

National Assembly of State Arts Agencies

Excellence and Innovation in Public Agencies

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The Public Strategies Group

Who's Around the Table?

- ❖ Name?
- ❖ Home?
- ❖ Role?
- ❖ Why this workshop?



Intentions

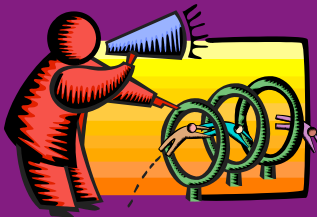
- ❖ It's about hope
- ❖ It's about making a difference
- ❖ It's about you as a leader
- ❖ It's not about learning techniques

WARNING: *You should expect to feel mentally uncomfortable at least a few times during this session!*

Bold Assertions



Government is broken



There is a better way



**Arts leaders can show
the way**



Government is Broken

- ❖ **Public is cynical**
- ❖ **Citizens pay taxes and expect results**
- ❖ **Government is losing the competition for public support**

The “Perfect Storm”

The permanent fiscal crisis:

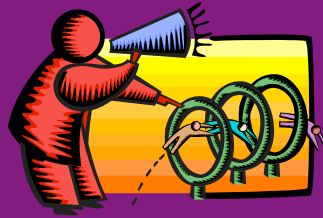
- ❖ Increased costs to educate, medicate, incarcerate
- ❖ Rising pension obligations as the population ages
- ❖ Less revenue from tax cuts/
resistance to “price” increases

The Challenge

- ❖ **Re-commit to the common good**
- ❖ **Change government**
- ❖ **Reclaim public confidence**

Common Sense

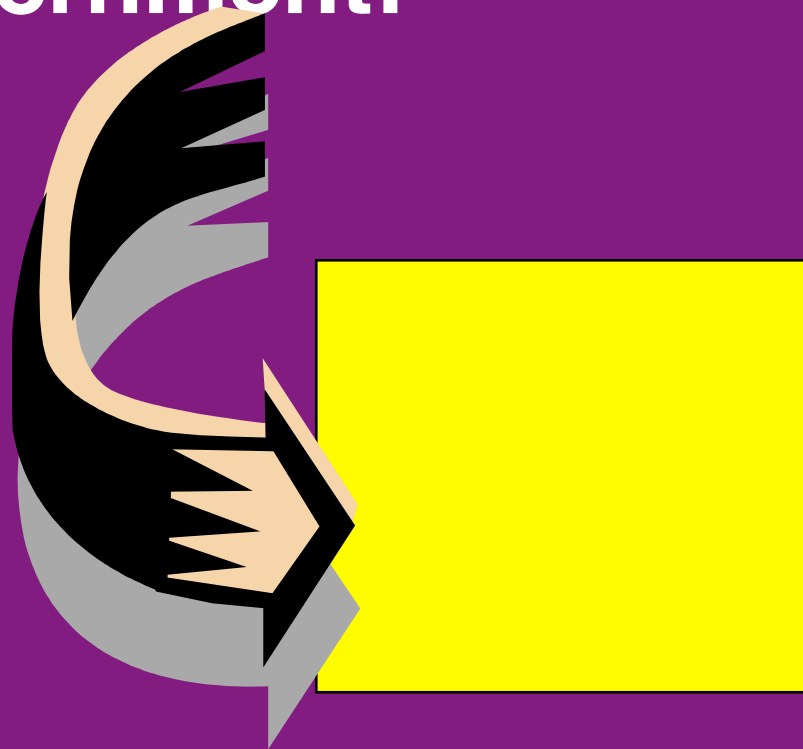
“Insanity is doing the same thing over and over again expecting a different result.”



There is a better way

- ❖ **Government that delights citizens**
- ❖ **Leaders with courage**

**Draw a picture: A delightful
government!**



Moving from Doing Well to Delighting Citizens

- ❖ **Where is the focus?**
- ❖ **What matters?**
- ❖ **Whom do we serve?**
- ❖ **How are things controlled?**
- ❖ **What is the work culture?**
- ❖ **How do we get information?**

Framework for Change

Smarter Spending

Smarter Management

Smarter Leadership

Smarter Spending

- ❖ **Buy Services Competitively**
- ❖ **Reward Performance, Not Good Intentions**
- ❖ **Divest to Invest**
- ❖ **Customers in the Driver's Seat**
- ❖ **Don't Buy Mistrust--Eliminate It**

Smarter Management

- ❖ **Reform How Government Works on the Inside**
- ❖ **Make Administrative Systems Allies, Not Enemies**
- ❖ **The Right People “on the Bus” in the Right Seats**

Smarter Leadership

❖ **Lead the Transformation**

❖ **Manage the Politics**

❖ **Act With Courage**

Why arts leaders?

- ❖ **Creative**
- ❖ **Experienced with partnerships**
- ❖ **Entrepreneurial by necessity if not proclivity**
- ❖ **Stakeholders are broad**

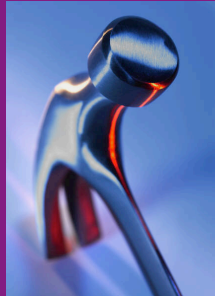
What do leaders need?



Motivation



Ideas



Plans and Tools



Motivation

How does your state government get in the way of you delighting your citizens?



Your Ideas

What are you doing that is a model?



Our Ideas

- ❖ **Charter agencies**
- ❖ **Performance measurement**
- ❖ **Budgeting for Outcomes**

Performance Measurement

- ❖ **Start with policy outcomes**
- ❖ **Measure quality, not quantity**
- ❖ **Make it meaningful**

Charter Agencies

- ❖ **A bureaucracy-busting deal**
- ❖ **Agencies promise measurable results**
- ❖ **Agencies get flexibility**

Budgeting for Outcomes

- ❖ **Identify results citizens want**
- ❖ **Understand cause and effect**
- ❖ **Competition to produce results**



Plans and Tools

- ❖ **Stakeholder mapping**
- ❖ **Advocacy**
- ❖ **Partnerships**

The Change Process

- ❖ **Transactional versus transformative change**
- ❖ **Need for chaos**
- ❖ **Spirit and form**
- ❖ **Changing government is an art as much as a science**



Are you ready?

- ❖ **Will you take up this challenge of leadership?**
- ❖ **What will you do on Monday morning?**

Last thought...

Great intuition

Along with courageous work

Yields timely results

BC Hydro employee haiku