delivery Unit leader and the Minister of Finance. The three of them comprise the budget committee, which holds real authority in negotiations over spending. More importantly, they represent a coming together of leadership in politics, finance and implementation that is potent for breaking down barriers to progress.

Key relationships in the Prime Minister Delivery Unit, UK

As the Head of Tony Blair's Delivery Unit in the UK from 2001 to 2005, Sir Michael Barber set out to build a guiding coalition in the system early on. To avoid the risk of getting trapped in series of meetings with limited results, he was deliberate in prioritizing relationships and creating a "win-win" in each engagement. That meant crafting a targeted narrative to each key stakeholder, which highlighted the unique value proposition of the Delivery Unit from her or his perspective. Below is a summary of some of the key relationships and the main messages that the PMDU conveyed to enlist support:

Prime Minster: "whatever you are doing, we are focused on your priorities"

Treasury: "we will make sure the money you allocate delivers results."

Cabinet Ministers: "we will help get the bureaucracy to deliver government's priorities"

Top civil servants: "we will sustain a focus on priorities and help solve your problems."

Source: Barber, M. (2015). How to run a government: So that citizens benefit and taxpayers don't go crazy. Penguin UK.

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Rule 4 **Set strategy and policy** (and avoid initiatives)

Once you have identified the desired outcomes, you need to figure out what you are going to do to achieve them. That is where strategies come into play. A strategy is a deliberate and coordinated set of activities (policies, programs, projects) that is designed to help you achieve one or more of the goals prioritized by government. A strategy has three characteristics:

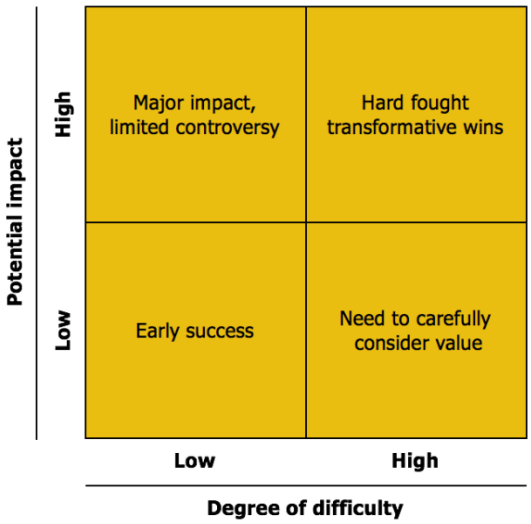
- It is a body of work that you undertake in order to achieve your goals (by moving your target metrics);
- It has a defined beginning and an end; and
- It changes something about the way your system works.

Each of your desired outcomes may have one or more strategies associated with it. Inevitably, you will have more potential strategies than resources, so you will need to prioritize them as well. There are two criteria that you can use:

- How difficult will the strategy be to implement? Consider complexity, stakeholder involvement and cost.
- How much potential impact will it have on the target? (think about how you will you get the evidence to understand the potential impact of each strategy)

Mapping these strategies on the below matrix will allow you to select the right mix of work to deliver on the outcome. Your strategies cannot be a mere list of initiatives. Use the matrix to ensure that your selected strategies:

- Fit coherently together, so that the whole is more than the sum of the parts; and
- Are sequenced properly, so that quick wins build momentum for more difficult, transformative work.



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Beyond the criteria, you will need courage and support from your guiding coalition to propose that the Minister says yes to important work.

As mentioned under rule 1, strategies are one of the core pillars of any Results and Delivery architecture. It is key to keep in mind that strategies do not exist in a vacuum. Rather, they are the mechanisms that ultimately connect aspirations and priorities to Results and Delivery. Public service leaders at all levels must think from the outset about how to integrate and align policy, program and service delivery to ensure high-quality execution and results.

The opposite of strategy is a laundry list of initiatives. These are fragmented activities, often with a tenuous connection to outcome goals and loosely bounded, which are less likely to bring about real change in the system or make concrete impact to citizens' lives. Initiatives abound in government because they are easier to implement, and may provide an illusion of effectiveness (and thus visibility) in the short term. However, ambitious goals cannot be achieved through a mere collection of initiatives. It takes long-term vision, coherent strategies and deliberate sequencing to make progress in key priorities. This is why setting strategy and policy (and avoiding initiatives) is an essential rule in the Results and Delivery approach.

Your role

- Minister's Exempt Staff: Developing a coherent, comprehensive body of work that drives results is central to the Results and Delivery approach. You have a key role in supporting your Minister's efforts to ensure the department is developing strategies that are commensurate to the task of achieving the goals that have been set the desired timeframe. Your involvement at this stage will ensure that strategies and policies take into account both technical feasibility and political considerations.
- CRDO: You will need to challenge and prioritize strategies that are most important for the Department to undertake. Remember that while "degree of difficulty" is an important dimension (for it tells you how easy each strategy is to implement), "political feasibility" must also be considered, as this will be a preoccupation of your Minister.

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- Data Lead: You can be available to others as they attempt to answer the question: "How much impact will this potential strategy really have on the target?" By supporting other leaders with analysis against the indicators and targets, you can play an important role in prioritizing strategies.
- Senior Executive: You will need to evaluate and ultimately propose which strategies are most important for the department to undertake. Ultimately, the strategies you select will fall on you to implement. Getting on top of this question means defining what you will ultimately be accountable for delivering in order to achieve the goal. Remember also to access all the expertise from the various corporate enablers, such as evaluation and audit.
- Senior Program Manager: You will need to push for evidence in evaluating each potential strategy. You also play a key role encouraging the CRDO and Senior Executives to think through the range of available options and prioritize among them.

Tools and exercises

The 2 x 2 matrix depicted previously is a useful tool to help you develop a coherent strategy. Remember that strategies are connected to indicators, outcomes and priorities, and must be supported (and ideally co-created) by a guiding coalition. Brainstorm potential strategies that respond to the priorities and outcomes that you are responsible for. Then place those strategies in the matrix, considering their potential impact and degree of difficulty. For each strategy, make sure to describe:

- How it will change what government is doing right now; and
- Why and how this change will move one or more indicators toward the targets.

Review: Delivery Architecture

Combining your work on this section with the exercises and tools from rules 1-3 will give you a comprehensive view on what a Results and Delivery architecture looks like in practice. The table below can be used as a tool to assess your Results and Delivery architecture.

Architecture Element	Key Question	Rating (1-4)	Notes

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Outcomes	Have we translated our aspiration into desired outcomes that give a clear sense of our priorities?		
Indicators and Targets	Does each goal have an indicator and target that is meaningful, moveable, and measurable?		
Strategies	Does each target have at least one strategy whose explicit purpose is to move the numbers?		
Accountability	Have we identified a single accountable person for each goal and strategy?		

Based on this information, the Results and Delivery team can flesh out the strategies. For more detailed information on how to set strategy and policy, please refer to "Deliverology in Practice", Chapter 3A.[5]

Case example

[5] Barber, M., Rodriguez, N., & Artis, E. (2015). *Deliverology in Practice: How Education Leaders Are Improving Student Outcomes*. Corwin Press.

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Source: Key informant interviews; Barber, M. (2007). *Instruction to deliver*. Politico's Publ.

Reducing Accidents and Emergency (A&E) waiting times in the UK

In 2001, emergency care in the UK was an area of great concern due to long patient waiting times. Working in partnership with the PMDU, the Health Department had defined outcome indicators and set an ambitious target of 100% of patients moving through A&E departments within 4 hours. Next, the team set out to identify strategies and policies that would enable achievement of the desired impact. Below are the main strategies considered to address the challenge thoroughly:

Increase supply	■ Deploy more health workers ■ Upgrade existing facilities ■ Build new facilities
Improve quality	■ Redesign care processes ■ Redefine roles
Reduce demand	■ Increase number of hospital beds ■ Establish gatekeeping via phone service (NHS Direct) ■ Create Minor Injury Units and Walk-in Centers

After one year of implementation, reductions in patient waiting times were not showing. The case example under rule 8 describes the problem-solving approach that ultimately led to marked improvements in A&E waiting times from 2002 to 2005.

