

# performance improvement retreat

a government experience: turning to a new playbook

**April 27-28, 2010**  
**Washington, DC**

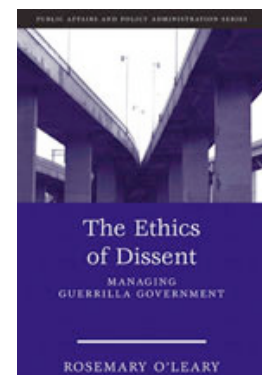
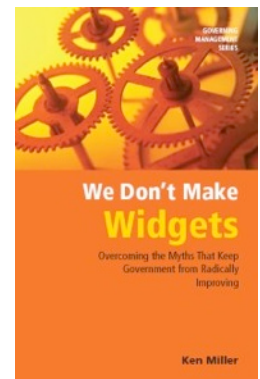
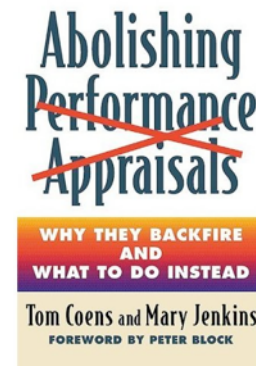
A mind-blowing event featuring numerous authors and thought leaders on unlocking the secret to performance improvement in government through engaging sessions and interactive workshops.



**Earn 16 CPE Credits**

## topics and *interactive* workshops:

- we don't make widgets: overcoming the myths that keep government from radically improving
- performance appraisals: why they backfire and what to do instead
- managing guerrilla government: a firsthand perspective
- creating a high performance culture in the public service
- leading program performance by asking the right questions
- using performance information to drive decision making and improve results



T H E C E N T E R F O R  
**RADICAL IMPROVEMENT**

Radical Ideas. Passionate People. Big Solutions.

# letter from the executive director

**Dear Change Agent,**

*I realize you are probably already skeptical. Another conference that promises to give you the world on a silver platter only to be disappointed to find nothing but PowerPoint presentations, theory and no new perspectives. You're happy if you can take one "nugget" of information away to use back at the office. Is one "nugget" really enough?*

I started The Center for Radical Improvement with one thing in mind: to provide government with alternative thinking from new thought leaders and inspiring change agents in a retreat-like learning environment. I feel that there is no better way to learn than through interactive exercises, how-to discussions and interaction among your peers. That's where we discover new opportunities and uncover different ways to think about how we operate. The only thing holding us back from radically improving our performance is our beliefs about our work and our organizations. Once we have the ability to change those beliefs, a whole different world of opportunities become available.

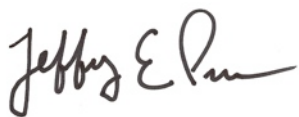
## **Turning to a New Playbook**

Whenever times get tough, we tend to turn to the same playbook: cutting travel, cutting the annual office retreat, cutting fleet cars, mandatory furlough days, using pencils instead of pens etc. You know the drill. But why are we focusing on cutting costs in areas that have little consequence to our core operations and mission? Because we can't see our systems of work. And because we can't see our systems, it's even harder to measure, manage and improve them.

This event is all about challenging our perspectives on performance improvement in government. Whether it be shattering our beliefs regarding performance appraisals, understanding how to improve the systems of our organizations or learning how to manage guerrilla government (when people go underground to create change), you will find the answers at this event. Through a number of authors, thought leaders and government practitioners, we will provide you with an experience that is not only enlightening, but fun and enjoyable. Our number one goal is to help you succeed along your performance improvement journey.

Welcome to the experience! We look forward to working with you on April 27-28, 2010.

Best regards,



Jeffrey Press  
Executive Director  
The Center for Radical Improvement

# agenda at a glance

## April 27, 2010

8:00 AM	Registration and Breakfast	
9:00 AM	<b>Keynote - We Don't Make Widgets</b>	Ken Miller, Author, <i>We Don't Make Widgets: Overcoming the Myths that Keep Government from Radically Improving</i>
12:00 PM	Lunch	
1:00 PM	<b>Workshop - So What: Leading Program Performance By Asking the Right Questions</b>	Dr. Steve Richardson, Center for Program Planning and Results, U.S. Department of Labor
2:30 PM	Break	
2:45 PM	<b>Workshop - Using Performance Information to Drive Decision Making and Improve Results</b>	Bernice Steinhardt, Director Elizabeth Curda, Asst. Director Laura Miller Craig, Senior Analyst  Office of Strategic Issues U.S. Government Accountability Office
4:15 PM	Day One Concludes	

