

Building a Performance Movement



After The Leap:
**Building A Performance
Management Culture**

December 3 - 4
Washington, D.C.

Mario Morino
December 4, 2013

SETTING A CONTEXT

Who Woulda Thunk?!?!



After The Leap Conference Closing Keynote, December 4, 2013

SETTING A CONTEXT

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

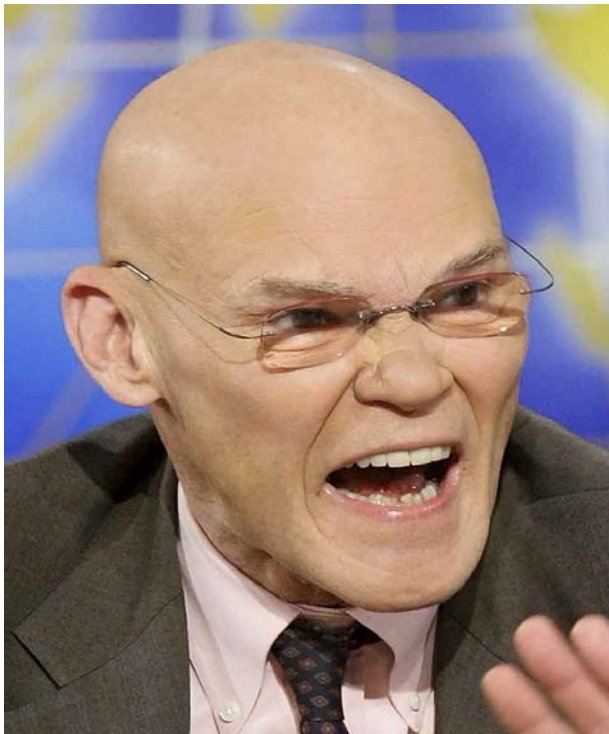
SETTING A CONTEXT

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

SETTING 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!**

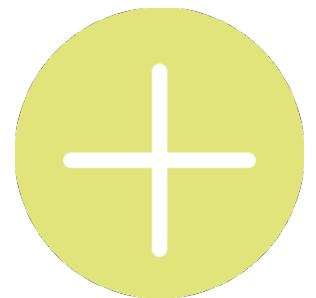
SETTING A CONTEXT

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



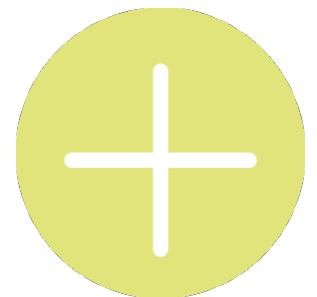
Game-changing seismic shifts and cuts in public funding create urgency for greater impact at lower unit cost

CONVERGING FORCES OFFER HOPE

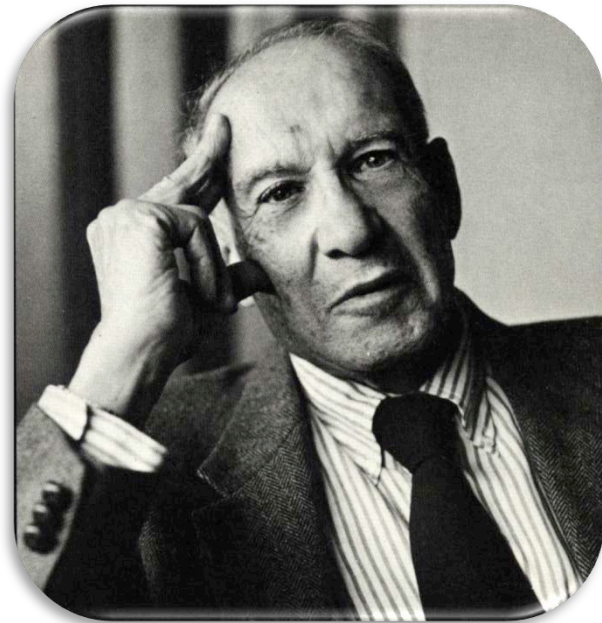
Seismic Shifts Meet Performance Movement



