

# Evidence-Based Leadership Program

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## HOW TO MASTER AND INSPIRE THE HABITS OF THE HIGH-PERFORMANCE ORGANISATION

### IS YOUR STRATEGY IMPROVING YOUR ORGANISATION'S PERFORMANCE? CAN YOU PROVE IT?

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Leaders need to know the impact their strategy is having on their organisation's performance, and know it with certainty.

They want to feel confident that their strategy – and their leadership – is truly elevating the performance of the organisation.

They want to prove that the organisation's mission is being fulfilled and its vision is being realised.

So they will set a strategic direction, they'll communicate it, and champion its implementation. But too often, this isn't enough to make any convincing improvement to the organisation's performance.

To be convincing, the impact has to be measurable.

### TOO OFTEN, STRATEGY HAS NO MEASURABLE IMPACT.

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Leading an organisation to high-performance is not about getting things done. Ticking boxes is not evidence of impact. We only get evidence of impact by measuring the intended results of our strategy.

But it's very common for Executives to struggle to measure and prove the impact of their strategy:

- Strategy is almost impossible to measure meaningfully, because it's so broad and intangible.
- Strategic initiatives and improvement projects don't show any direct contribution to corporate strategy.

- People are not engaged in aligning their results to the corporate strategy, and especially not engaged in measuring those results.

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*"Stacey, the workshop that you ran was revelational - truly. Simply put, the single most important question that I took away with me was a question you asked of me on the second morning: 'What do you define as success for the organisation?' Well I've got to say that question took me about two or three days to answer properly. As a result, it's strengthened the focus in our organisation about what matters most."*

*Todd MacDougall, CEO, Corcom*

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And even if Executives were to successfully measure the impact of their strategy, they often feel anxious about the transparency and accountability that measures create. They fear that the board, or government, or the public will use the measures to judge their organisation's performance, and hold them to account them for shortfalls.

To make a measurable impact, Executives need to master evidence-based leadership.

### HIGH-PERFORMANCE ORGANISATIONS NEED EVIDENCE- BASED LEADERSHIP.

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It's easy to forget that performance *isn't* about strategic plans, culture surveys, managing talent, and KPIs. It's about our *impact*. Performance is about reaching goals, fulfilling the mission, and realising the vision, sooner and

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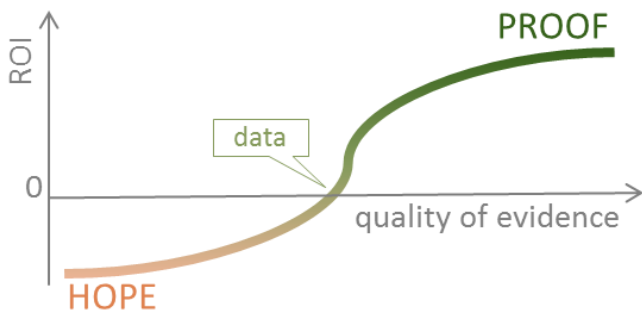
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with less effort. High-performance means doing this exceptionally well, all the time.

One measure of high-performance is the return on our investment in organisational change initiatives. We know a sports team is elite when it consistently wins competitions. They're not one-hit wonders or weekend warriors. They get high returns on effort.

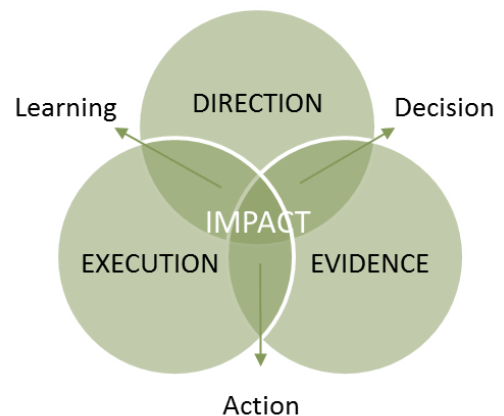
Sports teams and organisations alike can't be high-performers without great leadership. Think about *Moneyball*, the story of the Oakland A's rise to high-performance from the bottom of the Major League Baseball barrel. It was the product of revolutionary leadership of their general manager, Billy Beane. Billy Beane was an evidence-based leader.



Evidence-based leaders know what to focus on, what to monitor and what to leverage to move an organisation from hoping, to knowing, and then to performing. They do this through meaningful measurement as the catalyst for building a high-performance culture.

## IT'S NOT ABOUT *HOW* TO LEAD, IT'S ABOUT WHAT TO LEAD.

Evidence-based leadership means practicing and inspiring the habits of high-performance.