## April 28, 2010

8:00 AM	Breakfast	
8:45 AM	<b>Keynote - Managing Guerrilla Government: A Firsthand Perspective</b>	Dick Bauer, Former Deputy Regional Administrator for Seattle and Chicago, U.S. Environmental Protection Agency, Charter Member, U.S. Environmental Protection Agency
10:15 AM	Break	
10:30 AM	<b>Workshop - Creating a High Performance Culture in the Public Service</b>	Donna Karlin, Author and Leadership Coach, Principal, A Better Perspective, President, International Consortium for Coaching in Organizations
12:00 PM	Lunch	
1:00 PM	<b>Workshop - Performance Appraisals: Why They Backfire and What To Do Instead</b>	Mary Jenkins, Co-Author, <i>Abolishing Performance Appraisals - Why They Backfire and What To Do Instead</i> , Organizational Development Consultant
4:00 PM	Conference Adjourns	

9:00 Keynote - **We Don't Make Widgets**

Ken Miller, Author, *We Don't Make Widgets*

## the 3 myths



### **We Don't Make Widgets**

What we do is squishy, intangible service work. All of that manufacturing stuff doesn't work here.



### **We Don't Have Customers**

Not in the traditional sense of someone who pays for something they want and walks away happy.



### **We're Not Here to Make a Profit**

We don't have a bottom line or competition, so there is no real incentive to improve.

**“Ken Miller is changing government by getting federal employees to start thinking differently about our customers and the widgets we produce.”**

- U.S. Federal Government Employee

The pressure on government to improve has never been greater; whether it's to cut costs, do more with less or be more customer-focused. Compounding the problem is the phenomenal success the private sector has had meeting these same challenges. Why has business been so successful, yet government at all levels continues to struggle? Clearly we must be defective. Wrong. Rather, we need to overcome the 3 myths that keep government from radically improving:

- ① **We Don't Make Widgets** – All that quality and customer satisfaction stuff is easy in manufacturing but what we do is squishy and intangible, therefore it's hard to measure and even harder to improve.
- ② **We Don't Have Customers** – We have hostages. They didn't choose us, they don't want to come back, and it doesn't really matter if they are happy or not. Also, we have multiple customers with competing interests who can never agree on what they need much less what they want.
- ③ **We're Not Here to Make a Profit** – With no bottom line there is no incentive to improve and in fact we are often punished for being more efficient.

These myths feed the greatest myth of all: *we're different*. Rather than learning from the improvement techniques that are transforming organizations outside government, we continually turn to the same playbook - another blue ribbon commission, a different strategic planning model, a new performance appraisal form - in hopes that this time they'll actually work. **There is a better way...**

The We Don't Make Widgets session is a fast-paced, hands-on presentation tailored to people who are not in the business of manufacturing. This workshop dives right into them and presents proven techniques that lead to customer-centered results for government. In this engaging presentation, participants will learn the techniques to make their departments, agencies and programs better, faster and cheaper.

## 1:00 **So What: Leading Program Performance Improvement By Asking the Right Questions**

Federal agencies have been routinely measuring program performance for at least a decade, and plenty of progress has been made in creating outcome-oriented measures and improving the data. Making use of the data (to improve effectiveness) has proven to be an even greater challenge. To some extent, this may be due to the assumption that because Congress asked for it (by passing the GPRA), *they* intended to use it. It may be time to quit waiting for policy makers' leadership on this; it may never happen.



If nothing is done with the data, maybe we're providing answers to the wrong questions. Are your agencies' performance measures providing information your managers can act upon? This session will focus on challenging the utility of measures by analyzing their strategic context - how they connect activities and performance goals. Analysts can empower themselves and serve their managers well by developing relevant measures. Using examples and interactive group exercises, we'll discuss how to identify the "sweet spot": data that vary with allocation of resources demonstrate impact on outcomes.

*Speaker:* Dr. Steve Richardson, Center for Program Planning and Results, U.S. Department of Labor

## 2:45 **Using Performance Information to Drive Decision Making and Improve Results**

The Government Accountability Office's periodic surveys of federal managers since 1997 indicate that more performance information is being collected across the government. However, on the whole, federal managers have reported little or no progress in increasing their use of performance information to manage for results.

