When The Results Chain Breaks:
Four Simple Rules To Implement for Better Results

Jody Zall Kusek
IPDET June 15, 2012
Results
The Power of Results

• If you do not measure results, you can not tell success from failure
• If you can not see success, you can not reward it
• If you can not reward success, you are probably rewarding failure
• If you can not see success, you can not learn from it
• If you can not recognize failure, you can not correct it
• If you can demonstrate results, you can win public support

Adapted from Osborne & Gaebler, 1992
Results

According to the Treasury Board of Canada, a result is ‘the end or purpose for which a program or activity is performed ... and refers exclusively to outcomes’. ‘Outcome’ in this usage covers both effects and impacts - but not outputs - and may be immediate, intermediate or final.
Results?

Results: Sustainable improvements in the development outcomes (direct benefit to the end users)

✓ Results are not the number of schools we build or the kilometers of roads we construct.

✓ Results are the outcomes of the products of our activities: children learning improved and transport time and costs reduced.

➢ Development outcomes are important both at the country-level and at the level of individual operations.
Achieving Development Results Requires Strong Results Chain

What is the Results Chain?

- Map of the causal links between the outcomes/goals and all the steps needed to achieve those goals.

Planning for Results

Outcomes

- Short-Term
- Medium-Term
- Long-Term

Changes in the conditions, behavior or situation of the beneficiaries resulting from the use of project outputs.

Inputs
- Resources committed to project activities

Activities
- Tasks undertaken to generate outputs

Outputs
- Products & services delivered

Implementation

Results

Time

Source: Results Agenda Demystified Workshop Materials (2009)
Implementation-- Getting The Work Done

Education Example

**Inputs**

*What are the goods and services provided through the intervention?*

**Activities**

*Actions taken or work performed through which inputs, such as funds, or other resources are mobilized to produce specific outputs?*

**Outputs**
Getting Results!!

Education Example

What are the goods and services provided through the intervention?

How do the target groups/clients make use of the goods and services provided?

What are the benefits for the target population (beneficiaries) and/or the country?
Example: Health Sector

Reduced Maternal Mortality

Increased adoption of prevention methods
- Availability of ITNs
- Hygiene and sanitation practices

Increased use of maternal health services
- Increased coverage of Antenatal, new born, emergency obstetric, & post-natal care
- Improved Communication networks & ambulances

Improved access to family planning
- Provision of contraceptives and counseling to women and youth
- Information on family planning available

Health services provided (Health workers trained, Health facilities built & rehabilitated, Pharmaceutical drugs purchased)
Example of Results Chain (Health Sector)

1. Money is provided by provincial government to educate pregnant women about the need to deliver babies in health centers

2. Additional birthing centers established in rural areas

3. Increase number of mothers who say they plan to deliver their babies at local health clinic

4. Government offers cash transfers to women who deliver in clinics rather than at home assisted by midwives

5. % of maternal mortality decreases in rural provinces

6. The rate of the use of midwives to deliver babies is cut by 70% in favor of health clinics
Despite Attention to Project/ Program Logic, Results Are not Always Achieved

- Over the last several years development partners are focusing on “What does Success Look like”
- Incentives have shifted to managing to results and away from answering the “did they do it” question
- A decade of measuring and managing to results (outcomes) is changing the dialogue but not always improving services for beneficiaries
Citizens Want Accountability from Government

- Issues THEY care about
- Trash picked up
- Post Office hours convenient
- Trains in good condition
- Medicines available when they need them
- Doctors skilled and can diagnose problems
Governments Also want their focus to be “How do we get the job done?”

- How do we undertake and complete agreed activities?
- How do we deliver the promised products and services?
- How do we set up a verifiable measurement system to be able to track intended deliverables?
- How can we be sure that the right people get real-time information to make improvements to the project to improve implementation?
- How do we get from here to there?

