

One Approach To Performance Leadership

Eleven “Better Practices” That Can Help “Ratchet Up” Performance

The State of Oregon

Salem, Oregon

Tuesday, March 30, 2004

Robert D. Behn

Kennedy School of Government, Harvard University

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Define (for yourself, at least) your mental model that explains how meeting the target will help to accomplish the mission.

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Ensure that people can earn a sense of accomplishment and thus gain both self esteem and the esteem of their peers.

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Act on this learning, making the modifications necessary to ratchet up performance again.

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