

## Results-Based Management

### Course Summary

#### Description

Results-based management (RBM) is everyone's business. This two-day workshop will provide you with the tools and knowledge you need to lead and/or support RBM in your organization.

You will be introduced to an RBM approach that integrates strategic and operational planning, performance measurement, risk management and cost management, while achieving an appropriate balance between the sustaining and change agendas of an organization or program area.

The workshop content will be a balanced mix of management theory, best practices, practical examples and exercises. In addition, each participant receives a workbook and bibliography of helpful references.

You will have the opportunity to participate in practical exercises where you will learn techniques for building the foundations, and executing the processes, that will enhance progress towards performance results in your organizations. The workshop is highly interactive with frequent opportunities to review concepts and receive feedback. You are invited to bring samples of your frameworks and products for review by the instructor.

#### Objectives

By the end of this course, students will be able to:

- Building and sustaining sound management structures (architectures, models and maps), frameworks (performance, risk and cost), accountability instruments (plans, project charters, work breakdown structures and reports) and enablers
- Developing high level and cascading strategy maps
- Aligning strategy maps, logic models and delivery chains
- Understanding performance patterns and drivers of good and not-so-good performance
- Developing ambitious aspirations, lagging and leading indicators
- Setting priorities and targets
- Managing interventions and delivery plans
- Integrating performance and risk
- Mapping and integrating sustaining and change agenda expenditures
- Monitoring the impacts of strategies and associated objectives, initiatives, projects, activities and their associated indicators and targets
- Assessing attribution, contribution and plausible associations
- Understanding and managing effective accountability relationships

#### Topics

- The Components of a Sound Results-Based Management (RBM) Environment
- When and How to Build Your Logic Model
- When and How to Build Your Strategy Map
- The Path to a Balanced Performance Story
- Balancing Your Sustaining and Change Agendas
- Setting Realistic and Ambitious Targets
- Implementing Ambitious Delivery Plans and Delivery Reports
- Integrating Risk and Performance
- Managing Effective Accountability Relationships

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### Course Summary (cont.)

#### Audience

This workshop will be of interest to:

- Executives and managers who wish to implement or improve their RBM environment
- Those working in management or program areas who wish to improve their knowledge of RBM theory and practices
- Those working in RBM functions who wish to challenge their thinking or be exposed to principles and practices that might enhance RMB in their organizations or programs.

#### Duration

Two Days

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### Course Outline

- I. *The Components of a Sound Results-Based Management (RBM) Environment*
  - A. The key structures that make up the RBM environment
  - B. The key management frameworks that make these structures useful
  - C. The key accountability instruments that are enabled by these structures and frameworks
  - D. The roles that you can play to make this RBM environment as value-added as possible
- II. *When and How to Build Your Logic Model*
  - A. Assessing when a logic model might be considered
  - B. The five public sector impact and 18 activity groupings
  - C. Tips, rules and conventions for building your logic model
  - D. Identifying and selecting your activity, output and outcome statements
  - E. Arriving at agreement on the assumptions and expectations that are at the core of your program theory
  - F. Filling in the “white spaces” in your logic model: the risks and influencing factors that could influence performance
- III. *When and How to Build Your Strategy Map*
  - A. Assessing when a strategy map might be considered
  - B. Tips, rules and conventions for building
  - C. Identifying and selecting your strategic objectives
  - D. Identifying and selecting the initiatives that will support your strategic objectives
- IV. *The Path to a Balanced Performance Story*
  - A. Building a balanced performance framework
  - B. Finding the right mix of program delivery and management indicators
- C. Learning to use leading and lagging indicators to enhance your performance story
- V. *Balancing Your Sustaining and Change Agendas*
  - A. Tips for determining your sustaining agenda budget
  - B. Tips for arriving at your change agenda priorities
  - C. Arriving at the right balance between sustaining and change expenditures
- VI. *Setting Realistic and Ambitious Targets*
  - A. Asking the right questions when setting performance targets
  - B. Finding the performance “sweet spot” for each indicator
  - C. Determining when to use stretch and predictive targets
- VII. *Implementing Ambitious Delivery Plans and Delivery Reports*
  - A. Understanding the difference between delivery plans and business plans
  - B. Building an ambitious delivery plan
  - C. Building an ambitious delivery report
- VIII. *Integrating Risk and Performance*
  - A. Distinguishing risks from performance issues, facts and planning considerations
  - B. Tips on writing a strong risk statement
  - C. Integrating risk indicators and risks monitoring within performance framework and reporting processes
- IX. *Managing Effective Accountability Relationships*
  - A. Understanding accountability and the five principles of accountability
  - B. Differentiating between accountability, responsibility and answerability
  - C. Leveraging key accountability principles and tools to improve system delivery