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Rule 5 **Ensure implementation planning** (the detail matters)

Planning can be a challenging exercise. One the one hand, governments may have a tendency to under-emphasize implementation in the upfront policy design process. On the other hand, there is sometimes a tendency to jump right into action without dedicating much energy to fleshing out how exactly each strategy will be implemented in practice and what to expect as a result. Lack of proper project management can lead to haphazard activities and, unsurprisingly, disappointing outcomes. The key at this stage is to develop plans that are just detailed enough to drive the work, but lightweight and adaptable enough to be continuously adjusted during implementation. It is also critical to consider implementation at early stages of the policy development cycle. This will ensure that policy is well adapted to context and thus more likely to yield the desired outcomes.

Three components distinguish a strong Results and Delivery plan:

- Well-defined strategy: Clearly define each strategy by answering a few key questions – in particular, what success will look like, the scale of implementation, and the key milestones to achieve. The strategy profile included in the "exercise and tools" section of this rule shows the main areas that require attention.
- Delivery chain (a term that we should familiarize ourselves with): For each strategy, specify who needs to do what in order to deliver to citizens at scale. Delivery chains are a set of actors (people or organizations), and the relationships between them, through which a given strategy will be implemented. The delivery chain provides a clear picture of how exactly your strategic intent will lead to changes in practice at the frontlines. How and through whom does your strategy really happen? This exercise is particularly relevant in the context of the federal government where the federal public service is dependent on many other actors, such as the provinces and municipalities, to implement the strategy on the ground. Drawing the delivery chain is critical because it allows you to explicitly lay out assumptions about how each strategy will impact the field at scale. Based on those assumptions, you can identify risks and weaknesses, and test them regularly through the development of feedback loops about implementation. Without a delivery chain, it will be hard to know whether implementation is happening as planned.

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The section "exercises and tools" provides insight on how to map out the delivery chain associated with your strategies.

- Targets and estimates of impact: Estimates of impact are another term for trajectory, a concept that relates to how each strategy will affect one or more targets over time. Targets translate outcomes into commitments that are SMART – specific, measurable, ambitious, realistic and time-bound. A trajectory, or estimate of impact, is a hypothesis about what you think will happen and by when. Targets and estimates of impact are rooted in the best available evidence. The section "exercises and tools" outlines the 4 main types of benchmarking that can be used in the process of setting targets and estimates of impact. While indicators and targets are ideally defined quantitatively, it is also useful to supplement hard data with qualitative information, which can provide useful insight on how delivery is being experienced, what progress is being made and what can be done to maximize results.

Key components of a strong Results and Delivery plan:

The details of coming up with the plan are up to those implementing it. However, it is your responsibility to make sure that the right people are involved in the planning process (remember the importance of your guiding coalition) and that the plan can realistically help you deliver on your priorities. When it comes to implementation planning, the detail matters.

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Your role

- Minister's Exempt Staff: It is your role to support your Minister in the review of delivery plans to ensure they effectively connect actions to desired outcomes. Your support in this process will ensure that data and evidence are being used to inform the planning process, and that data systems are in place to enable performance monitoring and promote accountability after roll out.
- CRDO: You will assess delivery plans. Consider using the criteria in the delivery planning rubric (see "exercises and tools" section) rather than adhering to a single template.
- Data Lead: As in the prior step, your primary role here will be to support others as they work to link the strategies in the delivery plan to the targets being set. In particular, you will lean in as they develop evidence-informed trajectories for each target. Your input into delivery plans will help others define what success looks like.
- Senior Executive: It will be your responsibility to use this process to frame a coherent story about how you will achieve the goals. Your Senior Program Manager can help facilitate you through this process.
- Senior Program Manager: Mastering the tools will be critical to your ability to support accountable leaders and their teams through the planning process.

Exercises and tools

Defining strategies:

Implementation planning consists of three main areas: defining strategy, drawing the delivery chain and setting targets and estimates of impact. The tools below will support you in each of those steps. The strategy profile is a short list of essential questions that should be answered to maximize the chances of success of your Results and Delivery plan. The boxes highlighted in gray indicate the minimum definitions required for prioritization among competing strategies.

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Description	• Describe the strategy and its purpose in a sentence or two.
Outcome(s)	• On which goal(s) will the strategy have a significant impact?
Rationale	• Why do we believe it will have that impact?
Scale	• At what scale will it be implemented?
Resources required	• What people, time, money and technology will be needed to implement it?
Definition of success	• What would success look like for this specific strategy, and by when?
Milestones	• What are the most important milestones between now and then?
Leadership	• Who is the single person responsible for making sure implementation happens?
Delivery chain	• How will that person work through to reach the field at scale? What are the risks, and how will we manage them? What feedback loops can be set up to track progress?
Impact	• What is the estimated impact of the strategy on the goal(s) over time?

Delivery chains:

Defining the delivery chain is a four-step process. First, define the levels of your system: what are the layers between your work and citizens who should benefit from your work? These form the overall framework for your delivery chain. In the figure below, system levels are depicted on the lower part of the diagram. The levels are organized hierarchically, with the highest positioned on the left and the lowest (closest to citizens) on the right.

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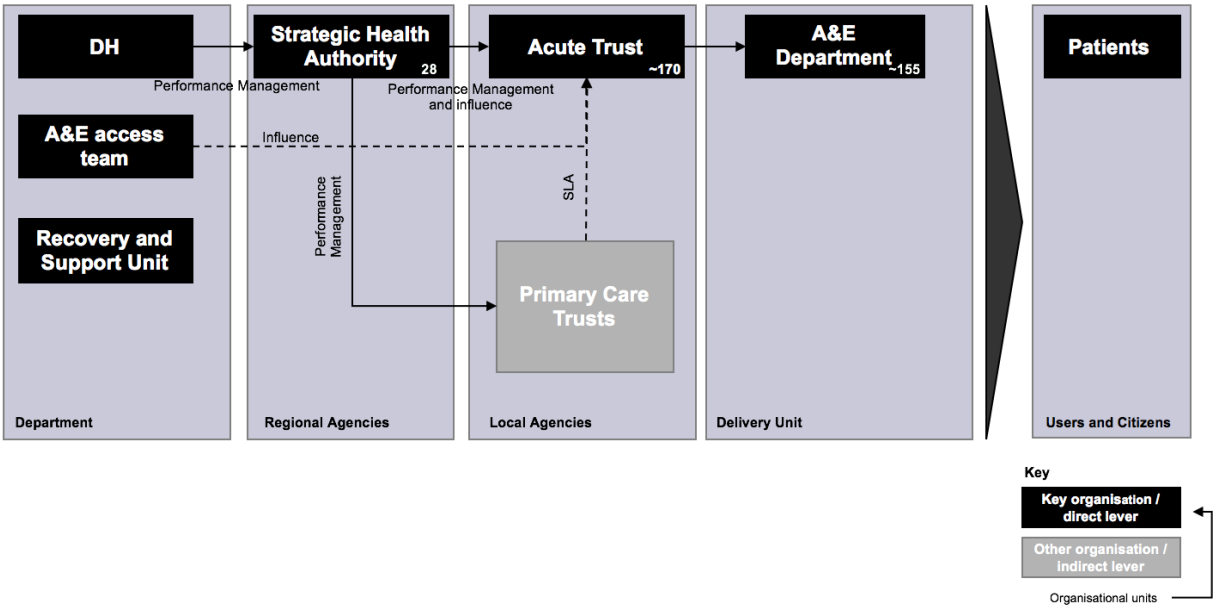
Next, define the actors – people and organizations – who have a role in implementing the strategy in each of these levels, and the number of each. Position each actor in the corresponding level of system hierarchy. The third step is to lay out the role that each actor plays in implementing the strategy. Who will do what? In doing this, it is important to specify the beginning and the end of the chain: who leads and initiates at the system level and where will the ultimate change be felt at the frontline? Finally, define the most important set of links between you and the change you wish to see at the frontline. Think about the most direct line of influence between the beginning and the end of the chain, and connect the actors using arrows. Although delivery chains can take various forms depending on context, these core elements should be always visible. Below is an illustrative example:

Delivery chain for reducing Accidents and Emergency (A&E) waiting time in the UK:



Source: Internal report – Lessons from the experience of delivery in the UK

Once you have defined your delivery chain, you can use it to pressure-test and strengthen the strategy. In essence, a delivery chain is a series of assumptions about how implementation will work. As you analyze your delivery chain for risks and potential weaknesses, consider asking the following questions as a reflection exercise:

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- Individual links: what is the quality of each critical relationship between actors in the delivery chain? Which are the strongest links, and which are the weakest ones? This includes consideration of both formal and informal authority.
- Capacity: how confident are we that each key actor has the necessary skill and will to play the role we envision? Are we doing enough to build that capacity?
- Complexity: how many actors are involved in the delivery chain? How easy or difficult is it to coordinate those actors to get something done? Is the chain unnecessarily complex?
- Funding flows: what are the major sources of funding and resources? Who controls those flows, and in which direction(s) do they go? Are they aligned with the flows of influence envisioned in the delivery chain?
- Choke points: Are there particular actors that you disproportionately depend on to get something done? What is the risk that they will be overburdened or not up to the task?
- Feedback loops: have we identified the most critical feedback loops that we would like to monitor to ensure that implementation is happening as intended? Who are the actors involved in each of them? Are we able to collect the necessary evidence to inform feedback and performance improvement dialogues?

