

Presentation to OPEN

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**Now More Than Ever: the Role of  
Evaluation in Government  
Transformation**

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# Overview

- History of government transformation and where are we now
- How evaluators can assist with the transformation
- Questions and discussion




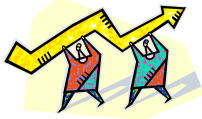

<b>AMERICA'S HISTORY OF GOVERNMENT "OPERATING SYSTEMS"</b>			
<b>Era</b>	19 <sup>th</sup> Century	20 <sup>th</sup> Century	21 <sup>st</sup> Century
<b>"Operating System"</b>	Spoils System	Bureaucracy	[it still needs a name]
<b>Most important (what people in the system feel most accountable for)</b>	Loyalty	Rules	Results
<b>Main tools</b>	"Take care of our own" Patronage Money	Hierarchy Centralization Standardization Monopoly	Value Measurement "Customers" Networks Competition
<b>Spirit</b>	Tribal	Mechanical	Organic



<b>FROM:</b> <b>20TH CENTURY BUREAUCRACY</b>	<b>TO:</b> <b>21ST CENTURY GOVERNMENT</b>
Statute & rule directed	Mission & results directed
Hierarchically driven	Team & network driven
Control centralized	Decentralization
Primarily accountable for conformance to rules	Primarily accountable for results for people
Manage costs	Manage value
Quality defined as adherence to standards	Quality is defined as meeting or exceeding customer expectations
Exclusive service mandate	Choice and competition
Focus on what's best for government	Focus on what's best for customers, citizens, and taxpayers



# How Evaluators Can Help Make the Transformation

- Helping leaders change the conversation 
- Playing a role in strategic management 
- Assisting with creating more innovation in government 



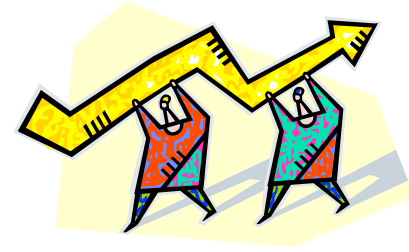
# Change the Conversation



- **Focus on achieving outcomes**
  - Use data and evaluation to focus on what matters not what we can measure or on what we are now doing
- **Examples:**
  - Contrast Budgeting for Outcomes and Performance Based Budgeting
  - Local Public Safety Council



# Strategic Management



- **Change from strategic planning to strategic management**
  - Start with results and a vision
  - Use causal maps, logic models, theories of change
  - Identify what evaluation and evidence indicates works
  - Help people identify choices



## Strategic Management System

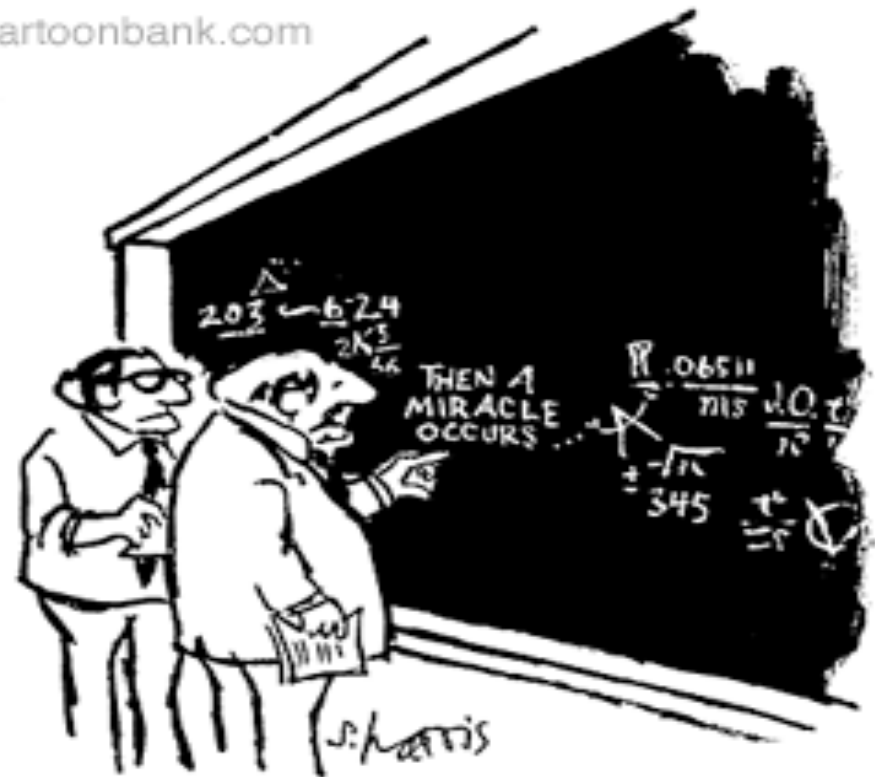


Then a miracle occurs...

Strategy is often missing from so called "strategic plans"

What connects your actions to your goal? Is there an explicit, logical chain of expectations? That is what strategy provides.

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"I think you should be more explicit here in step two."

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# Stimulate Innovation



- **Use techniques of innovation in your work**
  - Cultivate organizational curiosity
  - Use divergent and convergent thinking
  - Take risks



# A Word About Making Change

**Dissatisfaction x Vision x  
Belief x Knowledge of Next  
Steps > Resistance\***

*Where can evaluators play the best role  
in making change?*

\*A modification from the formula developed by the Center for Creative Leadership



# Questions and Discussion

- What are the challenges to supporting transformation in these ways?
- What are the pitfalls?
- Where have you experienced resistance and what forms has it taken?
- What assets do evaluators uniquely bring to the effort?