**In this interactive session, you will learn from GAO's research, as well as from other workshop participants:**

- How performance information can be used for various types of management activities
- What can facilitate or hinder the use of performance information for decision making; what strategies can be employed to overcome hindrances

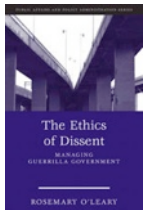
*Speakers:* Bernice Steinhardt, Director, Strategic Issues, U.S. Government Accountability Office  
Elizabeth Curda, Assistant Director, Strategic Issues, U.S. Government Accountability Office  
Laura Miller Craig, Senior Analyst, Strategic Issues, U.S. Government Accountability Office

## 8:45 **Keynote - Managing Guerrilla Government: A Firsthand Perspective**

Guerrilla government is a term used to describe the actions of career public servants who work against the wishes—either implicitly or explicitly communicated—of their superiors. This form of dissent is usually carried out by those who are dissatisfied with the actions of public organizations, programs, or people, but typically, for strategic reasons, choose not to go public with their concerns in whole or in part. Rather than acting openly, guerrillas often move clandestinely behind the scenes, salmon swimming against the current of power. This session will dive into the world of guerilla government through a firsthand account of how it happened at the U.S. Environmental Protection Agency.

**“All of my objectives for attending were met and then some! I learned a fresh approach to change and the resources provided were great. Everything was on point!”**

Director, Internal Revenue Service



Speaker: Dick Bauer, Former Deputy Regional Administrator for Seattle and Chicago, U.S. Environmental Protection Agency, Charter Member, U.S. Environmental Protection Agency

\*Dick is not the author of the book *The Ethics of Dissent: Managing Guerrilla Government* but his story was featured as a case study and a copy of the book will be provided for each participant.

**“This is the best workshop I’ve been to since I’ve been in the government.”**

Director, Social Security Administration

## 10:30 **Creating a High Performance Culture in the Public Service**

Recruiting the next generation of public servant leaders is and will continue to be a daunting task. In boardrooms across the nation people are asking: “How do we attract talent, and how do we keep them?” Public Service Renewal is great in concept. However, it will only work if leaders recognize that the status quo is not sustainable or attractive to new talent. Working conditions and training models must be completely revamped. It’s also paramount leaders take into consideration that new talent is more clear and insistent on what they want from life and will not stay in an organization unless they get it. Attend this interactive session to learn the most cutting-edge strategies for creating a high performance culture in your government agency.

Speaker: Donna Karlin, Author and Leadership Coach, Principal, A Better Perspective, President, International Consortium for Coaching in Organizations

## 1:00 Performance Appraisals: Why They Backfire and What To Do Instead

Have you or your organization re-designed your appraisal process within the last 5 years? Do you have trouble getting managers to complete them “on time” and have to resort to bribes or punishments? You are not alone. The Wall Street Journal reported that “in almost every survey, most employees who get evaluations and most supervisors who give them rate the process a resounding failure”. Clearly it is not a question of doing the same thing better.

Mary Jenkins is the co-author of the book, *Abolishing Performance Appraisals - Why They Backfire and What To Do Instead*. **This book has been published in 4 languages and has been presented on CNN and written about in newspapers and magazines across the country including the *Wall Street Journal*, *The LA Times*, *Investor’s Daily*, and the *Harvard Management Update*.**

Mary will lead an interactive workshop where she will share the widely accepted myths and false assumptions that underlie *all* appraisals and offer guidance to organizations that want to move on to more progressive alternatives emphasizing teamwork and personal responsibility.

**Abolishing  
Performance  
Appraisals**

WHY THEY BACKFIRE  
AND  
WHAT TO DO INSTEAD  
Tom Coens and Mary Jenkins  
FOREWORD BY PETER BLOCK

Speaker: Mary Jenkins, Co-Author, *Abolishing Performance Appraisals - Why They Backfire and What To Do Instead*, Organizational Development Consultant

“This [event] was a real eye opener **with real solutions.**”

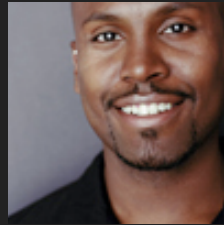
Director, U.S. National Oceanic and Atmospheric Administration



## venue

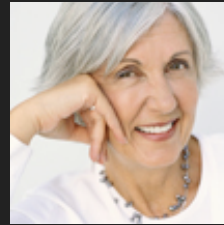
The Performance Improvement Retreat will be held at the National Academy of Public Administration\*.

The National Academy of Public Administration  
900 7th Street N.W., Suite 600  
Washington, DC 20001



### Registration Option One:

Please go to our website at [www.c4ri.org](http://www.c4ri.org) to register online for this event.



### Registration Option Two:

Please email Jeffrey Press at [press@c4ri.org](mailto:press@c4ri.org) to register for this event.



