

# Facilitation and Implementation

## INDICATORS:

THEY'RE SO  
MUCH MORE THAN  
MEASURES



**Design:**  
What to do and  
how to do it



**Measure:** Is the  
target met, not  
met, or exceeded?

Learn how to target  
the right things to do,  
design "can't fail" processes,  
and communicate results



Use processes to create  
criteria-based:

- Job descriptions
- Job responsibilities
- Performance indicators

## OBJECTIVES

Indicators are well known as measures of performance (Was the outcome met? Was the process followed? Were budget targets met?). However, their design function is of equal, if not greater, importance. After the session participants will be able to:

- Involve staff members in identifying the **right things to do** and prioritizing **what** will receive their attention;
- Involve staff members in **designing processes** that help staff know **how** to routinely achieve the desired outcomes;
- Use processes to direct criteria-based **job descriptions** and **responsibilities** and **performance indicators**;
- Clearly **communicate** performance results in an easy-to-understand format.

## PROGRAM CONTENT

- Focusing the team on outcomes • Using work teams to help define and prioritize the right things to focus on and achieve • Action: Indicator development planning
- Process design • Defining systems to help staff do the right thing the right way • How to find or create the best action path to achieving desired outcomes • Action: Flowcharting as a lead into critical paths
- Identifying priority steps of the process • Accountability for following the process • Action: Creating performance measures
- Identifying improvement opportunities • Deriving information from data • How to present information to people outside the team • Action: Giving useful feedback and presenting data.