The role of good project implementation in the results chain needs more attention

Kusek and Rist 2004
M&E Theory links Program Implementation with Outcomes and Impact

**Efficiency**
(Programme / Project / Regional Program Implementation)

- **Inputs**: Immediate
- **Activities**: Immediate
- **Outputs**: 6 months – 1 year After implementation
- **Outcomes**: 2 to 5 years
- **Impact**: 5 years or more

**Effectiveness**
(Government / Ministry Level)

Answering the question: So What?

Monitoring & Evaluation Theory

Getting The Job Done!
The goal is to ensure: a well defined and achieved **output** which will lead to outcome, impact

**Efficiency**
(Programme / Project / Regional Program Implementation)

**Inputs**

**Activities**

**Outputs**

6 months – 1 year After implementation

2 to 5 years

5 years or more

**Outcomes**

**Impact**

**Effectiveness**
(Government / Ministry Level)

Measurable Results
Why Do We Care if Programs and Projects are Poorly implemented?

- Raises costs and hinders outcomes

- Implementation Is the weakest link to aid effectiveness and the most difficult to fix (Rao, 2011)

- Can be minimized by acknowledging critical success factors and shaping the project based on them
Successfully Implemented Projects have Similar Traits--

1. Clarity on what success looks like
2. A shared interest within the program team and outside stakeholders for success
3. Realistic and flexible understanding of the dynamics of norms and rules about how information is communicated and decisions are made
4. Champions both inside and outside the governing environment that continuously demonstrate need and support for the project goals
Successfully Implemented Projects Have Similar Traits

6. The enabling environment for managing the project uses simple and straightforward business processes to help “get the job.”

7. Lessons Learned with Continual Feedback (Adaptive Management)

8. Just in Time availability of trusted information for real time decision action

Good at Getting Things Done!!
Let's Look At “Getting Things Done Another Way”

Typical Phases of Projects and Programs

- Idea
- Design
- Approval
- Implementation
- Results

Source: Deloitte Checklist for Getting Results In Government
What Happens When the Path to Good Implementation Breaks?

Failure to Get The Job Done = Failure to Achieve Results

M and E Theory Meets Project Management Theory
In Search of Successful Implementation

- Program failure is recognizable to all who have managed or been involved with public sector programs
- So, then, why are they not intercepted more often in practice?
  - Blind spots?
  - Focusing on wrong signal and real problems goes unnoticed?
  - No one really feels it is “Their Job” to alert someone up the chain to the problem (it is not MY problem?)
The Inevitable Questions

- How bad is bad? Judgments are often malleable.
- Who or what brought this about?
- What prompted their actions?
- Was the problem foreseeable?
- Was the problem controllable?
- Did contingencies exist?
- Who is really to blame?

(Right: January 28, 1986—The Challenger disaster.)
HIV AIDS In Latin America

- High level National Support for 5-country Regional Program Reduce HIV Transmission
- Expectations High as Project Adopted Success Criteria from other Major LA country

Whoops
- From outset lines of authority were unclear
- No measurement system to assess progress (or failure)
- Program goals were unrealistic for these countries
- Government became distracted to other priorities when immediate goals were not met
- No one recommended stopping program (donor funded) despite all reviews showing problems

At projects end date, funds ran out and program stopped
The D.C. Tax Office Problem

- Employee stole $30 million over seven years.
- The system of controls in the tax process was poor.
- Analysis showing unusual levels of refund activity was ignored.
- The problem was uncovered by a bank teller who got curious.
- In retrospect, it all made sense.
- Someone said…. I am going to make this my problem...
But Aren’t These Failures Due to Poor Project Management?

YES.......  
And NO!!!!!  

Project management tools can help us manage the process of project implementation but CAN NOT identify or address key barriers that will break the results chain.
There are Many Tools To Help Staff and Managers Manage Implementation Process
Henri Gannt
PERT Scheduling Chart is also Widely Used in Project Management Implementation
Project Management Tools Help But Can Not Find the Cracks

- Like monitoring, they help identify where we are against where we wanted to be
- Can not identify Why
- Can not identify forces that may have become barriers
- Can not get at the organizational factors that provide important enablers
Using a Results Chain Model Rather than a PM Model Helps Identify Cracks in the Chain

(Project / Program Implementation)

Inputs → Activities → Outputs → Outcomes → Impact

- Immediate
- 6 months – 1 year (After implementation)
- 2 to 5 years
- 5 years or more

(Government / Ministry Level)
Measurable Results
What Can be Done to Help Keep the Chain From Breaking?

