

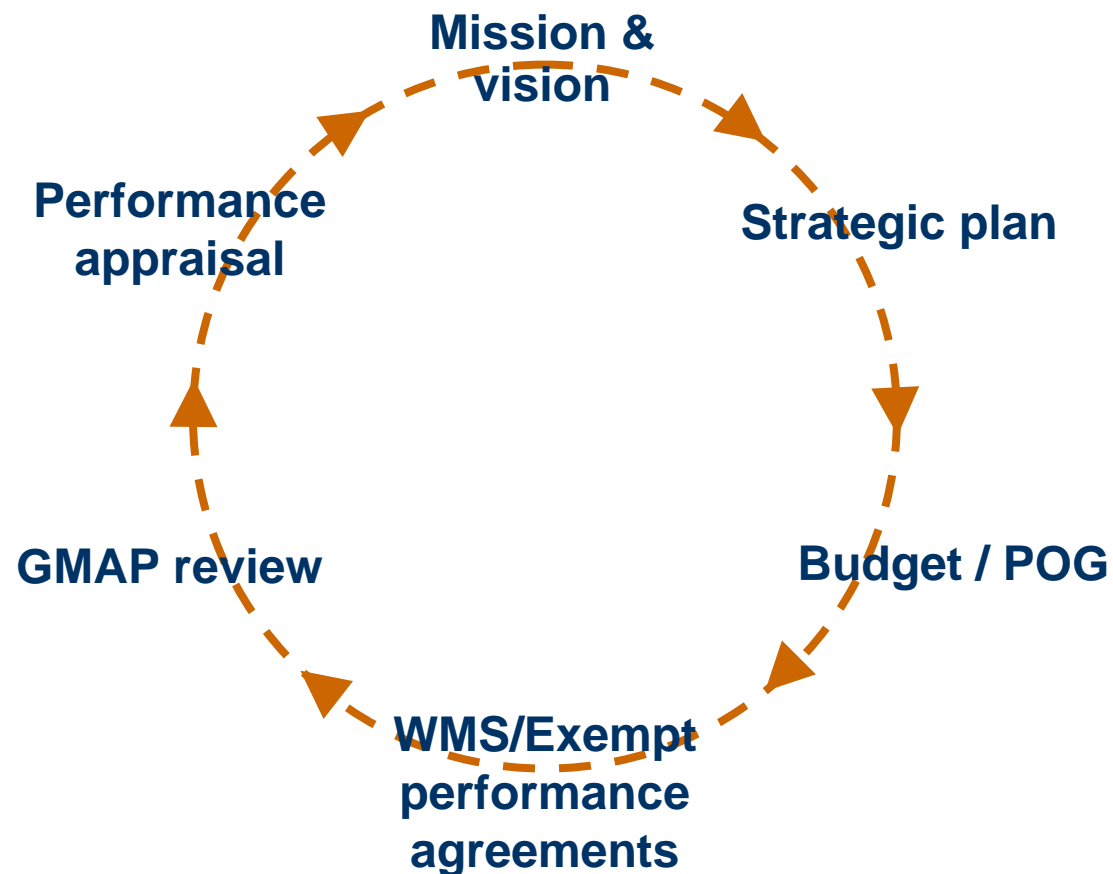
Changing Culture

Karen T. Lee
Commissioner



Planning, Budget, Performance: Make It Real

One continuous process, not 6 parallel tracks



Management Framework

GMAP = Analyze – Respond – Improve



- Plan**
- Strategic Plan guidelines
 - Logic model
 - Baldrige assessment tool
 - Customer & constituent feedback
 - Workforce Planning

- Manage**
- Logic Model
 - Performance Development Plans
 - Work plans
 - Job Descriptions
 - Performance Confirmation

- Respond**
- GMAP Sessions
 - Executive Management Meetings
 - Advisory Boards

- Allocate Resources**
- Budget Instructions
 - Budget Development System
 - Agency allotment process
 - POG team guidance

- Analyze**
- Management information systems
 - Performance Measure Tracking
 - HR, IT & Finance Reports
 - Customer & employee feedback
 - GMAP Report Templates

- Improve**
- Process Improvement
 - (Lean, Six Sigma, etc.)
 - Business Portal & Permit Streamlining
 - Plain Talk
 - Performance Audits
 - Program Evaluation

- Communicate Results & Listen**
- Communications, including web & outreach
- Plain Talk
- Customer Survey & constituent groups

