CG Child poverty reduction target likely to fall short by 1 million A different kind of target – a target can be an inspirational statement of principle and purpose rather than a drab management tool. **(PF 7/3/08)**
One in 14 soldiers is unfit to fight Useful performance data as it impacts directly on ability to deliver objectives. This information allows management, not just measurement. **(PF 8/2/08)**
New PSAs designed around people and projects, not departments. Cabinet committees reorganised - aligned with PSAs, with chairs to resolve conflicts. Evidence of more relational approach - structures for interaction and cooperation. **(PF 25/1/08)**
Some mandarins merely 'going through the motions on DCRs' While DCRs more robust than expected, some departments are not following up on recommendations, with most buying in only selectively. Principal factor is leadership style of Permanent Secretary. If recommendations aren't delivered, is only measurement, not management. **(PF 16/11/07)**
Brown's vision for public services - personalisation, procedural fairness and co-production. How a service is delivered as important as what is delivered - implications for PM. Also, how to measure performance in such an environment? **(PF 2/11/07)**
Observation that the 30 new PSAs plus the 103 departmental strategy objectives comes to a total larger than the current 110 PSAs. (PF 26/10/07)

STRATEGIC BUSINESS MANAGEMENT NOTES

MOD – dedicated analyst teams to extract insight from performance data. 70% admit to fabrication of perf data in their orgs. 92% feel Pis not relevant or meaningful. **(PF 18/4/08)**
Article on October CSR. Use of hard financial targets e.g. Gershon efficiency savings. Given sharper edge by the harsher financial settlement that public services received from this CSR. **(PF 5/10/07)**
Cameron promises less control from central government Targets have been used to make public services more accountable to central government. Tories promising more local accountability. Just like everyone else. **(PF 5/10/07)**

CANDIDATE NUMBER: 1511

Barber of PM Delivery Unit – Perf unit at heart of gov't. Getting from adequate to good needs hearts & minds and whole systems thinking – more relational. **(Obs 8/7/07) (GU 18/7/07)**

CIPFA

Reduction in PSAs from over 100 to 30. Change to most depending on local decisions by councils and NHS bodies, rather than top-down targets. More relational model?
Response to DCR in DfES. Three priority areas for improvement: people management, departmental strategy and clarification of civil service and ministers' roles in delivery. Improving ability to consult and get quick feedback from frontline staff. Recognising need to work with bodies sitting beneath it. Introduction of stricter HR management with clear roles and accountabilities. **(PF 8/12/06)**

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Case Studies

Measuring and Managing Performance in the Royal Air Force (www.ap-institute.com) **Why measure? -** Accountable management -Procurement management - Response - When the RAF is required to respond, it needs to know what resources it had to act with. **Reporting** Scorecard approach, with top line indicators for commanders, but allowing drill down to the raw data. Four perspectives: Outputs, Resources, Processes and Future Capabilities. Outputs were analysed along pre-existing Defence Lines of Delivery. Indicators arranged in a hierarchy, feeding up to the top level. Rules agreed for consolidation based on user requirements e.g. best case, worst cased etc.Integrating Performance Management with Risk Management, Supplier Management. Resource management will be added in the future. **Indicators** Originally focussed on subjective judgements, but this made investigation very difficult. Moved to more objective measures over time, retaining subjective measures where appropriate e.g. morale, fighting spirit. Present automatically calculated picture alongside an alternate view taking into account local commanders' views to get a comprehensive picture. **Implementation** Large number of dispersed users resulted in significant training requirements. A computer-based training course was developed and the courses were supported by a web site and briefings to keep people up to date. Overcoming scepticism was an issue as the military have cultural reluctance to embrace the science of management, considering it inappropriate in their special circumstances. Support from the Commander in Chief helped mitigate this, as did focus on the benefits of the system. Staff movement made things difficult - people would be persuaded, then move on and their replacement would need persuaded. **Areas to address** Making sure everyone benefits from the data, especially stations which at present provide a lot of data but receive little. Integration and alignment of performance and resource management. Matching cost data to performance.