Estimates of impact:

The definition of targets and estimates of impact must be informed by the best available evidence. But where does evidence come from? As you engage in this process, it is useful to consider 4 main types of benchmarking below:

- Against history: how has this metric moved in the past in our own system? Would our target and trajectory represent a major departure from that trend? Is the difference plausible?
- Against peers: how does our system (or parts of it) compare to similar systems around the world?
- Against yourself: what is the range of performance within our system? How do outliers compare to the average? How far can we realistically shift the system (to the 80th percentile performer? The 99th?)

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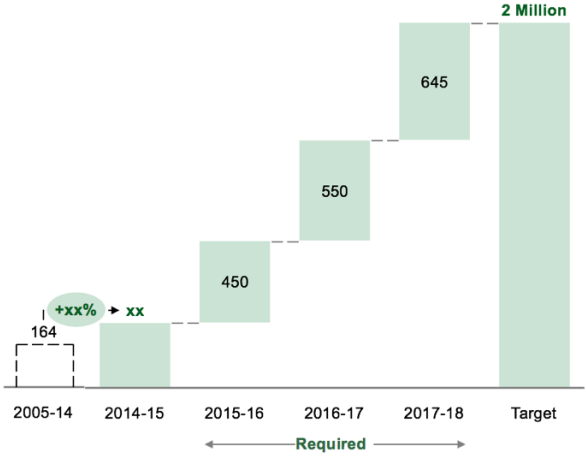
- Against your plan: when will each of the strategies be implemented? As a result, when can we expect each to have an impact on the target path, and how big will that impact be in each month, quarter, or year?

The result should be an estimate of the path that each indicator will take on its way to achieving the target. Below is an example of an estimate of impact for Punjab's target to deliver 2 million vocational skills training by 2018. As the graph shows, meeting the target will involve delivering around 550K trainings per year staggered over a period of 3 years.

Estimate of impact for vocational skills training in Punjab, Pakistan:



Source: Punjab's Education Roadmap stock take, March 2016

<u>Bringing it all together:</u>

Finally, as you step back and look at your overall plan, the delivery planning rubric will help you to assess your work. The rubric covers essential criteria in each of the three key dimensions of implementation planning: strategies, delivery chains, and targets and estimates of impact. The rubric lays out key questions to consider in each dimension, and operationalizes the distinction between low and high ratings in each criterion. Use this tool to identify gaps and sharpen the focus of the implementation planning process. For more information on implementation planning, please refer to "Deliverology in Practice", Chapter 3,[6] and How to Run a Government[7], Chapter 4.

[6] Barber, M., Rodriguez, N., & Artis, E. (2015). *Deliverology in Practice: How Education Leaders Are Improving Student Outcomes*. Corwin Press.
[7] Barber, M. (2015). *How to run a government: So that citizens benefit and taxpayers don't go crazy*. Penguin UK.

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Delivery Planning Rubric

Rating scale:

- Red
- Amber/Red
- Amber/Green
- Green

	Criteria	Key Questions	Weak Plan (Red)	Strong Plan (Green)
	Articulate its aspiration	Have we defined a vision for what we want this plan to achieve in terms of outcomes? What will success look like? How will things be different?	▪ Aspiration is not well defined or is ambiguous ▪ Desired outcomes are not specified	▪ Plan specifies an ambitious, easy-to-understand aspiration with a clear moral imperative ▪ Plan defines the aspiration in terms of specific and measurable outcomes ▪ Aspiration is linked to overall system commitments and goals
Strategies	Identify the relevant strategies	Have we defined a coordinated and coherent set of strategies that will collectively help us to achieve the aspiration? How and why do we believe that these strategies will work?	▪ No strategies are defined or strategies are vaguely defined	▪ Plan has defined a clear set of strategies that are based on best practices inside and outside the system ▪ Strategies are defined and sequenced to work together to achieve the aspiration ▪ Each strategy has a theory of action for how it will have an impact on the aspiration
Strategies	Assign leadership, management, and accountability	Have we defined a single person who is responsible for the plan as a whole and for each of the strategies? How will these people interact with other leaders and with the delivery team?	▪ Overall plan has no owner or multiple owners ▪ Each strategy has no owner or multiple owners ▪ Other roles not defined	▪ Overall plan has a single owner from the senior leadership team who is responsible for ensuring that the plan achieves the aspiration ▪ Each strategy has a single accountable owner ▪ Role of delivery team in supporting leaders is well defined
Delivery Chains	Identify the relevant delivery chain(s)	Do we know how each strategy will reach the field at scale? Have we specified who needs to do what, what capacity or motivation they will need, and who will engage them and how?	▪ Roles not well defined, or roles give an inaccurate/incomplete picture of realities on the ground	▪ Each strategy specifies clear roles at every level, from state to classroom, with clear analysis of how the necessary capacity and motivation will be developed at scale
Delivery Chains	Create feedback loops for managing performance	Have we specified how we will know that each strategy is working? Do we know how we will collect and monitor this information?	▪ No indicators given other than the main measure of success ▪ Implementation timeline is vague or non-existent	▪ Each strategy has a defined set of indicators of success that is based on the delivery chain, including: – Specific and time-bound implementation milestones – Leading indicators of implementation quality ▪ Plan includes mechanisms to monitor this information
Delivery Chains	Anticipate and prepare for risks	Have we identified the major risks and weaknesses in the delivery chain that might throw the work off course? Do we know how we will manage them?	▪ No risks identified, or risk assessment is unrealistic, with no attempt at real solutions for management	▪ The plan details risks and constraints along the delivery chain, including weak relationships, chokepoints, funding shortfalls, and other major issues ▪ There is a potential solution for managing each risk
Delivery Chains	Describe the resources and support required	Have we identified the personnel, financial, technological, and other resources that are required for the plan's success?	▪ Resources are not mentioned or are vague/unrealistic	▪ Plan gives a clear picture of how the plan can be achieved with resources available – or it specifies how the needed resources can be obtained
Targets and Trajectories	Set a trajectory for implementation	Have we defined a clear measure of success – what it means to achieve the aspiration? What is our end target for this measure? Our intermediate targets? Why do we believe that our strategies will allow us to hit these targets?	▪ Measure of success not well defined ▪ No linkage drawn between strategies and impact on the measure of success ▪ No intermediate targets	▪ Plan defines a clear measure of success for the aspiration and a time-bound end target ▪ Trajectory of intermediate targets comes from a series of evidence-based estimates of the impact that each strategy will have on the measure of success ▪ Target and trajectory are validated by relevant benchmarks to ensure that they are ambitious and realistic

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Case example

Planning implementation of "Game Changers" in Western Cape, South Africa

In 2014, the Western Cape Government Premier proposed a new approach to delivery, focused on seven top priority areas, called Game Changers. The ambitious plan aimed to deliver results faster and increase citizen satisfaction with government services within the Premier's term in office.