Remember Education Example?

What are the goods and services provided through the intervention?

Resources are mobilized to undertake interventions or work.
Four Simple Rules to Implement for Better Results

- Find Champions with Loud Voices and Enduring Commitment
- Embrace Informal Structures
- Reduce Time, Not Quality
- Build the Ship as it Sails
Four Simple Rules to Implement for Better Results

1. Find Champions with Loud Voices and Enduring Commitment
2. Build the Ship as it Sails
3. Embrace Informal Structures
4. Reduce Time, Not Quality
Champions are Needed for Ownership=Buy in

Who cares about this project?

- Government (project aligned with national plan)
- Parliament (expenditures committed to Minister)
- Civil society (project supports demands, i.e. new school in their neighborhood, etc)
- Others
- Note: where/who are counter reforms or counter reformers
Without Ownership - watch out!

- Reduced resources
- Lose access to higher ups
- Civil society negatively politicize
- Project or Program becomes marginalized
- Staff disenfranchised and lose commitment
- Higher ups lose commitment
- Project fails to achieve implementation goals
Ownership – Analysis (1)

Buy-in (= ownership) usually involves a set of stakeholders– Some become key champions
From stakeholder theory, if simply one of the stakeholders does not accept the project, the project will fail.

Four Steps of a basic Stakeholder Analysis:
1) List all Stakeholders, those in favor and against the project
2) Evaluate and map the importance, power and risk of each stakeholder
3) Group stakeholders on the basis of importance, power and risk, and design
4) Elaborate the strategy of intervention

Goal: Identify stakeholders, understand their role, determine risks and design relationship management
Understand Where Reformers and Counter-Reformers Are and Why

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Position</th>
<th>Influence</th>
<th>Interest in Project</th>
<th>Goals</th>
<th>Objections to Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andre Agassi</td>
<td>CEO</td>
<td>10</td>
<td>High</td>
<td>Exceed quarterly estimates for next 4 quarters</td>
<td>Seems like it won’t pay off in the time frame he most concerned about</td>
</tr>
<tr>
<td>Chris Evert</td>
<td>Product Manager</td>
<td>6</td>
<td>Medium</td>
<td>Increase % of company revenue generated by his product and Get noticed by Andre</td>
<td>Will it reduce number of sales?</td>
</tr>
</tbody>
</table>
Ownership – Analysis (2)

Sample Example: A visual mapping characterizing and grouping of Stakeholders based on overall importance, risk and power in the success of the programme / project.

The size of the circle represents the importance of the stakeholder in the project.

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The size of the circle represents the importance of the stakeholder in the project.
Find Champions With Loud Voices and Enduring Commitment

Using the “Rule”

1. Try to ensure you have mandate through legislation, or other institutional rule
2. Set up advisory committee of important stakeholders
3. Assess “temperature” of management towards project; find out why interest goes to cool and likely mitigating strategy
4. Brief minister or DM virtually, through one page - Here’s where we are”, or quarterly, be strategic; they will be
5. Report out progress using just in time easy to understand reports … few pages, many graphics
Four Simple Rules to Implement for Better Results

- Find Champions with Loud Voices and Enduring Commitment
- Embrace Informal Structures
- Reduce Time, Not Quality
- Build the Ship as it Sails
Know the REAL Power within Organizations

- Considerable resources are spent annually in restructuring and re-drawing organization charts.
- But, real work happens despite formal charts.
- Can cut through formal reporting procedures to jump start stalled initiatives and meet difficult deadlines.
- Informal organizations are the networks of relationships that are formed across functions and divisions to accomplish work fast.
Formal vs. Informal Organizations

Formal Organization:
- Vision
- Mission
- Structure
- Job descriptions
- Goals
- Strategies
- Operating policies
- Rational forces

