LEAP OF REASON

MANAGING TO OUTCOMES

IN AN ERA OF SCARCITY

Leap of Reason for Government Agencies

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The suite of [Leap of Reason materials](#) provides informative and provocative material that helps the management and staff of public sector organizations 1) better understand and start to prepare for the forces changing the public sector; 2) facilitate management and/or staff planning sessions; 3) contribute to leadership and professional staff development, and 4) take important steps toward becoming a high-performance organization. *Leap of Reason*, although initially directed at and written for nonprofit organizations, is equally applicable to the challenges facing federal, state and municipal government agencies as they seek to do more with less and improve the social impact of their efforts through their own services or those done through grant and contract programs. As federal agencies incorporate the Executive Branch's [directive](#) to include information about how they plan to evaluate the effectiveness of their programs and link their disbursements to evidence, the materials have even greater relevance.

> "Mario Morino wrote a little book that has had a big impact…. The book is … a bracing call to arms."
>
> —Yvonne Zipp, *The Christian Science Monitor Weekly*

> "In these times of increasing demands on government and severe budget constraints, *Leap of Reason* offers a succinct and compelling model for how organizations at all level of government can be more outcomes-focused and manage effectively and efficiently for greater results. This is a book that makes sense and will make a difference."
>
> —Max Stier, President and CEO, Partnership for Public Service

To facilitate your use of the Leap of Reason materials and encourage a broad deployment and distribution, the book and materials are provided at no expense and come with a [liberal copyright provision](#) allowing unlimited reproduction and distribution. The Leap of Reason team stands ready to help government leaders advance their work. Here are some suggestions to get you started:

To Generate Interest, Inspire Action

- Jumpstart management or staff discussions with short videos. The ["Relentless" five-minute highlight video](#) is a call to action in support of courageous public sector leadership and the need to act now. The [*Booknotes* video](#), produced in conjunction with McKinsey & Company, provides a concise overview of what "managing to outcomes" looks like.

- Join the [Leap of Reason community](#) to learn what others are doing and share your own stories of the journey to high performance.

- Read *The Atlantic* article "[Can Government Play Moneyball?](#)" by John Bridgeland and Peter Orszag to spur a conversation about the role of managing to outcomes and evidence-based funding decisions in government.

To Enhance Management, Staff and Stakeholder Engagement

- Provide individual copies of *[Leap of Reason](#)* (print or electronic) to management, staff, and select stakeholders. Readers tell us it's a worthwhile read for government professionals.

- Share the "[Relentless](#)" speech with management, staff, and select stakeholders. Viewers tell us the speech has opened up their thinking and, for some, jolted them to get more engaged in strengthening, even rethinking, their organizations. Some are already taking action. The speech is available in a [five-minute highlight video](#), [PDF download of prepared remarks](#), [streaming video](#) and [podcast](#) formats.

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To Introduce High Performance into Leadership Development Programs

- Incorporate the topic of high performance using the book and/or related materials as standard reading in formal leadership and managerial development curriculum and programs. Numerous sources have cited "Culture is the Key," Chapter 3 of *Leap of Reason*, of particular value for leaders seeking to nurture a performance culture.

To Enhance Professional Staff Development

- Read the book as part of professional staff development sessions. A number of organizations are bringing staff together for lunch-and-learn sessions to discuss the book, chapter by chapter, and then assess what they are doing and how they can improve.

To Implement a Managing-to-Outcomes Approach

- Use the "Ideas into Action" section in *Leap of Reason*, which provides a framework to help plan for and evolve to the practice of managing to outcomes. If you're wondering "What should I do?" or "How do I get started?" then answering the questions with your administration and staff provides a structured approach that sets you on the path to managing to outcomes and high performance. Our website, LeapofReason.org, also offers a host of references for learning more about the what, how, and why of your actions.

  These references may be of additional help (they're written for nonprofits, but apply to government programs as well):

  - *Working Hard–and Working Well* by David E.K. Hunter is a sleeves-rolled-up companion to *Leap of Reason* and is a resolutely practical guide to developing the discipline and culture of performance management.

  - The Nonprofit Outcomes Toolbox developed by Robert M. Penna, Ph.D. is a highly useful guide to outcome thinking.

  - Integrated Monitoring, developed by inProgress, an organization with an international focus, is a valuable manual for nonprofits working to improve their performance.

  - Rigorous Program Evaluations on a Budget: How Low-Cost Randomized Controlled Trials Are Possible in Many Areas of Social Policy, published by the Coalition for Evidence-Based Policy, makes a compelling case that gathering "gold standard" evidence doesn't have to cost a fortune.

  - PerformWell, a collaborative effort initiated by Urban Institute, Child Trends, and Social Solutions, provides measurement tools and practical knowledge that human services professionals can use to manage their programs' day-to-day performance, which leverages research-based findings that have been synthesized and simplified by experts in the field.

Next Steps

We're happy to speak with you about the ways we could support the incorporation of *Leap of Reason*, *Working Hard–and Working Well*, and the growing base of related materials into your own work. Cheryl Collins, co-editor of the book, leads our outreach and distribution efforts and may be reached at info@leapofreason.org. We look forward to hearing about the progress you are making in your work; we encourage you to share what you're learning along the way.