For the goals to be achieved in the tight timeframe, a Delivery Support Unit (DSU) was established in the Premier's Office. A detailed roadmap was created for each Game Changer, covering the three pillars of implementation planning: setting strategy, defining the delivery chain, and targets and estimates of impact. Based on the ambition expressed in each Game Changer, a clear goal and key performance indicators (KPIs) were developed. Below is an example from energy and security:

ENERGY SECURITY	
Goal statement	Enough power for growth in the Western Cape that is sustainable and low carbon
KPI	10% reduction in consumption from Eskom by 2020

* Eskom is a South African electricity public utility company

Delivery chains mapped the system actors involved in implementing or influencing delivery. Data and evidence requirements to measure performance of outcomes and deliverables were mapped out and implemented. The implementation plans included outcomes, indicators, deliverables and milestones (on an annual basis), resource requirements and risk analysis. The DSU played a key role convening the process to design the Roadmap for each Game Changer, and advising on outcomes, indicators and targets.

Source: Delivery Support Unit Presentation, Western Cape Government

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Rule 6 **Align the resources** (if the aim is clear, it's easier to find the resources)

Once you know enough for Results and Delivery planning, it is important to align your budget so that resources are tied to results that matter. There are two considerations to keep in mind:

- In the likely case of limited funding, you will want to ensure that the most important strategies get sufficient resources; and
- You will want to estimate how much each prioritized strategy will cost to implement.

This process may influence the strategies themselves, as you work to adjust them in order to fit within the budget and also prioritize the strategies that deliver the most impact for citizens per dollar spent. Strategies and budgeting are iterative, interdependent processes, and less linear than the order of these rules might suggest.

Make sure you also budget for Results and Delivery itself – setting aside resources for the systems, routines, and monitoring that will be put in place to drive delivery. This will usually help increase the impact of the money being spent.

Resources allocation and alignment takes serious considerations. You may require new funding to implement your strategies, in which case you need to plan time for a relevant Memorandum to Cabinet and Treasury Board Submission and/or to work within the annual Budget process. However, you may also need to work from existing resources, which will mean reallocating budget lines, and finding efficiencies and savings elsewhere. In both cases, your guiding coalition should be able to help you find the resources.

Your role

- Minister's Exempt Staff: Your Minister holds formal responsibility and authority to ensure that the resources needed to carry out delivery plans are available in a timely way. You play a key role facilitating dialogues to support budget requests that support the

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implementation of government-wide priorities and ensuring that delivery plans are coordinated and feasible.

- CRDO: It is your responsibility to ensure that the high-level priorities in the department are articulated in a way that justifies the resources and enables achievement of the desired outcomes.
- Data Lead: You will help provide the information (e.g. baseline data on issues) to explain the need for the funding requirements. The data you provide is also key for the evaluation team to justify the use of resources.
- Senior Executive: It will be your responsibility to carefully craft the requests for funds in a timely way. You are accountable for showing results for the funds granted.
- Senior Program Manager: You will be the steward of the resources granted. It is important to plan carefully to ensure the funds are used wisely.

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Case example

Connecting the "Game Changer" agenda to budget in Western Cape, South Africa

Against a backdrop of constrained economic and fiscal environment, the Western Cape government has adopted a more coordinated, integrated and strategic approach to planning, budgeting and implementation of its "Game Changer" priorities. The approach aims to combine the delivery and fiscal agendas to ensure higher value for money in public investments and effective implementation of policy priorities.

Working in close partnership with the Provincial Treasury, the Western Cape Government aligns the "Game Changer" agenda to annual performance plans and the Medium Term Expenditure Framework (MTEF). In this process, government identifies opportunities of reallocation, reprograming and savings, while also exploring potential co-funding, sponsorships and partnerships to achieve the total budget required to support strategy implementation.

The joint planning and budgeting process also seeks alignment with municipal plans and existing projects across departments, geographic areas and sectors so as to maximize efficiency in resource allocation. A number of joint programmes and projects have been identified that address economic development, skills development, environmental management, governance, human settlement and social sector development in municipalities.

The improved coordination between Western Cape's delivery and fiscal processes has led to more credible, responsive and sustainable budgets, and ultimately higher socio-economic impact in the Region.

Source: 2016 Planning and Budgeting Assessment Framework, Provincial Government Budget Office, Western Cape Government.

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Rule 7 **Use routines to drive progress** (and report it)

A plan is only as good as your continuous and disciplined use of it. Routines allow you to ensure that your plans are being implemented. They set up a series of regular conversations i.e. "stock take" meetings or written briefing notes/reports about progress on priorities, held among accountable leaders, and brokered and prepared by the Results and Delivery team.

Routines are useful for a number of reasons:

- They allow accountable leaders to review progress towards goals in real-time, discuss and solve major challenges, and make decisions to drive Results and Delivery forward;
- They maximize the value of time, providing a guaranteed and consistent space for authorities to work on priorities and allowing the delivery team to focus attention on the most pressing issues.
- They create a consistent sense of urgency, through intermediary deadlines, for your system to deliver results;

Plans come alive when we ask fundamental questions about progress: did we do what we said we were going to do? Did we do it well? Did it have an impact? What are we going to do to improve implementation? These questions lie at the heart of continuous improvement. Routines allow us to answer them in a consistent and actionable way.

Even if you do not have a dedicated Results and Delivery team, you can work to ensure the preparation of routines for taking stock of progress and coordinate it across all the major players. First, you need to establish an architecture for routines that mirror the architecture for Results and Delivery planning previously covered. There are two steps here:

- Reflect on the characteristics of current routines: understand what the system is already doing and how you can build on it;
- Organize routines: determine the topics you will cover (focus on performance related to goals and/or strategies), the people who will be involved (accountable leaders must be engaged and prepared), the frequency (regularity is key), form and schedule for each

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routine (stagger priority areas to allow focus and pace), and tools for assessing progress.

Once your architecture is set, the remaining steps are ones that you take for each individual routine:

- Prepare for the routine: gather evidence, make initial judgements, set objectives, prepare materials, and brief the relevant leaders;
- Run the routine: bring all your preparation to bear on the event itself, generating follow-ups that will drive action and improvement.

Assessing progress towards goals lies at the heart of any stock taking exercise. But how can that be accomplished? How do we bring the various participants in a delivery routine to a shared view of progress? The assessment framework is a useful resource to help you through these questions. The framework is centered around one crucial question: what is the likelihood of Results and Delivery (for the particular outcome/strategy under analysis)? The likelihood of Results and Delivery is determined by up to five criteria:

- Degree of the challenge: what do we know about the scale of the task and the obstacles to be overcome? How difficult is the goal to achieve or the strategy to execute? Does it represent a significant change from historical progress or is it less ambitious?
- Quality of planning: does the goal/strategy have a leader and team who is responsible for Results and Delivery? Does it have a coherent plan for implementation with clear measures of progress? Does the plan actually drive the team's day-to-day work?
- Capacity to drive progress: have leaders specified the roles that everyone will need to play across the delivery chain to deliver real results? How well are leaders engaging with these people to support them in playing these roles? How confident are leaders that these people have both the skills and the will to play these roles at sufficient scale?
- Stage of Results and Delivery: what is the current phase of implementation – policy and planning, early implementation, late implementation, or conclusion?
- Evidence of progress: Do leaders have and regularly review robust evidence of any type – leading indicators, achievement of milestones, or qualitative information – that shows

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whether progress is being made? Does this evidence suggest that the goal/strategy is on track to deliver its promised results?

The "exercise and tools" section includes an assessment framework template to help you determine the likelihood of Results and Delivery at any given moment.

Your role

- Minister's Exempt Staff: Your Minister plays a fundamental role in overseeing implementation to ensure resources are well applied and results are achieved. Setting up routine stock takes for your Minister, you and/or your staff to review progress with the department and via Multi-Corner meetings as needed with the Prime Minister's Office, Privy Council Office and relevant officials will help ensure activities are driving toward results. Setting up routines will also ensure that your Minister is always prepared for any stock take meetings with the Prime Minister and to review progress at relevant Cabinet Committees. It is key to emphasize to the Minister the importance of keeping and prioritizing routines, for they ensure good use of everyone's time. Make sure to encourage evidence-based, data-driven performance conversations to help keep the work on track during each meeting.
- CRDO: Ensure you get time with the Deputy Minister, Minister's Office or Minister to prepare them before a stock take; this will maximize the value of the time. It will be your job to use these routines to push for progress and ask tough questions that lead to effective action.
- Data Lead: Your primary role in supporting routines will be to ensure that data on progress against targets and estimates of impact are up to date and easy to understand. In particular, you can work with leaders to establish standard formats for presenting data so that leaders will quickly grasp the implications and move toward evidence-informed problem-solving.
- Senior Executive: Use routines to systematically drive your work forward – having a series of intermediary deadlines to report to your Deputy or Minister can be a good way of motivating your team. Work with the Senior Program Manager to think through what you would like progress to be by upcoming stock takes.

