$\underset{for}{\mathsf{MANAGING}}$

OUTCOMES

WAYNE SIGLER, Ed.D.

University of Minnesota-Twin Cities

Contents

	Preface	i
	Acknowledgements	iii
	About the Author	v
Chapter 1	THE AGE OF OUTCOMES	I
	National Focus on Accountability	4
	Marketplace Demand for Accountability	8
	Higher Education as a Business	9
	Consultation as "Product"	II
	Focusing on Activities and Process Instead of Outcomes	I I
	Withering Away through Process	12
	Activity as "Product"	14
	Doing Good while Producing Specific, Measurable Results	16
	Process versus Outcomes	17
	Case Studies	17
Chapter 2	THE TRI-O MANAGEMENT OPERATING SYSTEM	21
	A Working Management Operating System	
	An Aspirational Management Operating System	•
	The Seven Components of the	24
	Tri-O Management Operating System	25
	The Tri-O Outcome-Oriented	_
	Management Operating System	25
	Tri-O Will Work for You and Your Organization	29
Chapter 3	EVOLUTION OF THE TRI-O SYSTEM	33
	Tri-O's Varied Underpinnings	37
	Business and Higher Ed: Shared Lessons	37
	Higher Ed's "Customers"	40
	Viewing "Customer" as an Active Term	41
	Tri-O: A Proven Path to Success	12

Chapter 4	THE TRI-O COMPASS	45
	A Common Culture Developed Through A Shared Philosophy and Values	48
	Basic Assumptions of the Tri-O	40
	Management Operating System	49
	Stakeholder-Focused and Outcome-Oriented	50
	People: Your Most Precious Resource	50
	Specific, Measurable Outcomes	50
	Accountability	
	Leadership versus Management	53
	Efficiency versus Effectiveness	
	Getting Everyone Moving in the Same Direction	56
Chapter 5	OUTCOME-ORIENTED	
	MISSION STATEMENTS	_
	The Mission Statement's Purpose	
	Effective Mission Statements	,
	The "Strategic Service Vision"	70
	Characteristics of an Effective Outcome-Oriented Mission Statement	72
	Specific	72
	Applicable	72
	Memorable	73
	Sample Mission Statements	73
	Office of Admissions	73
	Director of Admissions	74
	Admissions Staff	75
	Web-Based Application for Office of Admissions	75
	University of Minnesota Office of Counseling & Consultative Services	76
	Developing an Effective Tri-O	70
	Outcome-Oriented Mission Statement	76
	Process-Oriented versus	
	Outcomes-Oriented Mission Statements	
	It's Well Worth the Effort!	78
Chapter 6	TRI-O STAR TRACKER COMPONENT	
	A Work-in-Progress	
	Over-Managed and Under-Led	
	Leadership	
	Management	91
	The Implications of Emotional Intelligence on Leadership and Management	0.2
	What is Leadership?	-
	w nat to Leaucionip:	93

٥4
ΙI
14
14
15
16
16
17
18
19
20
21
22
22
24
24
24
25
25
26
28
28 31
28
28 31
28 31 32
28 31 32
28 31 32 35 38
28 31 32 35 38
28 31 32 35 38 39
28 31 32 35 38 39 40
28 31 32 35 38 39 40 40
28 31 32 35 38 39 40 40 41

	Project Meetings145
	Growing Leaders145
	A Final Reminder on Delegation146
Chapter 9	TRI-O BUDGET STEWARDSHIP COMPONENT149
	Key Budget Realities
	Partnerships with Stakeholders
	Demonstrating Good Stewardship
	Getting Out the Good News154
	Benchmarking 155
	Interacting with Stakeholder Advisory Groups 156
	Working with Strategic Partners156
	Re-Engineering Processes 157
	Beware the Bleeding Edge
	The Importance of an Outstanding Budget/Human Resource Manager158
	Budget Allocation and Monitoring Processes 159
	Summary161
Chapter 10	TRI-O METRICS FOR SUCCESS 163
	Outcome Data is an Absolute in the Age of Outcomes
	Barriers to Setting Outcome Metrics 167
	The "Pure of Heart" Model 167
	Lack of Accountability and Incentives 168
	Lack of an Effective Mission Statement 168
	Complacency 169
	Shifting Blame169
	The Difficulty of Determining Cause and Effect 169
	Translating Stakeholder Expectations into Metrics for Success
	Making Data Actionable171
	Development and Production of Tri-O Data172
	Levels of Tri-O Metrics
	Goals173
	<i>Targets</i> 174
	Key Success Indicators (KSIs)174
	Key Success Indicators in Action
	Data Dashboards
	Trakbooks
	Chart Room

	Tri-O Metrics Can Help an	
	Organization Play Offense	178
	Summary	180
	Resources on Metrics	181
Chapter 11	THE JOY OF	
	MANAGING FOR OUTCOMES	191
	Controlling Your Organization's Destiny	194
	Playing Defense	195
	Avoiding the Avoidable	196
	The Limitations of Playing Defense	196
	Playing Offense Gets Results	197
	Leader as Catalyst	198
	The Joy of Managing for Outcomes	199
	References	201

Preface

i

The for-profit world has always been based in the Age of Outcomes—hit the bottom line or you can't stay in business very long. That's true for owners of one-person businesses and for managers of larger enterprises.

The Age of Outcomes is now rapidly moving to the higher education, nonprofit, and government sectors. The "bottom line" for these organizations may be somewhat different than for the for-profit sector. However, in its own way, the Age of Outcomes will be as demanding and inescapable for these organizations as it always has been in the world of for-profit enterprises.

To the skeptics who believe that the work of higher education is too special or unique to measure with "bottom line" metrics, I suggest that if the cost of an organization can be assessed, it had better develop and operate with a "bottom line" focus or someone outside the organization will do it for them.

In the Age of Outcomes, organizations whose managers consistently demonstrate that they have achieved the measurable outcomes that their stakeholders value and expect will thrive. Those that cannot do so will lose both resources and influence and wither away.

This book is not intended as an indictment of higher education managers. It is instead a plea for a change in the paradigm, and ultimately the culture, of many programs in higher education from one that is primarily process-oriented to one that is more outcomefocused. I believe that many higher education managers can read the music of process yet have difficulty hearing the tune of outcomes.