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

Chicago Sees Pension Crisis Drawing Near

CBS NEWS

3rd Calif. City to File for Bankruptcy in 1 Month

THE CHRONICLE OF PHILANTHROPY

Connecting the nonprofit world with news, jobs, and ideas

Goldman Sachs Cuts Giving by 75 Percent

The New York Times

Struggling, San Jose Tests a Way to Cut Benefits

The Dallas Morning News

Small Towns Adjusting to Life Without Police Departments

The New York Times

Cuts in Hospital Subsidies Threaten Safety-Net Care

USA TODAY

7 States Slashing Education Spending

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

HOW REAL IS THE URGENCY?

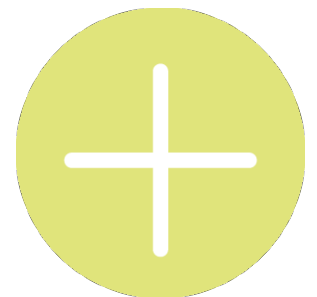
Seismic Shifts Increasing Demand for Services



“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



WHAT'S THE OPPORTUNITY?



“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**

RE
THINK

RE
DESIGN

RE
INVENT

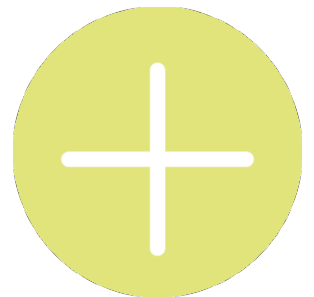
WHAT'S THE OPPORTUNITY?

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**

WE MUST SEIZE THE OPPORTUNITY

Imagine . . .



Presidential Performance-to-Impact Awards

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WE MUST SEIZE THE OPPORTUNITY

Imagine . . .



**Social Sector Center
for Quality
Improvement**



WE MUST SEIZE THE OPPORTUNITY

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 . . .



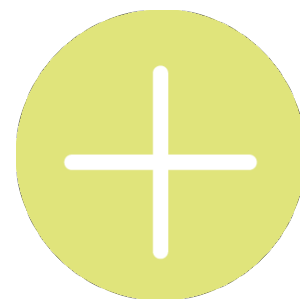
**Leap learning
communities grew in
local settings, connected
in a national web**

WE MUST SEIZE THE OPPORTUNITY

Imagine . . .