Informal Organization:
- Power and influence patterns
- Group dynamics
- Conformity forces
- Impulsiveness
- Feelings
- Interpersonal relations
- Organizational culture
- Individual needs
- Irrational forces

What's Visible

What's Hidden

Ketz de Vries 2001
Formal Organization Codifies Who Makes the Rules and Who Follows ......also Where Expertise is likely to reside
Informal Organizations Use Three Primary Networks

- **Advice Network**
  - Shows prominent players on whom others depend to solve problems and provide technical info

- **Trust Network**
  - Employees share delicate political information and back one another up in a crisis

- **Communication Network**
  - Made up of employees who talk about work-related matters on a regular basis
Informal Go-To Experts

The Advice Network Reveals the Experts
Informal Trust Network
Communication Networks Are Those In Our Own Groups

The Formal Chart Shows Who’s on Top

- Leers (CEO)
  - Software Applications
    - O’Hara (SVP)
      - Bair
      - Stewart
      - Ruiz
  - Field Design
    - Calder (SVP)
      - Harris
      - Benson
      - Fleming
      - Church
      - Martin
      - Lee
      - Wilson
      - Swinney
      - Carlson
      - Carlson
      - Hoberman
      - Fiola
  - Integrated Communications Technologies
    - Lang (SVP)
      - Muller
      - Jules
      - Baker
      - Daven
      - Thomas
      - Zanado
  - Data Control Systems
    - Stern (SVP)
      - Huttle
      - Atkins
      - Kibler

Krackhardt et al. (1993)
Informal Networks Can Also Sabotage

- Block communication
- Foment opposition to change
- Create and foster distrust

It is Important to Understand dynamics of Formal versus Informal organization
Four Simple Rules to Implement for Better Results

1. **Find Champions with Loud Voices and Enduring Commitment**
2. **Embrace Informal Structures**
3. **Reduce Time, Not Quality**
4. **Build the Ship as it Sails**
Taking Time Out of Implementation

- Name three things that end up “costing” more time during implementation?
- How does “more time” affect the end user of the program or project?
- If one measure of quality is responsiveness to clients, how does the concept of implementation time relate to overall quality?
What Does Time Have To do With Implementation?

- Suggests we are not “doing it right the first time”
- Suggests many steps in the implementation process are needed to “get the work done”
- Suggests work is not a priority to managers
- Suggests there are few or little standards by which the work is supposed to be done, thus may approvals to move implementation along
What IS Business Process Anyway?

- A process is the set of activities (repeated steps or tasks) that accomplishes some business function.
- The steps, procedures, and decision actions that define how resources are used to meet the beneficiary needs?
- In the Results Chain we can equate a process to undertaking a number of activities?
- Activities are how we use resources to get to outputs
You Can Not Manage What You do Not Know!!
Business Processes are the Holy Grail that lets you take Time out of Implementation without Sacrificing Quality

- Identifies process steps that matter to the client
- Helps identify steps that must be done right the first time
- Help identify how many approvals there should be in the process, and no more
- Most importantly analyzing the process identifies steps that simply adding to the time of the
RULE #4   Build the Ship As it Sails

Successful Implementation

- Find Champions with Loud Voices and Enduring Commitment
- Embrace Informal Structures
- Reduce Time, Not Quality
- Build the Ship as it Sails
What are we Talking About?

- Implementation is not a one-off component of project management or one cycle of the Results Chain
- The cycle of implementing, MEASURING progress, learning, feeding the learning immediately back into the project plan and then implementing
- Thus we are never really done with the project until we have fed back learning from many cycles of implementing the project
- E.g. New Snow Removal Policy in DC
Build the Ship as it Sails Needs Real Time M&E System

Implement → Measure → Learn → Feedback → Revise → Implement
Real Time Data Driven M&E System

- Allocating new resources where they are needed
- Just in time evidence based project/program actions
- Re focus project - Build the ship as it sails
- Improves quarterly or other results reports
- Supports accountability of tasks
CitiStat's Enhances Baltimore Performance: Innovator's Focus
by AshInstitute
Fighting Crime with Comp stat