MOTIVATION

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

8 Purposes that Public Managers have for Measuring Performance

1. Evaluate

2. Control

3. Budget

4. Motivate

5. Learn

6. Improve

7. Promote

8. Celebrate

Purposes for Measuring Performance

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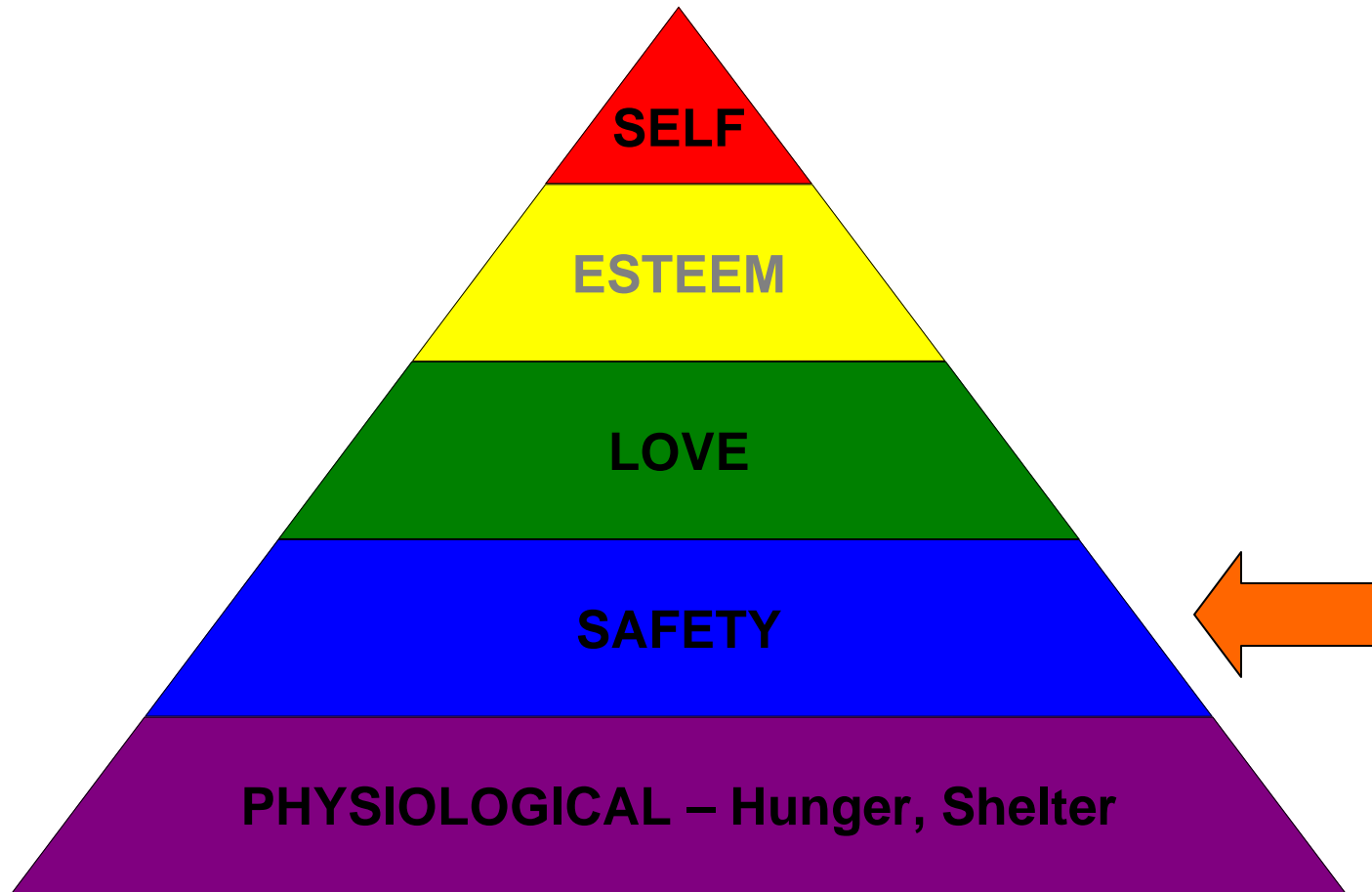
Who do I need to motivate?

- *line staff*
- *middle managers*
- *private and nonprofit partners*
- *stakeholders*
- *citizens*
- *anyone else who has to do something in order for us to get results!*

What motivates human beings?



