

Background

To deliver outstanding outcomes for citizens, it is essential for government agencies to meaningfully measure the impact of new and existing policies and programs. Across Australia there is increasing pressure to establish outcomes-based approaches in government.

Some of the biggest challenges in transitioning from outputs to outcomes-based approaches include understanding how to develop meaningful measures that provide a quantification of the impact on the outcome, as well as creating a workplace environment that promotes continuous improvement. To enhance outcomes for citizens, agencies will need to clearly articulate what needs to be achieved, develop indicators that demonstrate progress towards outcomes, and engage their teams to develop strategies to measure their progress.

The Masterclass is usually delivered online with two choices for timing, depending on which works best for your team.

- Option 1 is across two-days, a 9am start and a 4pm finish, with regular breaks through the day.
- Option 2 is across three mornings, 9am-to-1pm each day, and typically a Monday, Wednesday and Thursday. The gap on Tuesday allows for your team to work on their Customer Strategy that day, which is then further developed during the first session on the Wednesday.

If you have an idea or requirement for different timings – just get in touch and we can discuss.

What you take away

- Insights to **improve operational excellence** with key principles from PuMP® (Performance Measurement & KPI Methodology)
- An understanding of **what is needed to measure outcomes**
- A proven process for **designing performance measures** for outcomes
- A method for planning how to **achieve desired outcomes** by translating them into **step by step actions**
- Strategies to develop and **establish meaningful indicators of success**
- Practical advice to better **integrate these measures** into existing programs and policy
- Methods to **demonstrate measurable progress** towards outcomes
- Tools and strategies to measure performance and set meaningful performance expectations
- Practical tips to overcome common challenges when **moving from measuring outputs to measuring outcomes**.

Module One:

- **Session One: The context for outcomes planning and measurement**
 - How planning and measurement work together
 - Developing measurable strategic plans
 - Recognising the differences between planned and realised strategy
 - The role of the measurement system to inform guidance towards outcomes.
- **Session Two: Identifying common challenges with outcomes & the role of the PuMP® Methodology**
 - Identifying common challenges with measuring outcomes
 - Recognising the organisational habits that support poor outcomes measurement practice
 - How to apply the Performance Measurement Process (PuMP®) Methodology to measuring outcomes
- **Session Three: The relationship between results & outcomes**
 - What makes strategy and outcomes hard to measure?
 - Techniques to make strategy and abstract outcomes measurable
 - Using Results Mapping to understand the relationships between results and outcomes
 - Examining the causal relationships and framework required for measuring outcomes
 - Making your outcomes measurable
 - Applying the Measurability Tests to your outcomes to develop results

Between this session and Module Two you have the time/option to draft the first version of your Outcomes/Results Map and email it to Mark for review and feedback.

Module Two:

- **Session One: Making outcomes measurable**
 - Each attendee will have the opportunity to share how they created measurable steps from abstract outcomes and how this could be applied in their organisational context, with guidance and support from Mark.
 - Revisit the key steps in the development of an outcomes-based measurement framework.

- **Session Two: Addressing common challenges when developing performance measures.**
 - Typical approaches to measurement that make it impossible to meaningfully measure outcomes
 - Defining performance measures and KPIs
 - Understanding the common approaches to KPI writing that do not work
 - Demonstrating how to measure an outcome.
- **Session Three: Designing performance measures for outcomes**
 - Collaborating to develop quantifiable, meaningful performance indicators for outcomes
 - Expert insight into applying these techniques to create measures for your organisational outcomes
 - Breakout sessions to design and select meaningful, outcomes-based performance measures.
- Reflections and Q&A

Module Three:

- **Session One: Setting meaningful performance expectations & targets for outcomes**
 - The two types of KPIs and how to set KPIs for an outcomes-based approach
 - Identifying common issues with scorecards and targets and when to use them
 - Required steps to ensure targets are useful indicators of performance improvement.
 - Interpreting the signals from performance measures
- Target setting for performance improvement
- **Session Two: How to measure outcomes**
 - Revisit the key steps in the development of an outcomes-based measurement framework.
 - The four key steps to be consistently measure the impact of outcomes
 - Implementation and building a measurement system
 - Integrating outcomes and measurement into planning
 - Measuring Service Blueprints
 - Measurement, culture and motivation
- **Session Three: Implementation**
 - Implementation approaches
 - Breakout sessions
 - Extended Q&A

Your Masterclass Leader: [Mark Hocknell](#)

Mark's experience spans 25+ years across corporate management roles, consulting and academia.

The first 14 years with Suncorp in senior management roles. During his time with Suncorp, Mark led the business-wide Alfinanz/CRM initiative that placed Suncorp with the highest cross-selling rate of any financial services group in Australia. He also managed the transformation of an existing 250-seat call centre into a 600-seat contact centre.



He completed an MBA with QUT and was then asked by the Graduate School of Business to develop two courses for the MBA Program which he then delivered at QUT for eight years (in the evenings), whilst embarking on a career in consulting during the day, delivering more than 200 client engagements with 79 organisations. He also has three years sessional experience with Griffith University School of Business, where he is currently a member of the Industry Advisory Board.

Mark is accredited in the PuMP® (performance measurement methodology) and has worked with more than 40 organisations to develop and implement performance measurement and management practices to develop a continuous improvement culture. He is also competent in using the Balanced Scorecard, and in designing and delivering business diagnostics to understand current performance and how to move to an improved state. Mark has developed the "Coaching For Performance" capability development program that focuses on building skills in team leaders to support a high-performance culture.

Mark has used an extensive set of planning methodologies (including, Argenti, the Cynefin Framework, Strategy and Results Mapping) to facilitate the development of organisational strategies and turn them into action through the creation of meaningful business plans. His experience covers planning work at the Board, Executive Management or operational management levels. These skills are backed up by practical working knowledge of improvement methodologies, (e.g. LEAN, Six Sigma, WorkOut™) and he is an Accredited Cognitive Edge Practitioner. He is certified in the Prosci Change Management Methodology and in Net Promoter Score. He is the author of *Profit by Design: how to build a customer portfolio full of profitable promoters*. He is also the PuMP® Partner for Australasia.

*Make contact with Mark to start the discussion
about this Masterclass for you.*