Cascading Balanced Scorecards (www.ap-institute.com) Expanding the PM system to be relevant to station staffs - current system did not provide relevant info and was a collection exercise. Split between data collectors and users. Potential disconnect between local and high-level goals. Use of Key Performance Questions to determine what data is required - what do managers need? What is the purpose of the unit? Threat of KPI 'bloat' - need to challenge the value of each indicator. Local flexibility in use of info e.g. exception review vs. regular discussion.

Measuring and Managing Performance in Local Government: Belfast City Council (www.ap-institute.com) In designing system, attention given to Council's Value Creation Map, a single image showing overall purpose, core competences and its key resources. Not static - to be updated over time. Projects and initiatives reviewed against the VCM to determine if they provided balanced support for value creation.Decision to ignore statutory and reporting measures in new system. Start with strategy map and determine managers' key questions. Design indicators to answer these questions. Performance Improvement Meetings put in place to promote forward looking learning from data. Also need to cascade into services - service level VCM. Way of streamlining the planning process - replaces previous corporate planning process. Workshops for service staff to teach them how to map stategy and create KPIs.

(PF 16/11/07) NED at Kent Trust where 90 people died from C-difficile: "Patient care was supposed to be the top priority, but in reality external pressure meant that it had to be balanced against achieving government targets and financial balance." DH accused of running NHS on a command and control basis. DH reliance on inspection, performance management and fear of punishment has been accompanied by high-profile political interventions. Reason for success of military hospitals: infection can close a hospital. Keeping hospitals open is critical to military missions, therefore there is clarity that a key goal is infection control.

Green Dreams: a Decade of Missed Targets (Policy Exchange, May 2008) Failure to meet environmental targets. - Targets are set without the policy drivers needed to meet them. Eg Waste targets have succeeded because of LATS and Landfill Tax Escalator. - Targets are chopped and changed, word games are played and failed targets are forgotten about, leading to confusion and lack of support. - Targets are too vague to be meaningful E.g. 'moving toward' a 20% reduction in CO2 emissions. - Use of creative accounting. E.g. exclusion of aviation from carbon output targets.

Targets: doing less of the wrong thing is not doing the right thing (Public Service, 15/2/07) Examples of dysfunction: - GP appointment bookings. Patients required to book appointments within 48 hours, rather than at a convenient time. - Local government. Targets to get things done in 8 weeks don't say anything about the end to end time for the customer, but encourage the provider to focus on 'stopping the clock' by sending the customer to do something. Causes waste.

Criticism of Audit Scotland's approach to performance reporting. Difficulty in defining outcome indicators and linking to budgets - too many outside influences. Hard to link budgets to plans, as in practice budgets are incremental. Too much emphasis on systems and processes. Method of calculation excludes many measures and causes underestimation of the scale of improvement in Scottish Las. **(PF 27/10/06)**

Audit Scotland respond to criticism. Principles of performance audit: Corporate focus Self-assessment - Local context - No league tables or simple scores - focus on improvement - Proportionate approach - collecting evidence from inside and outside councils and minimising burden- Rigorous moderation Four key areas: - Strategic direction - Organisation and resource management, openness, equal opportunities, sustainability - Council services - Areas for improvement **(PF 17/11/06)**

Problems with PSAs:1. Data quality - many departments do not have systems in place which are capable of accurately monitoring their PSA targets. 2. Accountability - the goal is to make public services more accountable, but it is questionable whether this has happened. Does anyone pay attention to the results? Select committees are not making great use of them. 3. What do they mean? Where do the targets come from? E.g. why 50% participation target for higher education? 4. Lack of resources to analyse the data. **(PF 12/1/07)**

Paying Teachers by Results (Research in Public Policy, Autumn 2005) Research concluding that the introduction of Threshold pay points for teachers improved pupil performance by on average half a grade for pupils of eligible teachers. This despite arguments beforehand that teachers were professionals with a service culture and would not respond to financial incentives. Counterpoint to pre-seen material argument that professional control is adequate. Also makes the point that the threshold system is not that rigorous - most applicant were successful. But teachers beforehand believed that it would be challenging, making it real.

Paying doctors for quality (Reseach in Public Policy, Spring 2008) Research on GP QOF incentive scheme indicates that there is evidence of GPs manipulating their figures by increasing the number of patients reported as excepted from treatment. Also, it appears that in areas for which there is data, achievement was trending upwards before the introduction of QOF and QOF has had very modest impact - evidence that a rigid performance scheme will not deliver high quality results from groups already governed by strong social, self and professional controls.