Maslow's Hierarchy of Needs



Abraham Maslow, *A Theory of Human Motivation* (1943)

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

Self-respect

(or self-esteem)

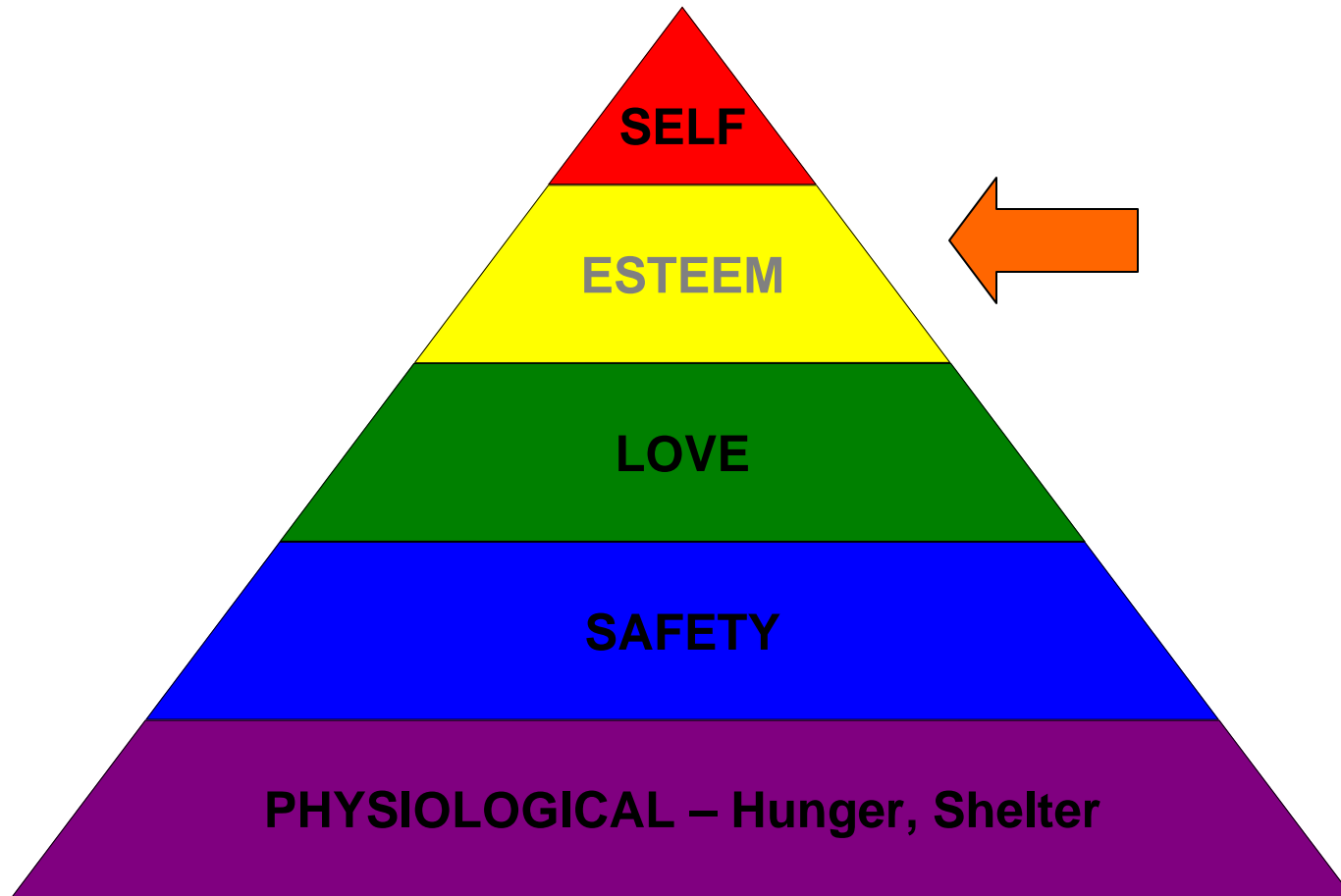
- Capacity
- Achievement
- Strength
- Confidence
- Independence
- Freedom

Respect of others

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

Being useful and necessary in the world

Maslow's Hierarchy of Needs



Abraham Maslow, *A Theory of Human Motivation* (1943)