### Registration Option Three:

Please call the Center at 703-286-7900 and ask for Jeffrey Press to register for this event.

## what you will receive

worksheets and exercises where you will apply the tools in real-time

copies of *We Don't Make Widgets*, *Abolishing Performance Appraisals - Why They Backfire and What To Do Instead* and *The Ethics of Dissent: Managing Guerrilla Government*

flash drive with innovative tools you can use back at the office

practical examples and exercises for immediate takeaway and application

networking list provided after the event to keep in touch with the people you meet

## tuition

early bird tuition \$995 (if you register by March 26, 2010)

regular tuition \$1095

group discounts please call Mike Donnellan at 703-286-7900

to register please go to our website at [www.c4ri.org](http://www.c4ri.org) or call Mike Donnellan at 703-286-7900 for more information

we accept all major credit cards, checks and purchase orders

Cancellation Policy: You may have someone attend in your place at any time. If you cancel your registration at least 15 business days prior to the event, you will receive a full refund minus a \$50 cancellation fee. If you cancel less than 15 business days prior to the event, you will receive a credit towards a future event. Keep in mind, you may always have a replacement and we will do everything we can to work with your specific situation.

\* The views expressed are those of the speaker(s) and do not necessarily represent the views of the National Academy of Public Administration.

T H E C E N T E R F O R  
RADICAL IMPROVEMENT

Radical Ideas. Passionate People. Big Solutions.

# about the authors



Ken Miller has dedicated his career to improving government. As Deputy Director of the Missouri Department of Revenue he led the effort to transform a government agency responsible for collecting taxes and licensing cars and drivers into a State Quality Award winner - one of only a handful of government agencies to receive such a distinction. In the three years he was there, they reduced the time to issue tax refunds by 80% (fastest in the nation) at less cost and cut wait times in motor vehicle offices by half. Ken was then named Director of Performance Improvement for Missouri State Government, one of only two states to receive an A grade from Governing Magazine for Managing for Results.

Ken is the founder of the Change and Innovation Agency, an organization dedicated to helping government organizations radically improve. Ken was named one of the country's top change agents by Fast Company Magazine (by a judging panel that included Tom Peters). He is the author of two books, *We Don't Make Widgets: Overcoming the Myths that Keep Government from Radically Improving* and *The Change Agents Guide to Radical Improvement* (published by The American Society for Quality).

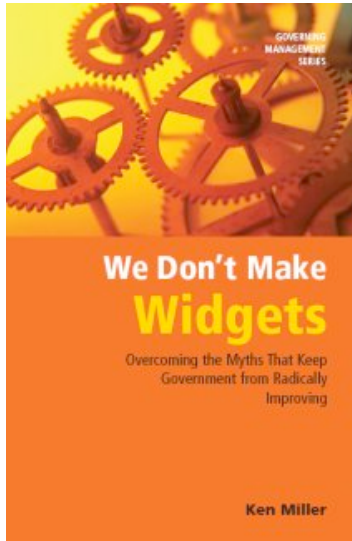


Mary Jenkins is an Organization Development consultant with experience in both the public and private sectors and the co-author of *Abolishing Performance Appraisals - Why They Backfire and What To Do Instead*. She specializes in strategic planning, human resources system redesign, leadership effectiveness, and organizational change. She has worked with an impressive range of clients including Shell Oil, Kelly Services International, the State of Michigan, and Bell Canada. She was also part of the original start-up team of Saturn Corporation, and played a lead role in the design of HR systems and practices to support the unique vision and culture of Saturn.

Her book has now been published in 4 languages and has been presented on CNN and written about in newspapers and magazines across the country including the *Wall Street Journal*, *The LA Times*, *Investor's Daily*, and the *Harvard Management Update*.

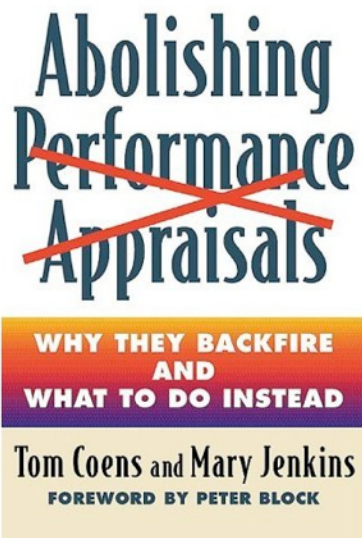
# about the books

You will receive a copy of each book at the event and have the opportunity to interact with two authors through interactive sessions that will teach you how to implement the concepts!