LG More freedom to set targets -> less comparability but more local context **(Times 19/7/07)**
English councils achieve record results in the CPA Evidence that publicly published performance results do improve performance. Especially since requirements for higher grades have moved upwards since CPA introduced.**(PF 8/2/08)**
CPA Results not linked to public opinion of services – but what does this mean? **(PF 15/2/08)**
Problem of targets in policing: local issues arise and police need to fight back, but risk penalties if they fail to keep up with national targets. Improve accountability by putting Councillors in charge of police. Eg sex trafficking in Peterburgh **(PF 7/12/07)**
CAA: will look beyond Council performance to what it is like to live in the areas. Aims to reduce assessment burden through joint working with other inspectorates and risk based approach. **(PF 30/11/07)**
Whitehall attempts to bring in local targets by the back door Attempts by departments to add extra targets outside the 198 National Indicators regime. **(PF 23/11/07)**
Star ratings could go in planned local inspection regime Question of how to present CAA results. In particular, the new Joint Risk Assessment - a single score would disguish varying performance across various local services. A traffic light system could be used to flag areas of concern. **(PF 23/11/07)**
Outsourced contractors to face star ratings system LDA looking at star ratings for contractors to meet targets for getting people into work. Part of City Strategy Pathfinder projects. Could be useful for placating opponents of welfare privitisation by making performance public. **(PF 16/11/07)**
Audit Commission widens CAA regime Areas under review are ever widening. The CAA regime will now include environmental sustainability. Will extend current system to look at services across areas **(PF 9/11/07)**
New Economics Foundation says that the **Gershon agenda** is damaging other Government communities policies - example of contradictory targets. **(PF 28/9/07)**
Systems Thinking: Targets create waste, poor services, high costs and low morale. E.g. targets to perform planned maintenance on social housing cause delays in fixing faults and lead to unnecessary work on perfectly functional fittings. Instead, Systems Thinking: an outside-in view of services, designing services responding to demand. **(PF 11/4/08)**
Police services issuing notices & making more arrests for minor incidents to improve their statistics. **(Public Service 1/6/07)**
All in the game Study finds CPA vulnerable to gaming the system, illusory improvements created by changing admin processes and contradictory goals. **(PF 6/4/07)**

Education

How Headteachers Respond to Measurement (Centre for Market and Public Organisation Bulletin, Winter 2005) Behavoural implications: Because of the complexity of the measurement system, parents fixate on %5A*-C. As a result head teachers fixate on this measure, in their roles as marketers of their schools. Resources are then targetted on borderline C-D students. They feel that more complex, value-added measures will not replace the simpler result measure in the minds of parents. Also worth noting that heads are not using the externally reported measures internally - bit of a disconnect.
Fear of failure Negative behavioural consequences of PM schemes. E.g. tendency to be risk averse. Some pupils were prevented from taking part in extra-curricular activities for fear of harming exam results. Eton College and St. Pauls have refused to submit their results in future.**(PF 2/5/08)**
GCSE results show upwards trend PM more useful in cases like this: GCSE results have intrinsic value in themselves - they aren't just a measure. PM based on result trends can therefore be useful. **(PF 26/10/07)**
Schools face struggle to meet new PSA targets Targets to raise standards and to close the attainment gap could work against each other as the former helps the brightest pupils improve, at the expense of struggling pupils.**(PF 12/10/07)**
University and College Union on the RAE. "The RAE has had a disastrous impact on the UK higher education system, leading to the closure of departments with strong research profiles and healthy student recruitment. It has been responsible for job losses, discriminatory practices, widespread demoralisation of staff, the narrowing of research opportunities through the over-concentration of funding and the undermining of the relationship between teaching and research."
League tables 'encourage soft exam choices' Schools encourage students to do 'softer', easier subjects in order to inflate performance results and league table positions. **(Times Online 25/7/07)**
Discusses 638 schools below government's floor target of 30% of pupils getting at least 5 good GCSEs including Maths and English. If you look at 'contextualised value added' performance, many performing above average. Some have 'good' Ofsted reports. **(PF 18/4/08)**
Ofsted now a single inspectorate for children and learners of all ages. More efficient to inspect together, more targeted at key areas, cheaper. Integrated approach. **(PF 22/6/07)**

