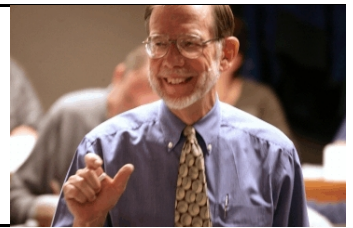


Bob

Behn's Performance Leadership Report

An occasional (and maybe even insightful) examination of the issues, dilemmas, challenges, and opportunities for improving performance and producing real results in public agencies.



On how public executives can create their own

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PerformanceStat Leadership Strategy

In 1994, the New York City Police Department, under the leadership of Commissioner William Bratton and Deputy Commissioner Jack Maple, created CompStat—NYPD's leadership strategy for reducing crime in the city by improving the performance of the department's 76 precincts. Since then, numerous police departments in the United States—indeed, around the world—have created their own CompStats.

Soon, a variety of other public agencies in New York adapted the CompStat leadership strategy to improve their own performance. These include JobStat and ChildStat—plus approaches that don't use the ***Stat suffix such as TEAMS (which you might think of as CorrectionStat) and STARS (which is the equivalent of ProbationStat).

Moreover, the concept has spread to public agencies elsewhere. The Los Angeles County Department of Public Social Services developed DPSSTATS. The Ohio Department of Job and Family Services established its Performance Center.

In addition, several governmental jurisdictions have adapted the strategy to improve the performance of all of their agencies. The first was Baltimore, which set up CitiStat; other cities quickly followed. Then, the state of Washington created GMAP (for Government Management Accountability and Performance). And Maryland now has its StateStat.

Collectively, I call these leadership strategies "PerformanceStat."

But what exactly are these different strategies? How would you identify one? What do they have in common? What are their core features that create the potential to improve performance? How could you recognize when an agency or jurisdiction has fabricated a mere mimicry—something that has the superficial features but lacks the ability to motivate significantly better results?

After nearly two-dozen visits to agencies and jurisdictions that have

created something that might be called PerformanceStat, and after talking with many others who are trying to do so, I have crafted a definition:

A jurisdiction or agency is employing a PerformanceStat leadership strategy if, in an effort to achieve specific public purposes, it holds an ongoing series of *regular, frequent, integrated meetings* during which the chief executive and/or the principal members of the chief executive's leadership team plus the director (and the top managers) of different sub-units use *current data* to analyze specific, previously defined aspects of each unit's past *performance*, to *follow-up* on previous decisions and commitments to produce *results*, to examine and

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learn from each unit's efforts to improve *performance*, to solve *performance-deficit* problems, and to set and achieve the next *performance targets*.

This definition is not all that constraining. It could apply to a public agency and its AgencyStat or to a governmental jurisdiction and its JurisdictionStat. It could apply to a variety of public-sector performance strategies that were created without any knowledge of the original CompStat. Nevertheless, this definition does include several key features that can separate a potentially effective PerformanceStat strategy from the pretenders:

- ❖ The focus on a clear purpose;
- ❖ The use of data that (a) relate to that purpose and (b) clarify

whether or not performance is improving;

- ❖ The regular meetings at which efforts to improve and progress are examined;
- ❖ The persistent follow-up to keep everyone focused; and
- ❖ The constant emphasis on learning how to improve.

PerformanceStat is **not a system**. It is not a model. It is a strategy—a leadership strategy. For to achieve the strategy's potential to produce real results requires active leadership, personal leadership. The organization's leadership team cannot delegate responsibility for articulating purposes, for conducting the meetings, or for negotiating performance targets.

Moreover, for PerformanceStat to foster better results in any organization, the leadership team **must adapt** the strategy to fit its specific public purposes and circumstances. Even another police department cannot just copy NYPD's CompStat.

PerformanceStat requires data; but it is not a collection of miscellaneous data published on a Web site. PerformanceStat requires regular meetings; but it is not an occasional gathering at which agency directors recount their recent triumphs. PerformanceStat requires analysis; but it is not a clique of analysts who, independent of the leadership team, evaluate sub-units or give orders.

Rather, for the leaders of an agency or jurisdiction, a PerformanceStat strategy provides them with the ability to clarify for everyone what improved results need to be produced next, to learn what is working and what isn't, to motivate middle managers and front-line workers to focus their energy and creativity on achieving specific results. **B**

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