Sources of Satisfaction at Work

According to Frederick Herzberg, 1967

Satisfaction

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

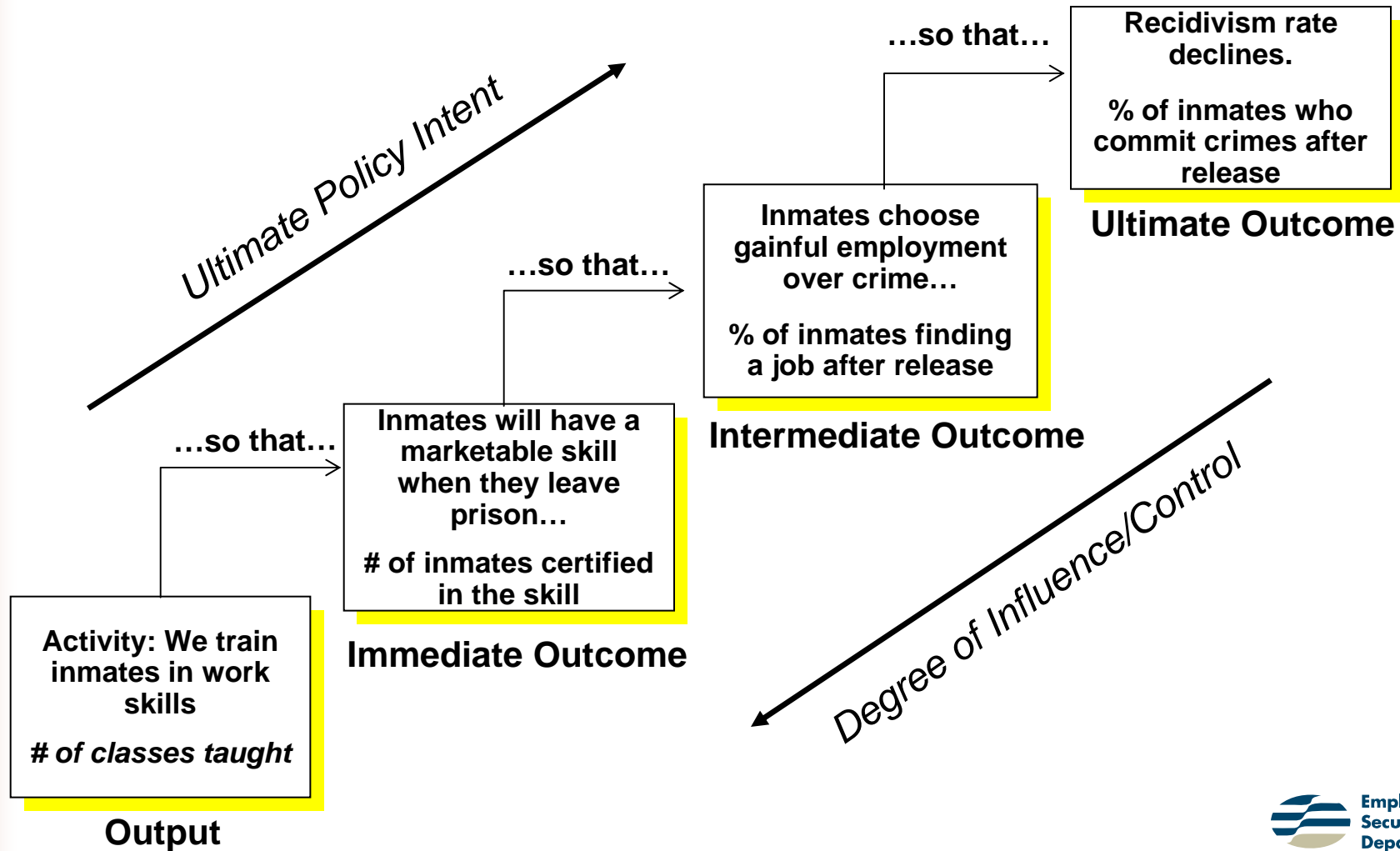
Dissatisfaction

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

Connecting People to Results

Key to Motivation

Department of Corrections Sample Logic Model



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

-- Abraham Maslow

The Art of Setting Targets

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

Targets Need a Rationale

- Baseline (your own performance trends)
- Benchmark (comparative performance)
- Industry standard
- Mandated (aka “spec”)
- Negotiated
- Customer driven requirements

Targets are Influenced By

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

Targets should be based on:

- Past performance
- Performance of other organizations
- Service or industry norms or benchmarks
- Market research
- Legislative mandates
- Customer demand
- Availability of resources

Using Targets to Motivate

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

Source: adapted from Robert Behn

The Leader's Role

in Creating a Learning Environment

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

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

Taking Risks

Risk taking can be fostered when the leader recognizes that efforts made for the right reasons may nonetheless sometimes fail. The response to these failures, in a public and positive way, sends the unmistakable message that risk taking in the pursuit of commendable goals can become positive learning experiences for all, will be tolerated, and in fact is encouraged.

-- Former WSP Chief Ronal Serpas

***How do YOU create a culture
of respect and performance?***

People hold people accountable.

Systems do not hold people accountable.

We hold each other – and ourselves – accountable.

**Assume in all your people
the impulse to achieve.**

-- Abraham Maslow