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- Senior Program Manager: Managing routines is a critical part of your work alongside the planning and implementation process. Be obsessive in preparing for routines, because the credibility of the entire approach depends on whether you are able to keep delivery on track.

Exercises and tools

Developing your calendar is an important element of the routines architecture. The following questions serve as a reflection exercise to help you in this process:

- When will we regularly review progress with the delivery team and other key stakeholders? Can we get these dates into everyone's schedule for the next year? (we suggest at least 2 hours per week).
- When and how frequently should we review progress on each priority?
- How will we make sure that these conversations are honest and transparent?
- How will we make sure that routines get to central question – the likelihood of Results and Delivery and how we will improve it?
- How will we brief and prepare key stakeholders to use their time most effectively during the routine?
- How will we ensure that accountable leaders drive the necessary follow-ups between routines?

Assessing the likelihood of Results and Delivery is a central objective of routines. The assessment framework below will help you access progress towards goals and/or strategies. This tool is powerful for two reasons:

- It helps address the challenge of infrequent and irregular data. Rather than waiting until data are available to make a judgement on progress, you commit to making judgements of progress on a sensible schedule that will support decision-making, and use those times to size up whatever data are most recently available. Moreover, it focuses on translating raw evidence into a rating – a critical analytical practice that sets routines apart from mere data meetings;

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- It provides a forward-looking perspective on progress, which is key to making course corrections. A strategy may be on track now, but lack of capacity in the field may compromise the likelihood of Results and Delivery at later stages of implementation.

The assessment framework template below is one example that will help you understand, and at any given moment, what is the likelihood of Results and Delivery for a strategy/goal. A number of departments have developed reporting dashboards that could be used at any level to capture the necessary information. After coming to consensus on the likelihood of Results and Delivery, make sure to initiate a dialogue on potential changes, next steps and help needed.

Strategy / Outcome: _____

Judgement	Rating (1 -4)	Rationale summary
Degree of the challenge		
Quality of planning		
Capacity to drive progress		
Stage of delivery		
Evidence on progress		

- 1 (red): highly problematic – requires urgent and decisive action
- 2 (amber-red): problematic – requires substantial attention, some aspects need urgent attention
- 3 (amber-green): mixed – aspect(s) require substantial attention, some good
- 4 (green): good – requires refinement and systematic implementation

Likelihood of results and delivery:

_____

Routines work best when the agendas, structure, and even the format stay as consistent as possible; this helps everyone learn to play their roles well over time. You will need to develop and agenda for how participants' time will be used. This agenda must be driven by clear objectives: what do you want the participants to accomplish and walk away with?

Every routine stock take should be structured around three kinds of objectives:

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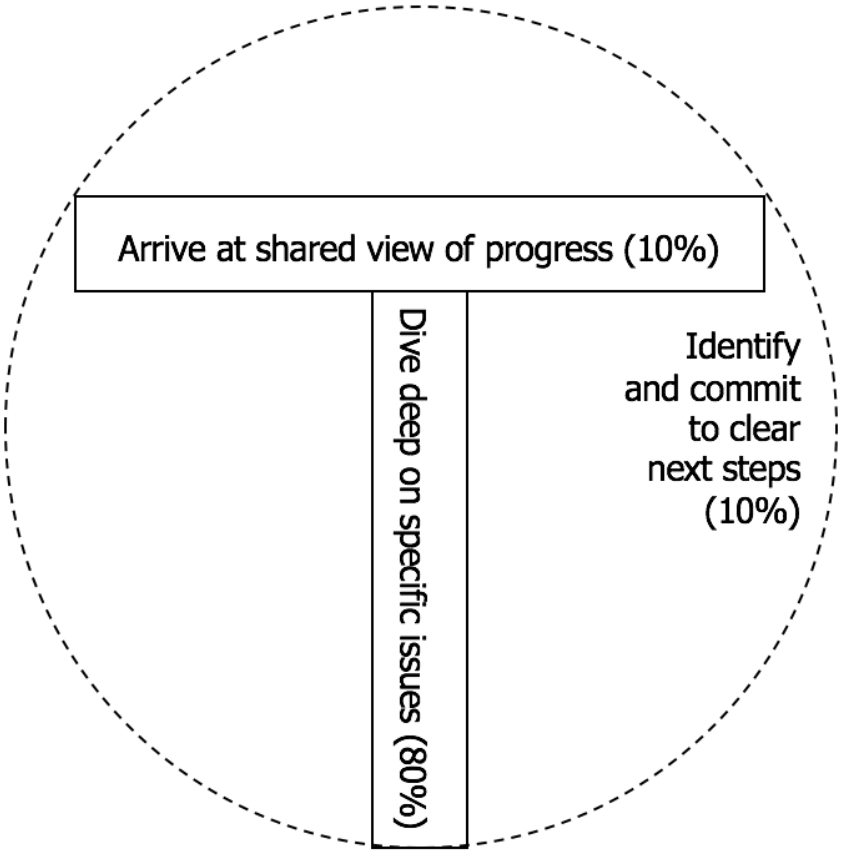
- Arrive at a shared view of progress;
- Dive deep on specific issues (this portion should take up about 80% of the time in the routine);
- Identify and commit to clear next steps.

These objectives make the discussion T-shaped, as the figure below shows, by striking the right balance between breadth and depth of discussion.

Types of routine objectives and recommended time allocation:



Use the typology above to structure the agenda and objectives of your routine meetings. Remember that preparation is key. Without adequate preparation, most meetings never get past the broad discussion of progress in the first objective. By taking the time upfront to curate the evidence, to get agreement on its meaning and implications, Results and Delivery routines can set up interactions to accomplish much more.

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Case example

Driving Results and Delivery through routines in Punjab, Pakistan

The cornerstone of delivery routines in Punjab is the stock take meetings chaired by the Chief Minister of the state, to which he commits 1.5 hours every 8 weeks. All key government officials are present and the discussion is based on an independent assessment of progress by the delivery team. The focus is on:

- Discussing key achievements in the last phase;
- Reviewing performance on key metrics;
- Reviewing ratings (traffic light system) to show progress & highlight problems;
- Making key decisions with Chief Minister; and
- Agreeing on actions for next phase.

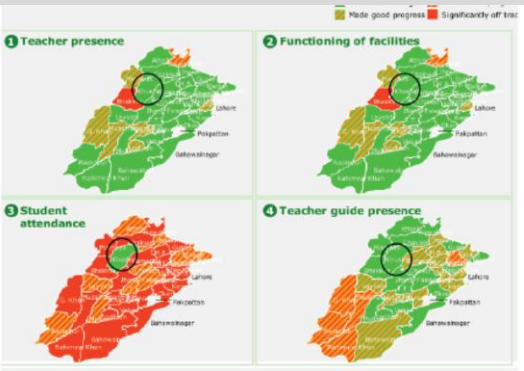
Excellent preparation and facilitation for those routines is essential. Below are examples of materials utilized in meetings:

Priority 1: Increase immunization coverage

On target | Off target

Action by	Responsible	Timeline	Comments
1 Collect independent data on health outcomes every 6 months through Nielsen	DfID	Continuous	June 2016 survey at risk of being cancelled or significantly delayed. Pending discussions between P&D and DFID on methodology and procurement
2 Reduce number of days spent by vaccinators on non-routine immunization activities	Director EPI	Continuous	Vaccinators in 35 districts no longer participate in SIAs. Lahore vaccinators support SIAs, but make-up lost days with overtime
3 Ensure POL for vaccinators is released by districts	CS / DCOs	Continuous	Next quarterly release will be by end of June 2016
4 Ensure presence of at least one vaccinator for each UC and all supervisory posts are filled, with no post vacant for more than one month	Director EPI	Continuous	99% of positions are filled
5 Create and share weak UC coverage analysis with districts and collect feedback each month	Director EPI / WHO	Continuous	Analysis shared every month
6 Upgrade the Evacs 2.0 dashboard to act as a better performance management tool for all district managements of Punjab	PITB	28 Feb 2016	All upgrades implemented

Progress against action plans is reviewed and discussed



Heat maps are presented routinely to allow assessment of progress and quick decision-making

Source: Punjab's stock take documents, 2016

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Rule 8 **Solve problems as they arise** (and don't give the benefit of the doubt)

Everyone solves problems in the course of their work, but not everyone solves the right problems with the right tools. There is always a crisis lurking around the corner, and it's very easy for leaders in government to get caught up in an endless cycle of crisis management, especially when the issue is in the media.

