Making Strategy Stick

Measures That Matter

Our Team

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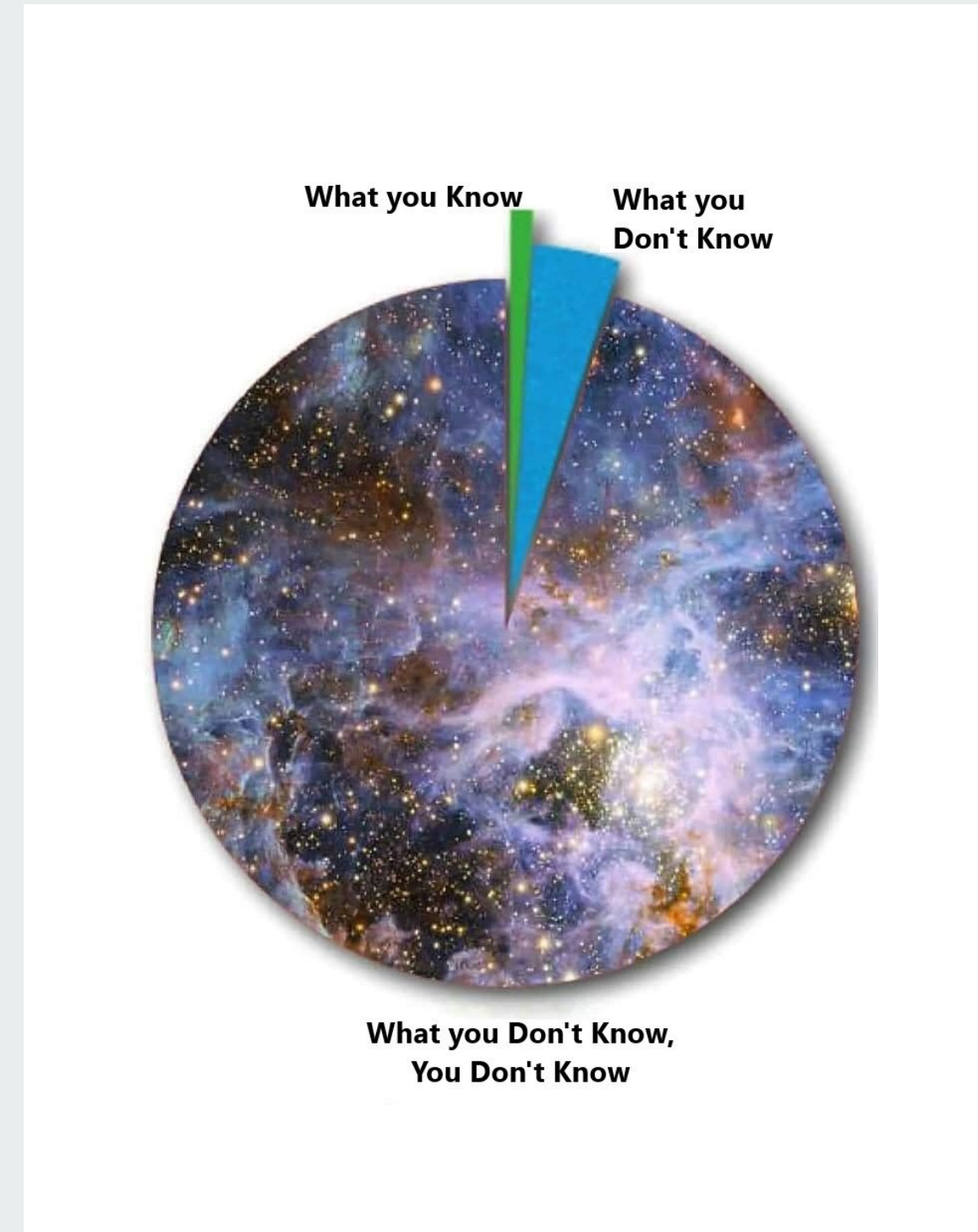Russell

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The State of Missouri lacks the data-informed culture necessary to make strategic, real time decisions within its departments.