There are three leadership habits of high-performance that evidence-based leaders practice:

- Direction: setting a measurable strategic direction
- Evidence: meaningfully measuring what matters
- Execution: executing strategy through leverage

And there are three organisational habits of high-performance, that leaders inspire organisation-wide:

- Decision: everyone owning the results that matter
- Action: everyone getting the right things done
- Learning: everyone turning failure into success

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### PART 1: DISCOVER EXACTLY HOW TO BUILD & LEAD A PERFORMANCE CULTURE IN HALF A DAY.

The ½ day Evidence-Based Leadership (EBL) Training gives you the practical framework for leading high-performance organisations, through a combination of discussion, case studies, and practical frameworks.

#### The model of EBL.

An introduction to evidence-based leadership, its importance and its power.

- What exactly is a high-performance culture?
- Evidence-based leadership, defined.
- The EBL model and how it works.

#### EBL Leadership Habit 1: Direction

How to articulate a measurable strategy that is results-oriented, understandable to everyone, and ruthlessly prioritised.

- When strategy is about action versus results.
- The biggest mistake in articulating strategy.
- When it all matters, and 'all' is a lot.

#### EBL Leadership Habit 2: Evidence

How to set meaningful performance measures for each strategic goal, that are quantitative, aligned to what matters, and focused on improvement.

- The most important ingredient for good measures.
- Getting measures aligned to strategy.
- Reducing the fear of transparency and accountability.

#### EBL Leadership Habit 3: Execution

How to implement the corporate strategy and achieve the strategic goals, using the leverage found in continuous improvement of business processes.

- Leverage is about capability, not effort.
- Focus on patterns in data, not points of data.
- Capability of processes versus people.

#### EBL Organisational Habit 1: Decision

How to help people take ownership for the results that matter, by role-modelling ownership, getting buy-in and giving a clear line of sight to the corporate strategy.

- Role-modelling the decision to perform.
- Getting buy-in to perform, not sign-off.
- Cascading strategy, not fragmenting it.

#### EBL Organisational Habit 2: Action

How to help people get the right things done to achieve the results that matter, through a focus on causal analysis, practicality and collaboration.

- Fundamental performance improvement.
- Practicality and the bias for action, not perfection.
- The work that happens in the whitespace.

#### EBL Organisational Habit 3: Learning

How to help people make working ON the business a normal part of their work, by adopting an experimental mindset, learning from failure, and succeeding sooner.

- Designing strategic initiatives as experiments.
- Successful experiments have results, good or bad.
- Reaching targets is an iterative process.

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### PART 2: MAKE YOUR STRATEGY CLEAR, MEASURABLE AND MEASURED MEANINGFULLY IN 2 DAYS.

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The 2 day Strategic KPI Immersion follows the ½ day EBL Training. We take the first step of evidence-based leadership to make your corporate strategy more measurable and easier to communicate, to design measures, and to plan the continued implementation of your evidence-based leadership habits.

- Translating your corporate strategy into measurable performance results
- Designing meaningful measures for the strategic performance results
- Mapping the measurable corporate strategy, and its measures, into a tool for easily communicating and cascading the strategy
- Designing and scheduling the communication of the strategy to get buy-in, and next steps for cascading it and implementing the measures

In just 2 ½ days, your Executive Team will have learned and applied the three leadership habits of high-performance, and know exactly what to do next to inspire the organisational habits of high-performance.

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*"The Balanced Scorecard Institute just this morning informed me that they have awarded Douglas County the 2011 Award for Excellence and so much of that recognition goes to you Stacey for being my "measure mentor" for the past year... I cannot tell you how many times I bring people back to your Measure Design model and see it work time and time again."*

*-- Jerry Stigall, Director, Organization Development, Strategy, & Policy, Douglas County Government*

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### IT'S FOR YOUR EXECUTIVE TEAM.

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We recommend that your entire Executive Team (or senior leadership team) participates in this program. Active participation together is how you'll start new conversations and new habits that build a true performance culture.

Also invite your Corporate Strategy and Corporate Performance Managers. They will facilitate much of the implementation of cascading your strategy and its measures, and it's important they have the context of its design, to preserve your intentions and nuances.

### YOUR INVESTMENT...

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What's the bottom-line impact your current strategy is designed to have over the next 12 months? Give it a number.

That's the return of this program: to make that bottom-line impact become reality, and not leave it to chance, like it has been in the past.

By practicing evidence-based leadership, you'll find it so much easier to lead your organisation to high-performance, and to inspire everyone throughout your organisation to do the same.

Participants in Evidence-Based Leadership Programs routinely comment about the value that comes from such a short time investment:

- "We've tried for years to accomplish what we just did in 2 days..."
- "This is the conversation we should have had years ago..."
- "Now there are 12 of us able to tell the story of our strategy, not just the CEO..."

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