

Recipe for Success

The President's Management Agenda (PMA) is a good example of how assuredly you can effect change in an organization when you:

- Develop clear definitions of success, the desired outcomes to be accomplished in a desired time frame;
- Clearly define the specific work to be done, by quarter, to accomplish the goals;
- Clearly define who is to be held accountable for accomplishing each quarterly task; and
- Clearly and frequently remind everyone involved that it is important to accomplish the desired outcomes.

The PMA has caused agencies to focus on clear definitions of success (the green criteria), define the specific steps they will take to accomplish the goals (the quarterly milestones needed to get to where they would be “proud to be” at the end of the next 12 month period), assign responsibility for the work to be done, and every quarter, remember (by means of the scorecard) that it is important to move toward their goals as they said they would. And as a result agencies have significantly improved their ability to spend the taxpayers' money effectively, and more effectively every year.