"The greatest value of a picture is when it forces us to notice what we never expected to see."   -- John Tukey

Data at Work

State of Connecticut

"Our reading scores are now creeping up instead of going down."

-- Representative Diana Urban, co-chair, Connecticut General Assembly's Select Committee on Children

1 Data showed that the state's $20 million annual investment in early reading programs was having no positive effect on reading skills

2 Data found that reading specialists, a central element of the initiative, lacked sufficient training to achieve expected results and that funding to support early reading efforts was often used for other purposes

1 Instead of making assumptions, administrators, interventionists, and teachers now use data to know where to focus their attention

2 7,000 staff members monitor student performance

**3** Quickly identify at-risk students

4 Better understand how teaching methods affect long-term student success

Des Moines Public Schools

"As a data analyst, I can dive into the student data, whether it's attendance, behavior, or achievement to identify students that are at risk, need intervention, or need additional assistance. This really helps overall student outcomes."

-- Kimberly Martorano, Data Analyst, Des Moines Public Schools

Tracking Our Everyday Lives
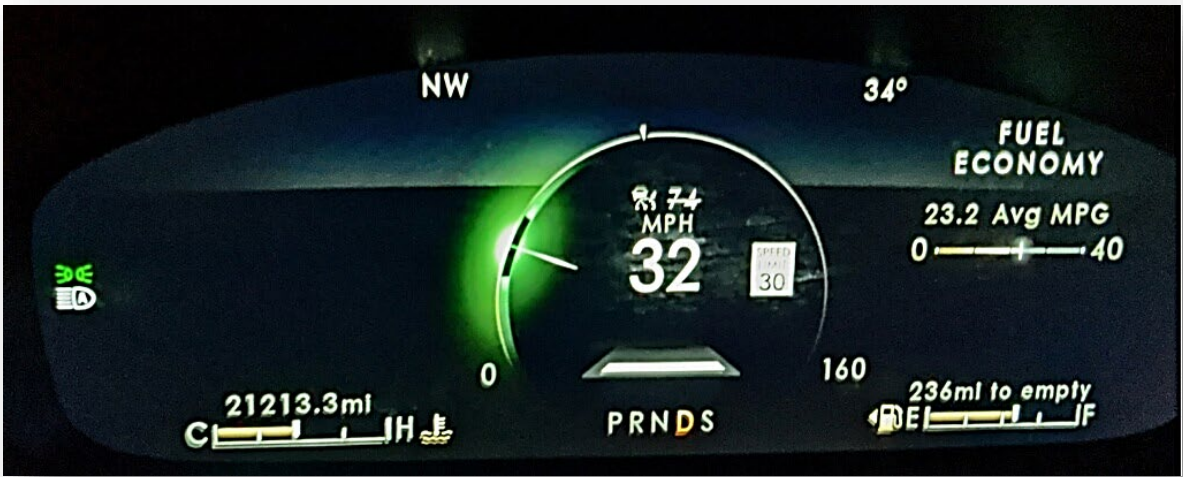
What We're Doing

Each agency has department -level dashboards

Dashboard reviews for continuous improvement

Revamped performance measures for budget process

A cross-department performance measures governing group

Room to Grow

Wide variation in how departments use their dashboards

Some departments lack more granular dashboards

Monthly deputy dashboard review should include more constructive feedback

What Our Leaders are Saying

"Not a priority"

"Need role clarity about who is the owner of information"

"Fear of doing something new or different"

"Need reassurance that the data will not be used to punish or shame"

"Wait... it's been around for 4 years??"

"Don't want to air our dirty laundry"

"What happens if the data isn't positive for our agency?"

"We never needed this before"

"What's in it for me?"

Initial Perceptions

Please use one word to describe how you felt about dashboards when they were first implemented.

Hindsight is 20/20

Please use one word to describe how you feel about dashboards now.

Implementation Barriers

What barriers do you think may stop others from using Operational Dashboards in their work?

