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11.958 Getting Things Implemented: Strategy, People, Performance, and Leadership
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Reading Tips and Study Questions DAY THREE—JANUARY 7TH

Required reading

1. *(Case: Discussion A)* Finding Black Children: One Church, One Child
2. Pp. 2-16 only (stop at the paragraph that begins “Contrast ...”) in Xavier de Souza Briggs, *Perfect Fit or Shotgun Marriage?: The Power and Pitfalls in Partnerships*, The Community Problem-Solving Project @ MIT, June 2003.
3. *(Case: Discussion B)* Mayor Anthony Williams and Performance Management in Washington, DC
4. Harry P. Hatry, *Performance Measurement*, pp. 3-24, 48-53, 58-64, 119-30. Washington, DC: Urban Institute Press, 1999.
5. Robert Kaplan and David Norton, *The Strategy-Focused Organization*, pp. 1-17, 69-77, 133-153.

Overview

Yesterday, we looked at the need to align *mission* (some conception of value or “value proposition”), the demands and opportunities in the *external environment*, and an organization, project, or team’s *operating capacity*. Following Mark Moore but with an eye on private-sector strategy ideas as well, we called a conception that includes the alignment of these three elements the “strategy” of the organization (or project).

Today, we will consider (a) the important idea of pursuing strategy through partnerships or alliances with other organizations or groups and (b) how to link strategy to measures and routines for assessing performance (put differently, how to make *tangible* performance, and not just the principle of performing, a central part of strategy).

Questions + tips for preparing Case “A”:

Read the case first and makes notes that address questions 1 and 2 below, then read the “Perfect fit” article and consider question 3.

1. In what specific ways does Coler believe that his agency’s collaboration with black churches can help solve a key public problem, and what is that problem exactly?
2. What barriers must Clements and Coler each address as the effort takes shape? Assuming the collaboration is worthwhile, what key actions would you recommend, where the case ends, to further develop One Church?



3. Having read the “Perfect fit” article, how would you now define the value of the collaboration in the case (as opposed to alternative ways of getting the same things done), the ways in which the collaboration has or has not been successful, and the options for improving it?

Questions + tips for preparing Case “B”:

Skim the opening pages of the case, then complete readings 4 and 5 on the reading list above, and then read the entire case.

1. In what way does the system of performance measurement in DC relate to and promote Mayor Williams’ strategy for the City? In what ways does it not link to or promote that strategy? Think about the City’s operating capacity and external environment, in particular, and consider Kaplan and Norton’s arguments about the need for a link between *strategy* and *performance management systems*.
2. Look at the “Goals” listed under the areas “Making Government Work” and “Building and Sustaining Healthy Neighborhoods” in Exhibit 9. These are, in fact, “target” performance measures that the listed agencies are to achieve. Based on the Hatry reading, which of these measures would you classify as inputs, which as outputs, and which as outcomes? Based on Hatry’s recommendations about selecting appropriate measures, which of the measures in Exhibit 9 are the five best, which are the five worst, and why?
3. Now think about one particular agency’s work and what it would mean to define and report on success to the agency’s stakeholders, including the public. Should the Department of Employment Services (Exhibit 9, same area), for example, use any outcome measures as indicators of performance? What are the pros and cons of doing so?