At the same time, your Results and Delivery routines will surface problems that demand differing levels of attention. Crises are inevitable, but you will also want to make deliberate decisions about what you treat as a crisis and what other ongoing challenges deserve your attention. In order to solve problems effectively and in a timely manner, be intentional about developing and implementing processes for:

- Classifying and triaging challenges that arise according to their severity;
- Dealing with each challenge accordingly, using a range of approaches (in increasing order of severity):
  - Standard problem-solving through focused conversation;
  - More frequent routines for reviewing progress;
  - "Priority review" designed to investigate the delivery chain and get at root causes in a particular area of work; and
  - Weekly or daily crisis management routines.

Getting constant feedback from frontline workers is crucial to enable early and rigorous problem-solving. Because they are closest to the action, frontline workers may help identify where implementation may be breaking down along the delivery chain. Once you have clarity on the nature of the problem you are dealing with, the analysis and development of hypotheses and solutions become much easier.

Direct your attention to the most important challenges. You'll also need to encourage everyone to be honest and to surface challenges that need attention as

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soon as possible – they shouldn't give any potential problem the benefit of the doubt, and neither should you.

Your role

- Minister's Exempt Staff: Your role is to support your Minister in setting high performance expectations while at the same time offering support to solve inevitable implementation problems. Encourage the department to use data to understand root causes of problems and project the impact of solutions. You play an important part creating space in the agenda to proactively voice and confront problems before they become crises and making sure that actions are followed through.
- CRDO, Senior Executive and Senior Program Manager: Your most important job is pushing program leaders and others responsible for implementation to think beyond their initial boundaries as they come up with solutions. People will be tempted to think about solutions before going back and going deeper with root cause analysis.
- Data Lead: You play an important role in supporting data analysis throughout the problem-solving process. This is true for analyzing data on the main targets, but also true in finding supporting data that yields insight into progress on implementation. Be ready to help interpret the data and help others see warning signs in it that signal that the desired results are not being or will not be achieved.

Exercises and tools

Brainstorm any number of challenges that are on your mind with implementation of your current priorities. Based on the table below, classify them according to the four levels, in increasing order of severity:

Current challenges:

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Level	Characteristics of problem	Approach
1	▪ Delivery is off track ▪ Root cause and/or solution are relatively clear	"Timely nudge" from delivery unit
2	▪ Problem is **significantly** affecting delivery ▪ Cause and solution are not obvious	Standard problem-solving
3	▪ Problem is **severely** affecting delivery ▪ Cause and solution are not clear, even after standard problem solving ▪ There are politically salient factors in play	Intensive problem-solving drive
4	▪ Problem is one of the top 1-2 challenges in the system ▪ There is a great deal of complexity involved in the cause and solution ▪ Problem is highly visible and urgent to solve	Crisis management

Are there any ways you would change the way you are using your time to deal with these challenges?

Once you have well-defined problems, you are ready to take the most important step: breaking them down into manageable pieces and analyzing them to determine the solution. Structuring the problem into a series of hypothesis that can be tested is a very useful approach. The aim is to come up with a series of mutually exclusive pieces that are small enough to work on and that, taken together, are collectively exhaustive (i.e. address the problem comprehensively).

Creating a hypothesis tree will help you analyze your problems and create an action plan for investigating them. Start with the basic question to be resolved. Next, create an overall hypothesis about what the answer is. This first hypothesis is the "trunk" of your tree; from there, create a set of mutually exclusive, collectively exhaustive (MECE) hypotheses as the first set of branches. You can add as many branches as needed to your tree. The key is to think hard from the outset about what the potential root causes of the problem and potential solutions are. Below is an illustrative example:

Problem statement: How can we reverse the recent decline in graduation rates through programs that target students in all stages of the pipeline?

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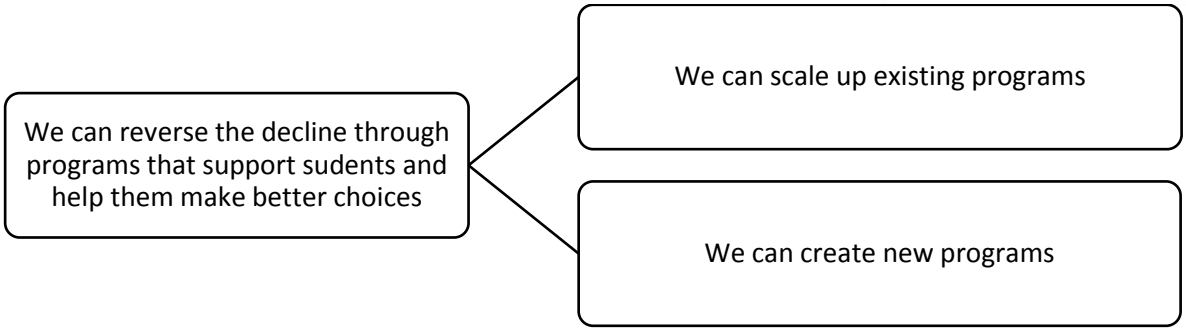

Hypotheses are useful tools, but they can't drive action until they are tested using real data and evidence. To understand how to test a hypothesis, a useful question is "what would you have to believe to confirm the hypothesis?" Based on this question, identify specific analysis to do, gather (or create) the necessary data and evidence, run the analysis and then read the results for insight and implications. The table below highlights the process of problem-solving step-by-step. For more information, please refer to "Deliverology in Practice", Chapter 4B, [8] and How to Run a Government, Chapter 6[9].

	Issue	Hypothesis	Analysis	End product	Sources	Timing and responsibility
Definition	What is the key unresolved question?	What do you think the answer might be?	What work must you do to prove or disprove the hypothesis and resolve the issue?	What will the output of the analysis be?	Where will data and evidence come from?	Who will do the analysis and by when?
Problem						

[8] Barber, M., Rodriguez, N., & Artis, E. (2015). *Deliverology in Practice: How Education Leaders Are Improving Student Outcomes*. Corwin Press.
[9] Barber, M. (2015). *How to run a government: So that citizens benefit and taxpayers don't go crazy*. Penguin UK.

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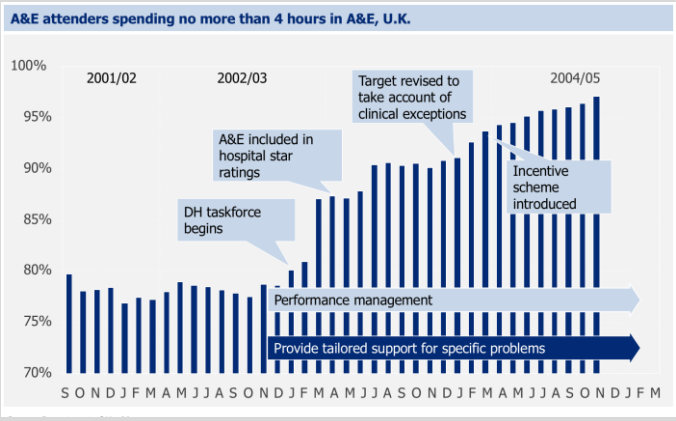
Case example

Reducing Accidents and Emergency (A&E) waiting times in the UK

After the roll-out of Departmental stock takes in the UK in 2001, intractable problems persisted in some areas. A&E waiting times, for instance, was arguably the most important to the public and the most complex issue. The promise was that, by the end of 2004, none of the more than 12 million people who relied on this service each year would wait more than four hours to be seen, treated or, if necessary, admitted to hospital. Up until the summer of 2002, however, monthly data revealed that 20 percent of patients were waiting longer – sometimes much longer. On a delivery report to the PM, Sir Michael Barber argued that "*a much more sustainable approach was required*".