Through a series of problem solving session, we were able to mobilise 29,764 police officers

14,222 + 7,402 + 8,140 = 29,764

From Non hotspot to Hotspots
- 14,222 officers deployed to 50 crime hotspot area
  - KL: 2,892
  - Selangor: 5,223
  - Johor: 3,366
  - Penang: 2,741

From Back-Office to Front-line
- 7,402 personnel reassigned from back-office to frontline
- 4,013 civil servants transferred to back-office (police station)

From the Jungle to the City
- 8,140 PGA (Jungle Police) deployed to fight crime in urban areas
Getting Results Using Comp stat- Building the Ship as it Sails

Hotspot-based deployment of police patrol
(Redeployment of 14,222 police officers)

The Kuala Lumpur Story

<table>
<thead>
<tr>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Contingent, 5 Districts</td>
<td>1 Contingent, 5 Districts</td>
</tr>
<tr>
<td>22 Balai’s (Stations)</td>
<td>22 Balai’s (Stations)</td>
</tr>
<tr>
<td>501 Sectors</td>
<td>11 hotspots, eg Pudu, Bukit Bintang</td>
</tr>
<tr>
<td>2,892 police officers deployed for street patrolling</td>
<td>2,892 police officers deployed to patrol at hotspots</td>
</tr>
</tbody>
</table>

6 police officers assigned to patrol Bukit Bintang every day

263 police officers assigned to patrol Bukit Bintang every day
Are We Talking About M&E As Described In 10-Steps Model?

- Not exactly.
- Implementation feedback needs rapid, real time data for immediate problem solving and decision action.
- Time line for real time data might be monthly, weekly, daily rather than quarterly or annually.
- There still needs to be an M&E system that relies on valid and verifiable data.
- Use of different tools to provide simple and immediate understanding of how the project/program is doing against targets and goals.
**Data Dashboard**

**PSP GET Dashboard – February 2012**

**Snapshot of Progress on BP Objectives:**

1. **To be mobile and responsive to clients**
   - a) Mobilization of world-class expertise from internal and external sources
   - b) More engagements than FY 11 (baseline: end-year FY 11 completed = 16)

2. **To provide high-quality outputs**
   - a) Technical quality of outputs and engagements is high

3. **To sustain or raise the profile of Bank expertise on the topic**
   - a) Number of staff weeks charged to internal Bank funds
   - b) Number of staff weeks charged to Trust Funds, Fee for service etc..

4. **To generate and disseminate knowledge on PSP issues with internal and external counterparts**
   - a) Number of advisory requests responded to
   - b) Number of publications and knowledge events
   - c) Toolkit of Performance Approaches Launched
   - d) GET Notes derived from client engagements
   - e) Host an average of one BBL every other month on a performance related topic
   - f) Conduct an international conference on Public Sector Performance and engage with external partners
   - g) Further develop and refine the internal and external PSP GET websites and SharePoint site.

**Time spent on GET engagements**

<table>
<thead>
<tr>
<th>Name</th>
<th>Engagements</th>
<th>Expected per yr (in weeks)</th>
<th>Self reported (weeks)</th>
<th># of engagements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nick Manning</td>
<td>11</td>
<td>7.2</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Bill Dorotinsky</td>
<td>11</td>
<td>4.5</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Jim Brumby</td>
<td>8.8</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Jody Kusek</td>
<td>8.8</td>
<td>3.5</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Theo Thomas</td>
<td>8.8</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Tony Verheijen</td>
<td>8.8</td>
<td>1.3</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

**Budget expenditures to date**

<table>
<thead>
<tr>
<th>Starting Balance</th>
<th>Actuals</th>
<th>Commitments</th>
<th>Commitment + Actuals</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>225,000</td>
<td>117,889</td>
<td>6,151</td>
<td>119,041</td>
<td>105,958</td>
</tr>
</tbody>
</table>

