The PerformanceStat Potential
A Leadership Strategy for Producing Results

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Chapter 1: CompStat and its PerformanceStat Progeny
How and why was the original PerformanceStat adopted and adapted by many different public agencies and government jurisdictions?

Chapter 2: Searching for PerformanceStat
What do people who have created or observed something that looks like a PerformanceStat think it is?

Chapter 3: Clarifying PerformanceStat
What core underlying concepts and key operational features do effective PerformanceStat strategies have in common?

Chapter 4: Identifying CompStat’s Effects
What kind of results — what reductions in crime — can be attributed to New York’s CompStat?

Chapter 5: Committing to a Purpose
What specific purpose will the leaders of a public agency or government jurisdiction commit to achieving?

Chapter 6: Establishing Responsibilities Plus Discretion
What organizational subunits led by what individuals should be delegated the responsibility and discretion for accomplishing what by when?

Chapter 7: Identifying PerformanceStat’s Effects
What kind of results — what improvements in performance — can be attributed to various PerformanceStats?

Chapter 8: Collecting the Data
What kind of data can help to determine the current level of performance, to reveal key performance deficits, and to nominate opportunities for the next improvements?

Chapter 9: Analyzing the Data
How can data be analyzed to diagnose current performance deficits, to identify what approaches (if any) have been working and why, and to suggest strategies to be pursued?

Chapter 10: Conducting the Meetings
How can the regular, frequent, and integrated PerformanceStat meetings be conducted to ensure that they both reveal opportunities to enhance performance and drive such improvements?

Chapter 11: Carrying Out the Feedback and Follow-Up
How can who organize the follow-up to the meetings’ discussions to ensure that the problems identified, the solutions proposed, the decisions taken, and the commitments made are, indeed, acted on?

Chapter 12: Creating Organizational Competence and Commitment
What kinds of human competences — talents, skills, knowledge, habits of mind, and patterns of thought — do managers and their front-line employees need to pursue performance improvements with competence, creativity, and commitment?

Chapter 13: Learning to Make the Necessary Adaptations
How does an agency or jurisdiction think through the modifications that it needs to make to the specific technicalities of different PerformanceStats to ensure that its own, unique adaptation of this leadership strategy fits its organization and environment and thus achieves its specific purposes?

Chapter 14: Thinking About Cause and Effect
How can public executives identify the causal impact of their leadership efforts when they cannot observe how these activities affect the behavior of people who directly create results?

Chapter 15: Appreciating Leadership’s Causal Behaviors
How can what behaviors of a PerformanceStat leadership strategy have what causal impact on organizational and individual behavior — and thus actually produce better results?

Chapter 16: Making the Leadership Commitment
What does the leadership team of a public agency need to do to ensure that the organization is able to realize the PerformanceStat potential?