Health

Monitor: Hands off Fts to DH. Fts supposed to have autonomy in achieving goals (**PF22/2/08)**
SUS Historically, the NHS has been data-rich but information poor. The World-class Commissioning agenda will require the harnessing of the data to support planning, benchmarking, monitoring and financial management. Secondary Uses Service to support management and provide data to public through NHS website. **(PF 14/3/08)**
Median waiting times have increased even though average waiting times have fallen, due to focus on the patients who had been waiting the longest. Egof misleading performance info. 18 week target should bring median down in future. **(PF 7/3/08)**
Northern NHS trusts outperform those in the South Data on performance divide and lots of speculation as to reasons, but none of the data seems to help interpret and solve the problem **(PF 26/10/07)**
Trusts using targets, particularly financial targets, as an excuse for failing to deliver on quality of care issues. Indicator that move to a more relational model might just result in more excuses?Health Secretary in talks with weakest trusts - evidence of an 'intervention' approach to management - maybe a little relational? **(PF 19/10/07)**
Healthcare Commission NHS Annual Health Check. Assesses in two broad areas: Core standards and Finance - rated weak - excellent. What does this really tell us? **(PF 12/10/07)**
Measure for Measure: Using outcome measures to raise standards in the NHS Critical of NHS measures: e.g. outcome measures focus on mortality and readmission rates, excluding 90% of admissions. Necessary information for improvement is not available and information doesn't equal improvement. Giving trusts overall ratings doesn't help. Incentives lead to gaming and falsification, publishing leads to behaviour change. **(Policy Exchange, 19/7/07)**
Paying for quality (Healthcare July 2007) PbR is example of extremely transactional performance management. Quality only addressed indirectly. Compare to GPs QOF framework which relates payments not only to activity by to various quality outcomes. Pilot scheme in NW SHA based on US model. Define quality measures for high volume conditions and score to create a composite quality score for each. Bonuses are payable to high quality hospitals. Defining outcome measures is difficult because of the effect of factors outside the hospitals' control.