In response to the challenge, the Health team decided to apply the methods of rapid priority review and intense mobilization for action. In a series of field visits, the PMDU collected evidence about the root causes of the problem and quickly developed an idea of what needed to be done. They learned that well-performing A&Es had excellent management, and systematically adopted processes to increase efficiency. The "see and treat" practice, in particular, had radically transformed the triage process by treating minor injuries immediately (in addition to dealing with urgent cases) at the triage point and sending patients home. The fastest possible scale-up of the "see and treat" practice became the central recommendation to more than 200 A&E departments. Other recommendations included provision of tailored support, inclusion of A&E indicators in hospital star ratings and introduction of an incentive scheme to hospitals on track to meet targets. The approach led to dramatic performance improvements, as shown below:



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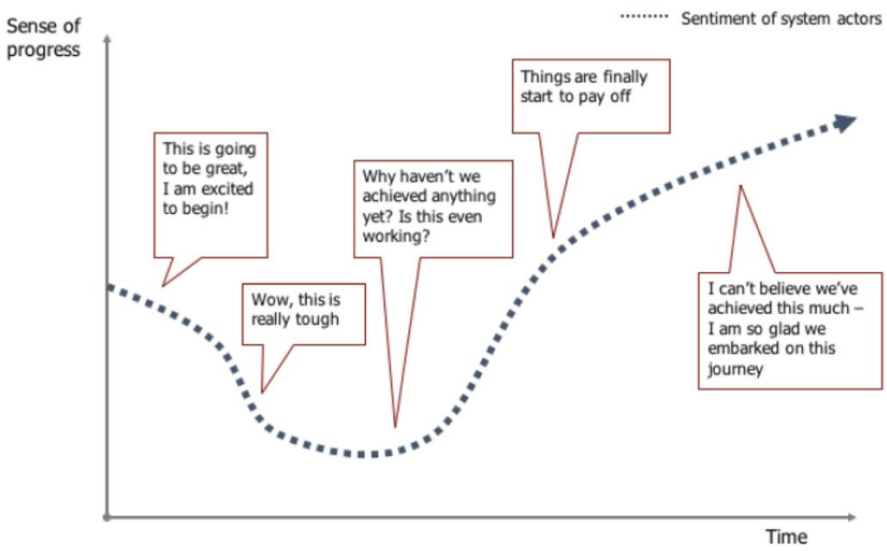
Rule 9 **Persist** (in the face of adversity and challenges)

Staying the course can be very difficult in government. When things go badly, people tend to clamor for a change. Implementation does not always grab headlines. The allure of the new creates a constant threat of distraction, as does public pressure when things seem to be going badly. This is best captured by the "politician's fallacy" from the British television series Yes, Minister:

- We must do something;
- This is something;
- Therefore, we must do this!

The truth is that implementation is a cycle of ups and downs – and often the best strategy is to stay the course. The key is to understand this cycle, recognize where you are on it, and push through.



The attitude of persistence has to be present in your interactions with all accountable leaders, particularly in delivery routines. Below are five core principles to help you navigate the ups and downs of Results and Delivery:

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- Persist through distractions: although you may need to handle them, always protect the time dedicated to Results and Delivery, and keep the pressure on for your priorities and outcomes.
- Persist through monotony: resist the urge to introduce a new initiative just because the old one has gotten a bit older. Instead, in your communications, find and share the most important news about the work already underway.
- Persist through resistance: Keep the moral purpose of your work in mind, and keep coming back to it in your internal and external conversations. Insist that, if you are to change course, it can only be because you have found an even better way to fulfil that purpose.
- Challenge the status quo: Don't be satisfied with partial success. Use it to build momentum to achieve the entire goal.
- Celebrate success (but not too early!): Give credit where credit is due, and encourage leaders for the progress that they do make. In particular, always look for quick wins that can build momentum and give you breathing room to do the more difficult things.

Your role

- Minister's Exempt Staff: You have a critical role to play in helping to keep a focus on priorities and outcomes. Your example of focus, ambition, resilience and sense of urgency will help embed a culture of Results and Delivery in your Minister's Department and beyond.
- CRDO and Senior Executive: It will be important not to get caught up in the temptation to add new things or to change the agenda significantly, unless the evidence warrants it. You will be the person who will set the tone on staying the course.
- Data Lead: Insist on evidence-based decision-making and checking the data over the long term, reminding others of the cycle of progress and that short-term blips in progress may be part of an overall improvement.
- Senior Program Manager: You provide an important service in reminding people of what they have committed to and encouraging caution when they want to change course (again, unless the evidence warrants it).

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Exercises and tools

The following reflection exercise will help you identify areas and circumstances in which persistence is imperative. Think about an important priority that you are implementing, and diagnose where you are in the cycle of implementation. Based on where you are, what do you need to do in order to push through to the next stage and eventually on towards Results and Delivery? Consider discussing the questions below with other accountable leaders:

- What are the biggest risks to the implementation of our priorities – what has the biggest potential to derail us in the next six months?
- What do we need to do if they come to pass? Do we have a plan?
- What do I personally need to do in order to ensure that we stay the course?
- Where do I need to be flexible?

For more information on persisting through adversity and challenges, please refer to the book "Deliverology in Practice", Chapter 4C,[10] and How to Run a Government[11], Chapter 7.

[10] Barber, M., Rodriguez, N., & Artis, E. (2015). *Deliverology in Practice: How Education Leaders Are Improving Student Outcomes*. Corwin Press.
[11] Barber, M. (2015). *How to run a government: So that citizens benefit and taxpayers don't go crazy*. Penguin UK.

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Case example

Persisting through adversities and challenges in Punjab, Pakistan

In 2010, the monsoon rains were unusually heavy, the heaviest in 80 years. The ensuing flood 1/5 of the land in Pakistan, impacting 20 million people and costed the economy estimated $40 billion. Sir Michael, in his visit shortly after the water started receding, was informed that the education reform couldn't be done anymore due to the flood. Most of the state's education leaders had been pulled off their education duties to tackle the flood and its consequences. Though responding to the flood was important, Michael emphasized that the education reform was no less important: *"Did the flood make your schools better? You agree you had an education problem before the flood… you've still got one after the flood."*
A month later, they had a breakthrough that led to the Punjab Education Roadmap, which resulted in improved education for millions of children.

Source: Barber, M. (2015). How to run a government: So that citizens benefit and taxpayers don't go crazy. Penguin UK.

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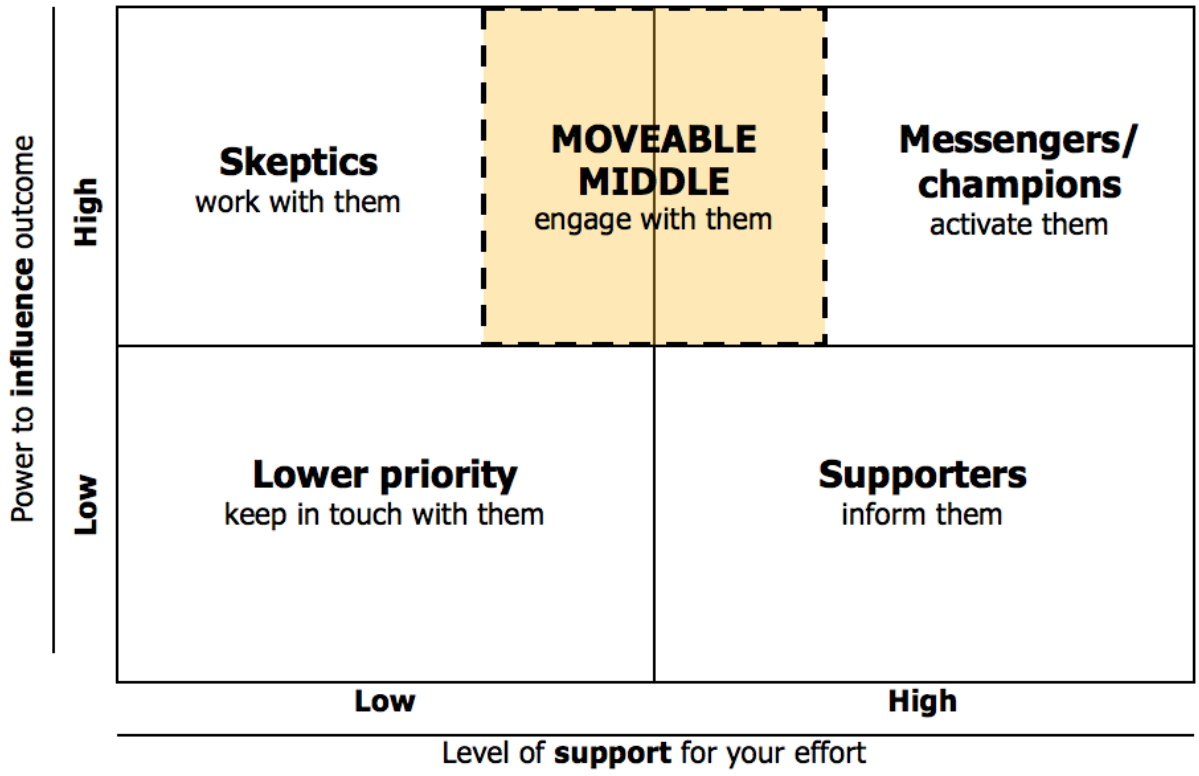
Rule 10 **Engage stakeholders and the public** (constantly)

