Focusing on what matters: learning from experience

Ailsa Cook

@ailsacook
Our Vision

As a society we focus on what matters to people

Scottish National Outcomes Framework
Our Vision

Our public service system empowers and supports organisations and individuals to focus on what matters
In this presentation...

• Outcomes as a framework for action
• System challenges
• Our response
What are outcomes?

Outcomes are commonly defined as the end result of an intervention.

Inputs → Process → Output → Outcome
### Different levels of outcomes

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>What we want for people</td>
</tr>
<tr>
<td>Programme</td>
<td>The change we hope to see through our work</td>
</tr>
<tr>
<td>Personal</td>
<td>The change I want in my life</td>
</tr>
</tbody>
</table>
Focus on outcomes - framework for action

• Vision of where we want to get to

• Plan of how we can work together

• Way to check on progress - flex as required

• Reflect on the process and share and embed our learning
Putting outcomes into action

• Is the practice of many organisations

• A practical and effective way of working
  • Satisfying and enjoyable
  • Realistic
  • Puts people front and centre
    • Values the unique skills, expertise and judgement of those who make the change
    • Recognises the contribution of everyone involved
In many cases...

People put outcomes into action despite the system, not because of it

Why is this?
Three requirements for putting outcomes into action

After Shove et al (2012)
Meanings: A new paradigm for outcomes

OLD
- Deliver / achieve outcomes
- Prove
- Perform
- Attribution
- Causal factors
- New Public Management

NEW
- Make progress towards outcomes
- Improve
- Learn
- Contribution
- Contributory factors
- New Public Governance
Meanings: A new paradigm for evidence

OLD
Measures and indicators
Evidence based
What works
Processing big data

NEW
Assessment of success criterion
Evidence informed
How, where and why things work
Interpreting little data

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Competencies and skills

For leaders
- Outcome based working
- Understanding and skills in evidence use
- Communication and story telling

For everyone
- Critical reflection and analysis
- Listening and recording
- Ability to respond and change based on feedback

For data and evidence people
- Project management
- Qualitative and quantitative analysis
- Evidence to action
Materials for an outcome focused system

- Enough time and resource
- Flexible information systems
- Practical tools for understanding change as it happens
- Support for learning and sharing
- Flexible and adaptable budgets
Our response

• Tailored support to put outcomes into action
• OutNav – the software system we always wanted
Understanding cause and effect

**Attribution**

- The relationship between the intervention and outcome is linear and direct
- System is closed. External influences are predictable
- Outcomes can be attributed to the intervention

**Contribution**

- Intervention interacts with multiple other factors to influence the outcomes
- System is complex and adaptive, influenced in unpredictable ways by internal and external factors
- Intervention contributes to outcomes
Map Context:

Understand how factors outside your project help and hinder your contribution to outcomes

ISM Behaviour Change Model
Scottish Government (2013)
## Mapping your contribution to outcomes

<table>
<thead>
<tr>
<th>What we do</th>
<th>Who with</th>
<th>How they feel</th>
<th>What they learn and gain</th>
<th>What they do differently</th>
<th>What difference does this make?</th>
</tr>
</thead>
</table>
Our process to put outcomes into action

Map context and outcomes
Map the outcomes that matter to the programme and how they are influenced by context

Audit evidence and develop plan
How will you know your project is working and how will you get this evidence?

Track progress
Bring together data and information to assess how well the programme is progressing to outcomes

Ongoing discussion, reflection, analysis and reporting
Embed learning to improve the project
OutNav-
A system for putting outcomes into action
Putting outcomes into action

What to avoid

• One-size-fits-all approaches
• Thinking we can manage or deliver outcomes
• Only focusing on one part of the system
• Trying to simply measure or attribute change
Putting outcomes into action

What to embrace

• Outcomes to help us manage change
• Celebrate diversity
• Appreciate context
• People matter most
• Data, evidence and information
Over to you...

What is helping and getting in the way of your work to put outcomes into action?
Let’s keep the conversation going:

Website: www.matter-of-focus.com
Twitter: #OutcomesInAction
LinkedIn: .../company/matter-of-focus
OutNav online demo: 28th November (12.30-1.30 pm GMT)
Webinar: 3rd December (3-4 pm GMT)