*Note hidden commitments here: Joanna, Diana, Bill’s time.*

**Program Areas with budget**

- Results Conference: 25,000
- GET Events (BBLs, seminars): 5,000
- Misc expenses (VCs etc..): 3,000
<table>
<thead>
<tr>
<th>Progress Indicators</th>
<th>Year to date</th>
<th>Prior Year (totals)</th>
</tr>
</thead>
<tbody>
<tr>
<td># of completed client engagements</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td># of pipeline/in progress client engagements</td>
<td>16</td>
<td>N/A</td>
</tr>
<tr>
<td># of completed advisory requests (just in time)</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td># of knowledge learning events</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td># of engagements with sectors</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td># of GET publications (in progress for current year)</td>
<td>10</td>
<td>7 (4 notes, 3 books)</td>
</tr>
<tr>
<td># of requests from outside of the Bank</td>
<td>6</td>
<td>N/A</td>
</tr>
<tr>
<td># of engagements in Fragile States</td>
<td>3</td>
<td>N/A</td>
</tr>
<tr>
<td>% of total funds externally generated</td>
<td>€1.2 mill*</td>
<td>0</td>
</tr>
</tbody>
</table>

*EC M&E TF in Western Balkans + Turkey

**GET activities* by region**

- **ECA, 7**
- **EAP, 12**
- **SAR, 5**
- **AFR, 7**
- **LAC, 9**
- **MENA, 3**

* GET activities = advisory requests + client engagements (all)

**Distribution of GET activities by income level**

- **HI, 4**
- **LIC, 5**
- **UMIC, 17**
- **LMIC, 10**

* GET activities = advisory requests + client engagements (all)
Information for Real Time Decision and Actions
Simple Transparent Progress Reports
Supports Enduring Champions

- Simple Data Reports allow for stakeholders to be part of the process
- Provides a transparent medium to discuss issues citizens care about
- Reduces mistrust in government
- Counter reformers can not “invent” problems
- Stakeholders “wait” for new data
### A Guide To Help Use the Four Rules:

<table>
<thead>
<tr>
<th>Rule 1: Find Champions with Loud Enduring Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct stakeholder analysis to find power and supporters</td>
</tr>
<tr>
<td>2. Know what it will take to get buy-in from key stakeholders- What do THEY need?</td>
</tr>
<tr>
<td>3. Keep champions informed of the good and the bad</td>
</tr>
<tr>
<td>4. Don’t blindside</td>
</tr>
<tr>
<td>5. Develop relationship that allows you to tap into their power and commitment</td>
</tr>
<tr>
<td>6. Keep it simple</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rule 2: Embrace Informal Structures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Find out who talks to whom</td>
</tr>
<tr>
<td>2. Find out who listens to whom</td>
</tr>
<tr>
<td>3. Find out how decisions are really done</td>
</tr>
<tr>
<td>4. Let the formal structure guide the organization, NOT constrain it</td>
</tr>
<tr>
<td>5. Identify disconnects between formal rules and any cultural or informal barriers that need to be addressed</td>
</tr>
<tr>
<td>6. Let the entire organization work for you</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rule 3: Cut Time not Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Who are your clients?</td>
</tr>
<tr>
<td>2. What are their expectations from government?</td>
</tr>
<tr>
<td>3. Analyze business process needed to get the work done</td>
</tr>
<tr>
<td>4. Do any steps not add value to client?</td>
</tr>
<tr>
<td>5. How can these steps be removed?</td>
</tr>
<tr>
<td>6. Which steps need to done right the first time?</td>
</tr>
<tr>
<td>7. Focus on implementing to get the job done fast but with quality</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rule 4: Build The Ship As It Sails</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Always do a full results chain to make sure implementation aligns to long term goals</td>
</tr>
<tr>
<td>2. Make a plan for using resources to “get the job done”</td>
</tr>
<tr>
<td>3. Identify key output indicators that can be tracked and reported on during real time implementation</td>
</tr>
<tr>
<td>4. Quickly feed information into implementation strategy</td>
</tr>
<tr>
<td>5. Change and adapt strategy</td>
</tr>
<tr>
<td>6. Implement, measure, and feed back for learning</td>
</tr>
</tbody>
</table>