SS1 Strategy is the direction and scope of an org over the long term, which achieves advantage through config or resources with env. and to fulfill stakeholder expectations.
Characteristics: - long term, - competitive adv, - wide scope of activities, - matching activities to env., - major resources, - affect operational decisions, - values & expectations of stakeholders.
Strategic fit is developing strategy by identifying opportunities in the business env. and adapting resources and competences to take advantage
Strategic stretch is the leverage of resources and competences to get competitive advantage or new opportunities.
Mission – Overriding purpose
Vision Strategic intent – Desired future state, aspiration
Goal – General statement of aim or purpose
Control – Monitoring to assess effectiveness, modify actions
Strategy in public services
Public orgs need to combine responsibilities, powers and resources.
Concept of strategic management is valid but is applied appropriately, with regard to specific freadoms, resources, capabilities of each org.
SS2 Strategy development
Design – Deliberate rational, analytic, directive processes, Mechanistic, hierarchical assumptions, strategy by top management, Economics and decision theory based.
Experience – Incremental due to individual or collective experience. Org. cultures based on history and past successes, top management's past experience, incremental change, Theory – institutional, culture, psychology.
Ideas – Emergence, or order and innovation through variety and diversity. Orgs are complex systems. Top management are coaches and champions of ideas, incremental but occasionally sudden change, theories of complexity and evolution.
Observable processes: - Strategic planning - Strategic leadership - Org. politics - Logical incrementalism - Learning org. - Imposed strategies
Intended strategy is an expression of desired strategic direction deliberately formulated by managers. Realised strategy is strategy being followed in practice. Strategic drift is when org's strategy gradually moves away from relevance to env.
Env Static & Simple – Forecasting and historical analysis
Complex and Static – Decentralisation
Complex and dynamic – Scenario planning, experience and learning
SS3 Environmental Analysis
PEST(EL) Analysis
Key drivers are those factors which will change the whole nature of the org's industry, sector or market
Scenario planning – modelling of key environmental drivers to understand implications for org. Remember Impact/Uncertainty matrix – focus on high impact, high uncertainty. Build scenarios, develop plans, monitor env. and update plans.
SS4 Market Analysis
Organisational field -community of orgs taking part in common meaning system, interacting more frequently with each other than those outside. - Boundaries aren't rigid, - Permeable, - Orgs may be tied to each other economically and beyond, - Strategies may change slowly.
Strategic groups – Orgs in an industry with similar characteristics, similar strategies and competing on a similar basis. Similar – extent of product or service diversity, - Geographic coverage, - no. market segments, - distribution, - product quality, - size or org. Helps understand competitors and mobility between groups eg barriers.
Market segmentation – identifies similarities and differences between groups of customers. E.g. price, quality, purpose, location, industry.
-> Understand what customers value -> Threshold requirements & critical success factors.
Seeing customer value hard because – complex behaviours observed, - distance from final user, - professional intermediaries, - changing values.
Porter's Five Forces – to help identify sources of competition in immediate competitive env. Applied at SBU level – orgs. are too diverse. Must look to the future, not just now. Discontinuities are more important than steady changes. Forces aren't independent. Disrupting.
Threat of entry – Economies of scale, - Capital requirements, - Access to distribution channels, - Experience, - facilitation)
Threat of retaliation, - legal restraints e.g. patents, - Differentiation
Substitutes – Product-for-product, - substitution of need, - generic
Buyer power – Concentration of buyers, many suppliers, alternate sources, high materials cost, low switching cost, backward integration.
Supplier power - See above. Also brand power.
Competitors – competitors in balance, growth rates, high fixed costs, addition of capacity in large increments, differentiation important, exit barriers.
Marketing – means by which an org finds a match between what the customer expects, wants and needs and what the org is able/willing to provide.
Marketing Mix – Product, Price, Plaee, Promotion, People, Process Physical. Also consider **Boston Matrix**
Public sector markets – User/primary, Facilitator/secondary, Resource, Legitimiser. Politicking – inward/upward looking at expense of users.
Differences – legislation, available resources, user choice, needs vs. wants, focus on political, social and economic terms.
SS5 Organisational Analysis
Stakeholders – those individuals or groups who depend on the org. to fulfill their own goals and on whom the org. depends.
Stakeholder maps- interests of groups may conflict, - groups may line up differently for different issues, resolution needed for success.