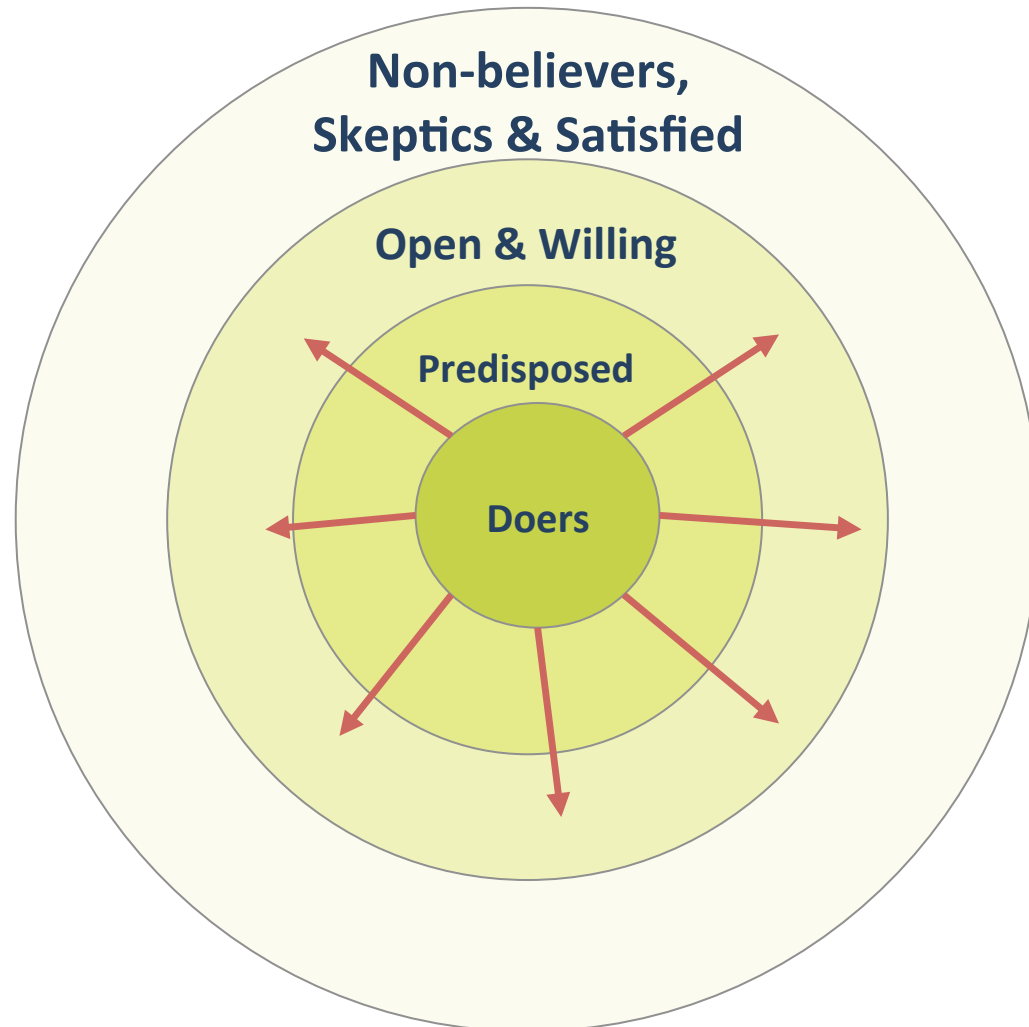
**... these ideas are all possible when
our nascent performance movement
grows to be a force by 2020**

Better Together



BETTER TOGETHER

Build on the Critical Core



BETTER TOGETHER

Convene, Learn, and Share



BETTER TOGETHER

Promote High Performance and Why It Matters



Put on the
“Road Show”
of road shows

BETTER TOGETHER

Excellence and Continuous Improvement

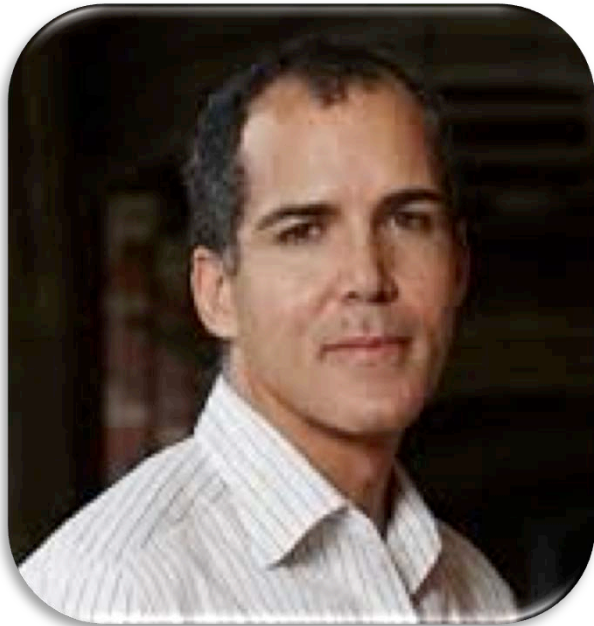


**“Every day, you have to say,
‘How can we do this more
efficiently and more
effectively?’”**

—Patrick Lawler, Youth Villages

BETTER TOGETHER

Lives Changed for the Better



“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

BETTER TOGETHER

Culture of Performance



“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.

BETTER TOGETHER

Innovation



“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”*

BETTER TOGETHER

Mission-Driven



**“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

BETTER TOGETHER

How Will You Respond to Be Better?



“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

BETTER TOGETHER

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

BETTER TOGETHER

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



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