SETTING A CONTEXT

Who Woulda Thunk?!?!
What is a High-Performance Organization?

... one that achieves outstanding outcomes over a period of years, improving lives, communities, and institutions in meaningful, measurable, and sustainable ways.
SETTNG A CONTEXT

Elements of High-Performing Organizations

- Passionately and relentlessly mission-driven
- Leadership with the courage to rethink and reinvent
- Clearly defined and instilled guiding principles (core values)
- Clarity in mission, goals, and strategies
- Uncompromising focus on achieving “right” outcomes
- Continuously getting “right people on the bus, in right seats, at right time”
- Pervasive continuous-improvement, learning culture
- Disciplined and data-informed in planning, decision-making, and execution
- Rigorous in gauging progress, course correcting, and adapting
- Fidelity to model and evidence for “what works”
- Close connection with, and listens to, those it serves
- Financial health and sustainability
 SETTINGS A CONTEXT

It’s the performance, stupid!

If we don’t get this right—building high-performance organizations—nothing else matters ... yet we work on everything but!
SETTING A CONTEXT

What’s Stopping Us?

- Overall mindset and attitudes
- Money! Funders aren’t there
- Lack of incentives
- Severe deficits in skilled talent
- Limitations of “what works”
- Media’s bias for “bad news”
- Support ecosystem
Converging Forces Offer Hope
CONVERGING FORCES OFFER HOPE

Game-changing seismic shifts and cuts in public funding create urgency for greater impact at lower unit cost.
CONVERGING FORCES OFFER HOPE

Seismic Shifts Meet Performance Movement
How Real Is the Urgency?
HOW REAL IS THE URGENCY?

“...governments around the world will have to cut back on funding of social programs and the social and private sectors will have to do more—still recognizing the formidable, irreplaceable role of government...”

― Peter Drucker prediction from early ’90s
HOW REAL IS THE URGENCY?

- The New York Times: Goldman Sachs Cuts Giving by 75 Percent
- CBS News: 3rd Calif. City to File for Bankruptcy in 1 Month
- The Chronicle of Philanthropy: Chicago Sees Pension Crisis Drawing Near
- The Dallas Morning News: Small Towns Adjusting to Life Without Police Departments
- USA Today: 7 States Slashing Education Spending

Cuts in Hospital Subsidies Threaten Safety-Net Care

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HOW REAL IS THE URGENCY?

“Distributing social spending the old-fashioned way—with ... minimum regard for evidence of effectiveness—is a luxury we can no longer afford.”

—The Brookings Institution
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**HOW REAL IS THE URGENCY?**

Seismic Shifts Increasing Demand for Services

“...We’re going through this huge fundamental change. We thought we would have our parents’ lives. Then came this earthquake that many people still don’t see.”

—Sociologist Frederick Lynch
What’s the Opportunity?
WHAT’S THE OPPORTUNITY?

Progress in Motion . . . Efforts We Can Build On

- Great Leaders
- Consultants & Providers
- Solutions Journalism
- Building Evidence in What Works
- Results for America
- Funding with Less Strings
- Managerial Development
- Knowledge Bases: OCAT, Bridgespan, PerformWell
- Collaborative Frameworks
- Pay-for-Performance
- Growth Capital Aggregation
- Big Data: GuideStar, Money for ALL
- Corporate Service Corps
- Public Policy Makers – RttT, i3, SIF
- Learning Networks: youthCONNECT, Propel/Next
- Longer-term, bigger flexible funding
- Nascent innovation: CN 3.0
- Consulting
- Providers
- Progress in Motion . . . Efforts We Can Build On
“History never looks like history when you are living through it.”

— John W. Gardner
WHAT’S THE OPPORTUNITY?

A Nascent Performance Movement Emerges

We have the chance to improve performance—rethink, redesign, and/or reinvent
WHAT’S THE OPPORTUNITY?

The Best of Healthcare Is Already Showing the Way

+ Medicaid changes—threats and opportunities—impact nonprofits
+ Intense focus on quality, safety, patient experience, and cost of outcomes
+ Institute for Healthcare Improvement, a model for other domains
We Must Seize the Opportunity
WE MUST SEIZE THE OPPORTUNITY

Imagine . . .

“Manhattan project” undertaking to build our own bank of evidence
WE MUST SEIZE THE OPPORTUNITY

Imagine . . .

National Commission on Nonprofit High Performance

Known as the Senators Warner—Portman Plan
WE MUST SEIZE THE OPPORTUNITY

Imagine . . .

Aggregated Growth
Capital funds deploy billions to solve entrenched national problems
WE MUST SEIZE THE OPPORTUNITY

Imagine . . .

Performance Academy for Social Impact

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WE MUST SEIZE THE OPPORTUNITY

Imagine . . .

Presidential Performance-to-Impact Awards
WE MUST SEIZE THE OPPORTUNITY

Imagine . . .

Social Sector Center for Quality Improvement
Imagine . . .

The Solutions Journalism Network grew into a 24x7 outlet of news, stories, and investigative reporting to "lift up the hope spots" in our nation.
WE MUST SEIZE THE OPPORTUNITY

Imagine . . .

Leap learning communities grew in local settings, connected in a national web
… these ideas are all possible when our nascent performance movement grows to be a force by 2020
Better Together
BETTER TOGETHER

Build on the Critical Core

Non-believers, Skeptics & Satisfied

Open & Willing

Predisposed

Doers
Convene, Learn, and Share

Performance Management Association?

Annual After the Leap Conference?

Performance Curricula?

Your Ideas?

After the Leap Conference 2013
BETTER TOGETHER

Promote High Performance and Why It Matters

- Put on the “Road Show” of road shows

☑ Excellent
☐ Good
☐ Average
☐ Poor
“Every day, you have to say, ‘How can we do this more efficiently and more effectively?’”

—Patrick Lawler, Youth Villages
“What if the kids who needed the most got the best that we had to offer? What if that was our starting point?”

—James Forman, Jr., Maya Angelou Schools
Culture of Performance

“\(\text{You’re taking someone else’s money to get into somebody else’s life to try to make a difference. You better be showing you can make a difference!}\)"

—Molly Baldwin, Roca, Inc.
“It would make the rest of the country look silly if the city of Camden is able to improve quality and reduce costs.”

—Dr. Jeffrey Brenner, Camden Coalition on CNN “GPS Roadmap to Saving Healthcare”
“I always say to nonprofits, ‘Get ahead of your funders. Be clear about what you’re measuring and why. Funders will listen.’”

— Fay Twersky, The William and Flora Hewlett Foundation
“Defining a bold goal that acknowledges the magnitude of an issue changes the game, leading to different decisions that set us on a new trajectory, which ultimately leads to greater impact, faster.”

—Billy Shore, Share Our Strength
How Will We Live Up to This Legacy?

“The idea for which this nation stands will not survive if the highest goal free man can set themselves is an amiable mediocrity. Excellence implies striving for the highest standards in every phase of life.”

— John W. Gardner
You Are the Solution!

- Keep doing what you're doing
- Commit to one thing a month to make yourself and your organization better
- Reach out to kindred souls to create a Leap learning community
THANK YOU