SOURCE: Responses from 95 Missouri state employees currently utilizing operational dashboards
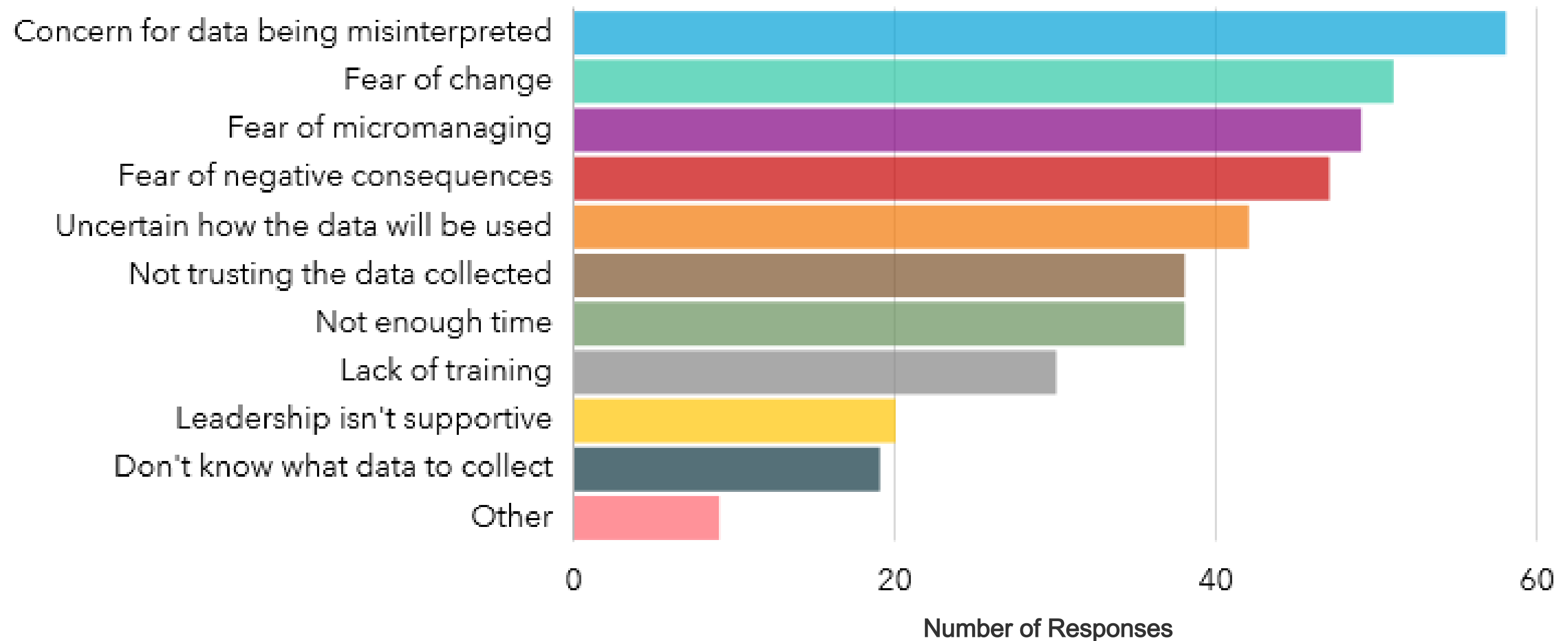
If culture is important enough, you will put the process and discipline around it.

-- David Novak

Building Culture

Leadership must be invested

Directors & Deputy Directors should make it clear how they use data in their own job.

1

Leaders should review data with their   team to problem solve any potential issues and better highlight successes.

2

Leaders must ask their direct reports how decisions are made and request to see the data behind decisions on a regular basis.