Power/Interest – A –Low/Low – Minimal effort, B – Low/High – Keep informed, C – High/Low – Keep satisfied, D – High/High – Key players
Map actual, map preferred, determine action.
Power: Sources – Hierachy, Influence, Resources, Skills, Control of env. e.g negotiating skills, Involvement in strategy implementation.
Power: Indicators- Status, resources, representation, symbols
Actions: Education & Communication, Collaboration/participation, Intervention, Direction, Coercion/edict.
Ethics – Three levels – Ethical stance of org, role in macro society, - CSR specific issues, - Individual level
Stance – 1. Short-term shareholder interests, 2. Long-term shareholder interests, 3. Multiple stakeholder obligations, 4. Shaper of society
CSR – Employee welfare, working conditions, job design, IP, Green issues, Products, Markets, Suppliers, Employment, Community.
Individual – Ethical disagreement with strategy (whistleblowing), personal power and integrity, conflicts of interest.
Culture – Frames of reference: National, Function/divisional, org. field, organisational.
Org. culture – Values are vague statements; Beliefs are more specific; Paradigm is taken for granted assumptions
Cultural web – Routines, Rituals, Stories, Symbols, Power Structures, Organisational Structures, Control Systems, Paradigm
Cultures: Miles & Snow : Defender, Prospector, Analyser.
Handy: Role, Task, Power, Personal
Mission Statements – Generalised statement of overriding purpose Vision, Intentions & aspirations, activities and desired position, values)
May be: ignorant (secretive), used to sell strategy, Politicised (compliance with governance arrangements), lost in regulation
Objectives – statements of specific outcomes to be achieved.
Open (non-measurable) or closed (SMART). Open can be helpful if can't be expressed as closed.
SS6 Organisational capability, Synthesis and Diagnosis
Strategic capability – Resources (inputs) & Processes used to add value and gain competitive advantage.
Critical Success Factors – those product features particularly valued by customers; must excel here.
Core Competences – activities or processes that critically underpin an org's competitive advantage.Focus on *customer* value; value is comparative; competences should be robust. HOW.
Resources: - physical; - human; - financial; - Intellectual capital. Better and difficult to imitate -> UNIQUE resources.
Knowledge – awareness, conciousness or familiarity gained by experience and learning. - Customer values; - Resources; - Competences. Advantage by creating & integrating knowledge. Explicit and Tacit
Resource Audit – quantitative & qualitative; all resources org can access; id unique resources. Resources of no value unless organised into routines and systems -> valued products. Need to understand value-adding activities. Competence to perform activities and manage linkages -> Comp. Adv.
Value Chain analysis – resources, activities, processes to create a product. Firm Infrastructure; HR; Tech.; Procurement; In. Log.; Ops; Out. Log.; Marking & Sales; Service. Template to understand component activities; detailed scrutiny of acts. -> consistent with strategic intent. Consistency in chain.
Value networks – value system w/ fluid relationships. Commitment to product; shared data; shared values & trust.
Suppliers: Outsource: Expertise; Econ. of scale; Speed; Flexibility. Require: Responsiveness, Reliability (Quality, Security, Robustness), Relationships (Informal, Formal Internal SLA, TAG, Formal external)
Cost efficiency – Econ of scale, Supply costs, Product/process design, Experience.
Benchmarking: Historical, Industry norms/standards, Best-in-class.
SWOT: Synthesis and Diagnosis.
SS7 Strategic Choice
Portfolio – mix of businesses. Balance to get cash for new developments. Market life cycle: Embryonic; Growth; Maturity; Decline. **Boston** (Probs: placing, behavioural; dogs aren't bad; difficult at SBU level; cash cows aren't most important) **Montanari** – (Public need + Support + Funding vs. Ability) Star, Hot box, Golden Fleece, Back draw.
Option generation – Logical (SWOT) & Creative (Brainstorming – appropriate people, environment,
Strategy Clock – Added Value vs. Price
Sustaining Low Price – cost leadership. Danger of price wars, marketing problems
Differentiation – if hard to duplicate competences & imperfect mobility (intangible assets, switching costs, co-specialisation)
Lock-in – sustainable, depends on Marketing, First-mover, Size, Other products, Relationships
Collaboration – Buyer-Seller, Increase buying power, Building barriers, Avoiding substitution, gaining entry, share work w/ customers
Game Theory – Simultaneous, Sequential, Repeated
Overcoming Advantage: - Strategic moves (eg. first mover, enter new market), - Building Barriers (Resources, Strongholds, Deep pockets, Scale)
SS8 Strategic Options and Selection
Motives: Environment, Resource-based, Expectations-based (stakeholders, culture, ethics, regulation).
Ansoff's Strategy Development Directions: Existing Products and Markets (Protect/Build: Consolidation, Penetration, Brand strength, Scale, Quality),
Existing Products & New Markets (Market Development: New segments, New territories, New uses, New competences, Beyond expectations),
New Poducts & Existing Markets (Product Development: Existing competences – following customers, data mining, New competences – change, CSF -> threshold, Beyond expectations),
