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EDITORIAL WEBINAR SERIES 2010

Driving Government Performance

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Harvard University

One Approach To Performance Leadership

Twelve “Better Practices” That Can Help “Ratchet Up” Performance

Tuesday, February 9, 2010

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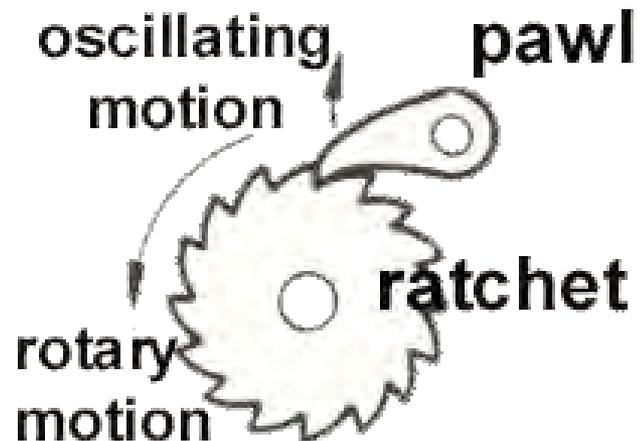
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The ratchet can only turn
counter clockwise.

The pawl prevents the
ratchet from rotating back.



One Approach To Performance Leadership

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1962: NASA's **performance target**: *“This nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth.”* 27

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Define (for yourself, at least) your mental model that explains how meeting the target will help to accomplish the mission.

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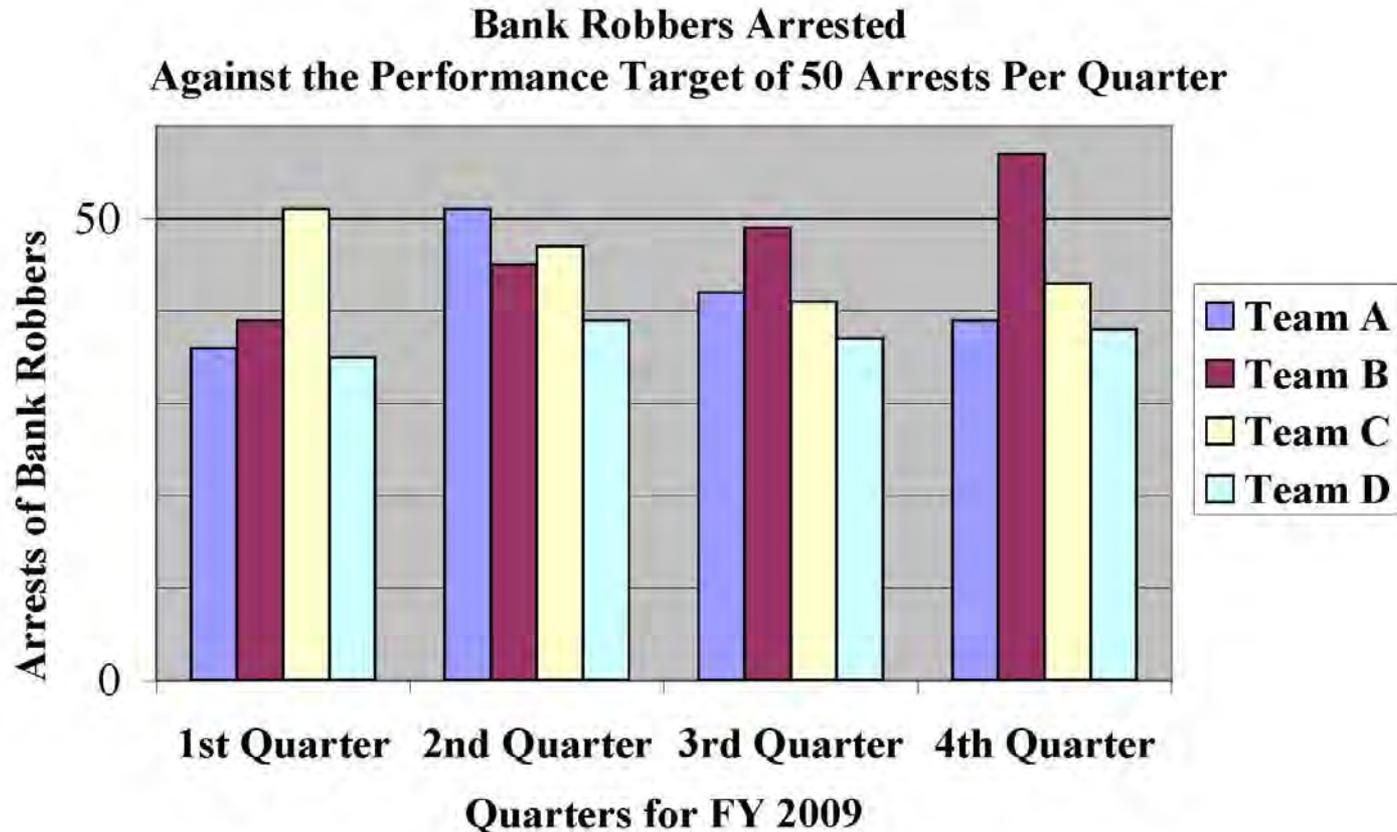
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Karl Weick, “Small Wins,” *American Psychologist*, vol. 39, no. 1 (January 1984), pp. 40-49.

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Robert D. Behn, “On the value of creating Esteem Opportunities,” *Bob Behn’s Public Management Report*, vol. 1, no. 9 (May 2004)

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Build a reputation for competence and accomplishment, and obtain, perhaps, additional flexibility or resources.

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Comments?

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Suggestions?

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Questions