3

1 Department dashboards should be shared with all staff, both electronically and at all-staff meetings.

2 Division and program dashboards should be shared regularly with staff so they feel empowered to make decisions that will improve operations and outcomes and realize efficiencies.
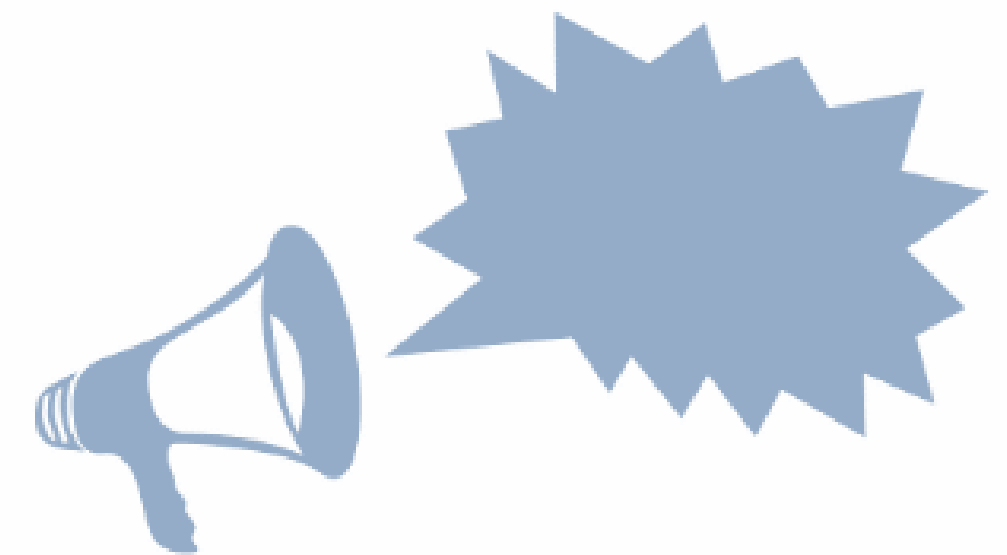
3 Leaders should be transparent about how the data they request is being used. This can be done via email, all-staff meetings, skip-level meetings, etc.

4 Leaders at all levels of the organization should know about the resources available so they can help their staff be effective.

Building Culture

Be transparent and communicate broadly

Building Culture

Encourage continuous improvement

1 Data should not be used to punish or shame anyone for poor performance. It should be used for continuous improvement.

2 Team successes should be highlighted at all -staff meetings to encourage widespread adoption.

3 There should be opportunities for internal staff to share their dashboards with each other to learn from one another and to problem solve issues.

4 Highlight a division dashboard for each department in continued monthly Dashboard Share for Deputy Director and OpEx Leader meetings.

1 Dashboard Champions should be identified in every division leadership team.

2 Program managers and supervisors must be involved in the decision making process of identifying the most valuable measures.

3 The new *Making Strategy Stick: Measures that Matter* worksheet provides step-by-step guidance for selecting valuable measurable data, prioritizing what to measure first, and selecting a review interval.

4 Dashboards are an iterative process.

"Continuous improvement is better than delayed perfection" -- Mark Twain

Building Culture

Dashboards as the status quo

MAKING STRATEGY STICK
Measures That Matter Team Exercise

This tool is designed to identify the resources, activities, outputs, and outcomes to help teams make better decisions in managing public programs and operations. It will also assist teams with identifying the measures that matter the most to the constituencies they serve.

Program/Unit: _____

STAKEHOLDERS: Include individuals with diverse perspectives and opinions who will use the data to make decisions – for example, managers, staff, the Operational Excellence leader, funders, users, etc.

Name	Role	Contact Information

PROGRAM/UNIT DESCRIPTION:

What is the purpose? How is this accomplished?

What is the stage of development?

How to Get Started

1. Assign Division Dashboard Champions

2. Create a list of existing Agency resources, experts and contacts

3. Dashboard Champion and Department Tableau experts discuss dashboard creation process

4. Dashboard Champion shares the 'why' of dashboards with program managers

5. Take a phased approach

6. Use *Measures that Matter* worksheet to identify and prioritize measures

7. Set pre-determined review intervals

8. Share successes AND challenges with other Division dashboard project teams

9. Share the Division dashboards with division staff

From Autopilot to Taking Control

INSTEAD OF RISKING ANYTHING NEW, LET'S PLAY IT SAFE BY CONTINUING OUR SLOW DECLINE INTO OBSOLESCENCE.

@marketoonist.com

	"From"/"To"	
Underperforming	→	Excelling
Underfunded	→	Better Resourced
Overworked	→	Strategic
Reactive	→	Proactive

Thank you

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