New Products & Markets (Diversification: New & existing competences, beyond expectations, Env. changes, resources & competences to exploit, Vertical & horizontal & Unrelated integration)
Internal Development – needed for competitive competences, - spreads cost, - no partner, - avoids political & culture problems.
M&A – Speed, - reduce competitive reaction, - gain/protect share, - Deregulation, - Financial, - Resources & competences, - Cost efficiency, - Expectations. Cultural Fit – Parent Assimilates, - Hybrid, - Separate cultures.
Alliances & JVs, - Need for critical mass, - Co-specialisation, - Learning from partners, - Exploit resources & competences, - Explore new possibilities. **Forms**: - JV, - Consortia, Networks, Opportunistic, Franchising, Licensing, Subcontracting. **Factors**: Speed of market change, Asset management, Partners' assets (held centrally?), Risk of losing to partner, Spreading financial risk, Political climate (Fav vs. unfav.) **Ingredients:** Trust, Management support, Performance expectations, clear goals & arrangements, Compatability, Flexibility.
Success criteria: Suitability (Environment, Resources/Competences, Expectations, Internally consistent) Acceptability (Profit – ROCE, Payback, DCF; Cost-benefit; shareholder value; Risk – Ratios, Sensitivity analysis; Reactions – stakeholder mapping.) Feasibility (Affordability, Resourcing once implemented).
SS9 Pillars of Strategic Change – Structure and Resources
Organising for success: Speed, Knowledge creation, Globalisation, Growth of networks.
Org config: Structure, Processes, Relationships/Boundaries.
Structures: Simple, Functional, Divisional, Matrix, Holding Company, Hybrid
Mintzberg's 6 blocks: Strategic Apex, Operating Core, Middle line, Technostructure, Support, Ideology
Coordinating Mechanisms: Mutual adjustment, Direct supervision, Standard processes, Standard outputs, Standard skills, Standard beliefs.
Configs: Simple (Apex, Supervision), Machine Bureaucracy (Techno, Processes), Professional Bur. (Core, Skills), Division alised (Middle, Outputs), Adhocracy (Core & Support, Mutual), Missionary (Ideology, Norms)
Centralisation vs. Devolution: Strategic Planning (parent master planner, detailed roles for divisions), Financial Control (Allocating capital, setting targets, appraising perf., intervening), Strategic Control (Shaping behaviour, shaping context).
Boundaries: Outsourcing, Alliances, Networks (virtual org.) - one-stop shop, one-start shop, service network.
Business Plan – statement of objectives and actions it intends to achieve them. Coordinates strat implementation, Focus staff, Clarify how remain competitive, Plan for improvement. Contains: Objectives, Fin. forecasts, Workload forecasts, Assumptions/risks, Targets, structure and staffing. Can be top-down or bottom-up.
Control Processes: Formal: Direct supervision, Planning & control systems, Targets. Social: Cultural, Market. Self.
Enabling success: People (Scanning LT trends & current capabilities, Leadership dev, Workforce dev., Org. dev., Obj. setting, Performance metrics, Rewards, ST training) IT (cost of transactions, service quality, processes, routinisation, mass customisation, customisation) Finance (Value – Financing costs, funds from ops, investment; Funding – Risks, Portfolio, Phases of development; Expectations – Bankers, suppliers) Technology (Novel products, Novel process, Complexity, Legal protection, Robust design, Rewrite rules)
SS10 Strategic Change
Types: Scope: Realignment, Transformational – Time: Incremental, Big Bang. Evolution, Revolution, Adaptation, Reconstruction
Context: Time, Scope, Preservation (what won't change?), Diversity (experience& views), Capability (management), Readiness (staff), Power. **Cultural Web SS5**
Forcefield Analysis: Driving and Restraining. **Cultural Mapping:** Map, remap, strategies for change.
Management Styles: Education & Communication, Collaboration/Participation, Intervention, Direction, Edict. Direction -> Transformation, Participation -> Incremental.
Levers: Structure & Control, Routines/Symbols, Power base & Political process
Roles: Change Agent (Goals, Roles, Communication, Negotiation, Managing Up), Strategic Leadership (Charismatic, Transactional), Middle Managers, Other, Outsiders
Communication: Internal, External, Consider Personalisation vs. Complexity, Coverage, Cost, Reception, Two-way.
Tactics: Timing, Job losses, Short-term wins.

General

Dynamic contracting model, respecting managerial professionalism, as an alternative to central planning and government targets. Eg. Prisons, where contracting and benchmark competition have been used to raise standards across the sector. Contract make managers more autonomous and more accountable, and make it possible to enforce service standards. **(PF 23/11/07)**
Difficulties in measuring public sector output: e.g. putting a teaching assistant in a class causes a fall in productivity, spending more on health has led to a fall in NHS productivity. Are the techniques for measuring productivity really helpful or appropriate? Temptation to make excuses by attacking the numbers. **(PF 23/11/07)**
National Consumer Council examination of third sector in delivering public services. Used sets of user-focussed criteria and direct discussion with service users. Allowed consideration of factors not normally considered in performance systems - trust, caring staff, attitude of staff. **(PF 22/6/07)**