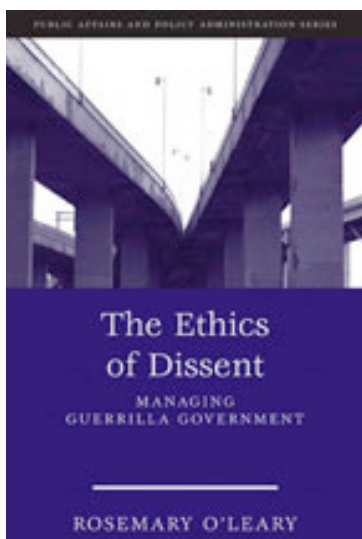
“This book fills a glaring void in the literature on performance improvement in government by expanding the frontiers of this field and focusing on the nuts and bolts of actually *improving* performance. Written from the heart and fun to read, this book is transcendental in its relevance to developed and developing countries. **It is a must read for policymakers** interested in implementation aspects of good governance.”

- Dr. Prajapati Trivedi, Senior Economist, World Bank, Visiting Economics Faculty, Kennedy School of Government, Harvard University



“**[This book] is very well written. The authors’ style is crisp and clear**, making it unusually readable...They are so compelling...and ardent that at times you want to say, ‘Okay, I surrender. I promise to **never use performance appraisals again.**”

- Steve McIntosh, PhD., HR Magazine



“This important book delves into an under-discussed topic – managers as guerrilla fighters – through rich case studies. The author has a wonderful writing style that is very engaging and accessible. The cases and their four conceptual frameworks should lead to lively classroom discussions on workplace ethics, divisions between civil servants and appointed officials, and how managers do (and should) deal with internal policy and management conflicts. Professor O’Leary is highly respected; she is the perfect author for this book.”

- Frances S. Berry, Florida State University

# about the center

The Center for Radical Improvement is a government think-tank dedicated to improving government performance by bringing passionate people together around radical ideas to solve big problems. By combining cutting-edge, alternative thinking from new thought leaders and inspiring, retreat-like learning experiences, our participants leave with totally new ways of tackling age-old problems.

You wouldn't expect radical ideas to come in stuffy seminars or dreadful PowerPoint slides. That's why we bring you different options and completely different experiences. However you engage with The Center for Radical Improvement, we promise you a unique, rewarding experience.

## we promise

- ◇ No buzzwords and jargon. Putting two buzzwords together does not make it a new idea
- ◇ No panels where people say "I don't mean to repeat everything the first speaker said" and then do anyway
- ◇ No "best practices" from people whose only expertise is that they tried it three months before you did
- ◇ No conference bags with more logos than a NASCAR driver
- ◇ Not to say a session is going to be interactive and then proceed to never ask a question or engage the audience
- ◇ Not to try to solve all of your problems or provide you with strategies from 30,000 feet

So now that you know what we won't do, you are probably wondering what we will do! We guarantee that you will be provided with: **new ideas with hands-on application**, tailored to **your specific issues** from **engaging experts** who can **actually teach**. We obsess over every detail of the experience. You bring an open heart and an open mind and we will take care of the rest.

## how you can interact with the center

Attend innovative and thought-provoking dialogues, forums and retreats delivered by proven experts who have made it happen

Attend problem-based events where government managers from around the world come together to tackle a specific issue to and leave with tangible strategies for implementation

Come to the Crisis Center where you can schedule your own event catered to your team to fix a problem immediately and come out with an innovative, actionable and lasting solution

Attend breakfast keynotes and book signings led by leaders in the field for the dissemination of best practices and lessons learned

Check out our online resource center where you can view the latest articles, white papers, videos and webinars from top change agents

Live web conferences where you and your team can tackle a specific problem immediately without the hassle of travel expenses



The Center for Radical Improvement is registered with the National Association of State Boards of Accountancy (NASBA), as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. Web site: [www.nasba.org](http://www.nasba.org)

Earn 16 CPE Credits  
Program Level: Intermediate  
Delivery Method: Group-Live

Prerequisites: Pre-Workshop Call  
Field of Study: Management Advisory Services

Contact Information: For more information regarding a refund, complaint and/or program cancellation policies, please contact our office at 703-286-7900.

# contact

**Jeffrey Press by phone at 703-286-7900 or by email at [press@c4ri.org](mailto:press@c4ri.org) to learn more about how to register for an upcoming event or bring a customized on-site training to your organization. Don't forget to check out our website at [www.c4ri.org](http://www.c4ri.org) for the latest Center updates and news!**

T H E C E N T E R F O R  
**RADICAL IMPROVEMENT**

Radical Ideas. Passionate People. Big Solutions.