Not everyone will agree with the changes you are trying to make. Some will never agree, but a large number can be brought along. The first step is distinguishing one kind from the other. Your partners in the delivery chain are the main enablers of the Results and Delivery effort. As you work through the steps of this manual, think strategically about the cast of characters that support and oppose your actions. It is crucial to constantly expand your guiding coalition to include more stakeholders in the field. Looking down the delivery chain is a great starting point: who among provincial and municipal leaders can/should be brought on board? It is also helpful to consider key external stakeholders and advocacy groups that can help embed a new culture in government and promote its irreversibility.



You will want to choose stakeholders to focus on in almost every quadrant if the matrix above, but with different objectives for each:

- For champions, you want to activate them;

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- For skeptics, you want to work with them (you may not always be able to get them to support you);
- For the "moveable middle", you want to direct a lot of attention toward bringing them onside; and
- For those with less influence, spend time to build momentum by cultivating your supporters.

In the most difficult cases – those who disagree with you or are skeptical of your work – remember former UK Prime Minister, Clement Attlee's words: "If you're going to negotiate with someone tomorrow, don't insult him today." Don't treat them as enemies, but as future allies. The classic tenets of negotiation, covered in the books Getting to Yes[12] and Getting Past No[13], are a helpful guide for every Results and Delivery leader:

- Separate the people from the problem: be hard on the problem but soft on the people;
- Focus on interests, not positions: find areas of shared interest that can be the basis for agreement;
- Invent options for mutual gain: be creative in widening the set of solutions that might satisfy both parties;
- Use objective criteria: negotiate about what you're negotiating about, and what success would look like;
- Don't react: put yourself in the other person's shoes;
- Disarm them by stepping to their side: show them that you understand where they are coming from and find ways to help them solve the most pressing problems in front of them;
- Make it easy to say yes: build them a golden bridge that allows them to agree with you and save face;
- Make it hard to say no: don't make threats, but use the power you do have to educate them about what you will have to do if you can't reach agreement

People responsible for implementation will often be applying these rules at a larger scale in

[12] Fisher, R., & Ury, W. (1987). *Getting to yes*. Simon & Schuster Sound Ideas.
[13] Ury, W. (1991). *Getting past no*. Random House Audio.

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the relationships they build, but there will always be a few individual relationships for which you are the negotiator in chief, depending on where you sit.
No matter how strong are the plans, routines and processes you set up, relationships are the glue that will hold your Results and Delivery effort together. When people work together, the quality of relationships between them can make the whole into something greater than the sum of the parts. High-quality relationships, like alchemy, transform the common (a group of people) into something special – a system that delivers real results. The opposite is also true: poor relationships create dysfunction and terrible consequences for public service workers and citizens alike.

Your role

- Minister's Exempt Staff: Your vantage point provides a helpful perspective on how to collaborate across government and with partners at the Provincial and Territorial levels in order for results to be achieved. Your support connecting stakeholders and nurturing key relationships is critical to the sustainability of the Results and Delivery approach. Encourage your peers to be deliberate about engaging stakeholders and supporting a data-informed approach to achieving success.
- CRDO: You will often support Senior Executives and Senior Program Managers to define and map their stakeholders. Often the challenge is that this work is done intuitively, without deliberate planning. You can help widen the effort to engage stakeholders by encouraging key leaders to make their plans clear to others. Emphasize the importance of ensuring that opinions and advice from stakeholders are considered.
- Data Lead: Your role is to help other leaders think about how to use data in their communications. Consider not just what data shows, but how analyses can be tailored to different audiences to address the different concerns or interests they might have. Find out what data stakeholders have and are willing to share.
- Senior Executive: This is a disproportionate part of your role, and you will often be the only person who can engage a particular stakeholder. It will be key will be to agree with your Senior Program Managers and CRDO on the engagement plan for key stakeholders. This is something to pay attention to in parallel to implementation. Ideally, your stakeholder engagement strategy should be drawn from your plan (e.g., the delivery chain), and ultimately be embedded in it.

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- Senior Program Manager: Planning for stakeholder engagement is often not as deliberate as planning the core work itself, but the two are one and the same. Your facilitative role can keep the question of stakeholder engagement front and center.

Exercises and tools

Engaging stakeholders and the public constantly and purposefully is what gives you the right combination of clout to keep the Results and Delivery work on track. The stakeholder matrix presented above is a helpful tool in thinking about who to engage, how and when. First, brainstorm key stakeholders for your Results and Delivery effort. Then, place each stakeholder on the matrix considering its two axes: level of support for your effort and level of power to influence outcomes. The product of this exercise is a stakeholder map, which can inform prioritization of your actions and development of your engagement plan, as described next.

Many system leaders have a natural instinct for coalition building; identifying and engaging key stakeholders will come easily to them. However, many leaders are not as strategic as they could about who they spend their time with and why. The stakeholder engagement plan will help you be more deliberate and explicit in this process. Address the elements below for each stakeholder that you aim to target (based on the mapping exercise we just covered).

Stakeholder:

Objective (why)	
Current status	
Key messages (what)	
Key actions (how)	
Timing (when)	

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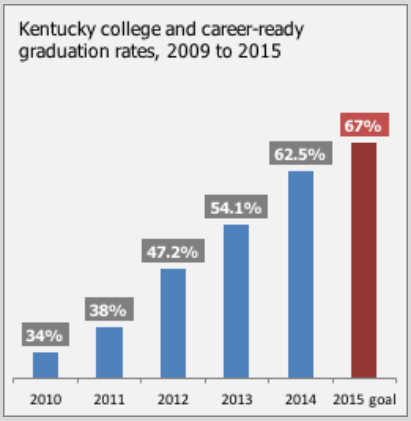
Case example

Engaging stakeholders to drive education improvements in Kentucky, USA

When Dr. Terry Holliday became Commissioner of Education at the Kentucky Department of Education (KDE) in 2009, one big objective had been defined by the state legislature: halving the number of high school graduates who enter college unprepared for credit-bearing coursework. Dr. Holliday further defined this goal as increasing the college and career-readiness (CCR) rate of high school graduates from 34 to 67 percent by 2015.

School districts needed to implement a number of changes as a result of state policy. To enhance the quality and quantity of dialogue, districts were invited, not mandated, to send teams to regional gatherings where KDE would help them with implementation. Every month, in eight different regions of the state, KDE deployed experts to train and build the capacity of local educators who were ultimately responsible for ensuring that implementation actually changed what happened in classrooms. The number of districts that participated in these gatherings grew over time and KDE had its finger on the pulse of what was and was not working as the policies unfolded. They shared this information on a regular basis with Dr. Holliday, who communicated constantly with all policy-makers. The Commissioner also communicated directly with the field through his very own blog, a one-stop-shop website, Monday Memo, and a "Friday Fast Five" weekly email blast. All of this resulted in Kentucky policy-makers and practitioners being able to stay connected. By engaging stakeholders and widening leadership circles, Kentucky has seen outstanding student outcomes, as shown below:



Source: U.S. Education Delivery Institute (unpublished)

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