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Executive Summary

As a system leader, you have decided that the status quo is insufficient and that a delivery effort will be needed to achieve a transformational change in your system's performance. What does adopting an end-to-end deliverology approach in your system entail?

1. Develop a foundation for delivery. Every strong delivery effort has a few prerequisites that must be put in place before you begin: a clear idea of what the system should deliver, an understanding of *where* and *how* delivery must improve, a *talented team* to run the delivery effort on your behalf, and sufficient *alignment* at the top to get things done. As system leader, you will start the delivery effort by putting these in place.

- A. *Define your aspiration.* “If there were no constraints or if there were a national emergency, what would you do?” (Tony Blair, quoted in *Instruction to Deliver*, 218). You will begin by developing your system's vision of what you care most about, what you want to do about it, and how you will measure success. If your system has existing aspirations, you will identify, clarify, and redefine them if necessary. If not, you will lead your system to define its aspirations for the first time.
- B. *Review the current state of delivery.* “At the most basic level, there was no Delivery Unit to inherit, so the people would have to be found, the methodologies invented, the processes designed and the relationships established” (*Instruction to Deliver*, 48). Each module in this field guide describes various *delivery activities* that will help you to achieve your aspiration. In order to build on the activities that are already in place—and to shore up areas where you are weak—you will map out the landscape of your system and conduct a *delivery capacity review* to evaluate the existence and quality of its delivery activities.
- C. *Build the Delivery Unit.* “Who is the person . . . who spends most of his/her time on the priority and has sleepless nights, worrying about hitting the targets?” (*Instruction to Deliver*, 106). Armed with the information from your delivery capacity review, you will appoint your delivery leader (if you have not already done so) and work with him to design, organize, and build a high-performing *Delivery Unit* to oversee your delivery effort. This unit will be the primary source of a new delivery culture that is characterized by five words: *ambition*, *focus*, *clarity*, *urgency*, and *irreversibility* (see Module 1C).

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Develop a Foundation for Delivery

Components of Deliverology

1 Develop a Foundation for Delivery

- A. Define your aspiration
- B. Review the current state of delivery
- C. Build the Delivery Unit
- D. Establish a guiding coalition

2 Understand the Delivery Challenge

- A. Evaluate past and present performance
- B. Understand drivers of performance and relevant system activities

3 Plan for Delivery

- A. Determine your reform strategy
- B. Set targets and trajectories
- C. Produce delivery plans

4 Drive Delivery

- A. Establish routines to drive and monitor performance
- B. Solve problems early and rigorously
- C. Sustain and continually build momentum

5 Create an Irreversible Delivery Culture

- A. Build system capacity all the time
- B. Communicate the delivery message
- C. Unleash the “alchemy of relationships”

Every strong delivery effort has a few prerequisites that must be put in place before you begin: a clear idea of what the system should deliver, an understanding of where and how delivery must improve, a talented team that will run the delivery effort on your behalf, and sufficient alignment at the top to get things done.

Not all delivery efforts are created equal. The efficacy of your effort will depend on what has already been done, your system's specific strengths and weaknesses, and the resources that are available to you. In order to launch your delivery effort, you must build an accurate understanding of the system you will be working with. You must understand the context of your system's history, mission, and ambition. You must understand the nuances of the challenge at hand. And you must build the necessary support system to help you confront this challenge.

This chapter will help you develop the foundation for your delivery effort. It consists of four modules:

- A. Define your aspiration
- B. Review the current state of delivery
- C. Build the Delivery Unit
- D. Establish a guiding coalition

With this foundation in place, your delivery effort will be well positioned to achieve real results for your system.

■ 1A. DEFINE YOUR ASPIRATION

“Only those who dare to fail greatly can ever achieve greatly.”

—Robert F. Kennedy

Note to delivery leaders: *Aspiration-setting is primarily the responsibility of the system leader. This module is a guide for how a system leader should set the system's aspirations. Your role as delivery leader is highlighted where appropriate.*

“What do you want?” is a basic but often unasked question. System leaders must understand what their system wants, or what kind of change it needs. Many attempts at delivery have been derailed because those in charge assumed that a system's leaders all shared the same aspirations, when in fact they did not. Other efforts have failed because leaders agreed

on the wrong things, were insufficiently ambitious, or simply had ill-defined goals. Aspirations set the direction of a system's change and motivate people toward that direction.

This module will explore what an aspiration is and define some criteria and approaches for clarifying and/or setting a system's aspirations. An aspiration is your system's answer to three questions:

DIRECTION AND MOTIVATION

“Where direction was clarified—as in Education under Blunkett or the Treasury under Gordon Brown—the civil servants were highly motivated. Where [it] was lacking—as in Social Security—motivation was, of course, less evident.” (*Instruction to Deliver*, 45)

Exhibit 1A.1 Aspirations in education, public policy, and the nonprofit sector—examples

	Aspiration	Target metric
San Jose Unified School District	We seek to prepare every high school student to be ready for college upon graduation.	<ul style="list-style-type: none"> • Graduation success rates against rigorous requirements aligned with the A-G requirements of the University of California system
City of Los Angeles	We want to improve public services in six key areas: education, economic development, transportation, energy and environment, public safety and security, and fiscal responsibility.	<ul style="list-style-type: none"> • Education—graduation and drop-out rates • Economic—residential and commercial construction • Transportation—synchronization of traffic signals • Energy and environment—percent of city trucks meeting diesel emissions standards • Safety/security—gang-related murders per capita per time period • Fiscal—level of deficit (holding taxes constant)
One Campaign	We want the commitment of world leaders to fight extreme poverty and preventable disease.	<ul style="list-style-type: none"> • Track progress on specific initiatives of Global Call to Action Against Poverty (GCAP) for each country • Analyze and track each country's budget for GCAP campaigns • Track countries that do and do not honor their commitments • Track countries that do not participate in any initiatives related to fighting poverty

Exhibit 1A.2 A map of delivery: Aspirations push the boldness of reform while delivery pushes the quality of execution

