

Leadership and Strategic Performance  
Management in the Public Sector - Improving  
Best Practice in Government Organizations in  
the United Arab Emirates



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# Introduction



- This research hypothesizes:-
  - there is a lack of alignment between strategy and operation management; and
  - applied performance measures are inadequate
  
- Aims:-
  - evaluating the existing PMS in government organizations
  - identify the major issues and challenges that are affecting the implementing of PMS
  - suggesting a mechanism of building and implementing the strategic performance management framework in government organizations



- Objectives:-

- Review and assess new strategic planning methodology:
- Develop performance management framework
- Develop performance management methodology

# Methodology



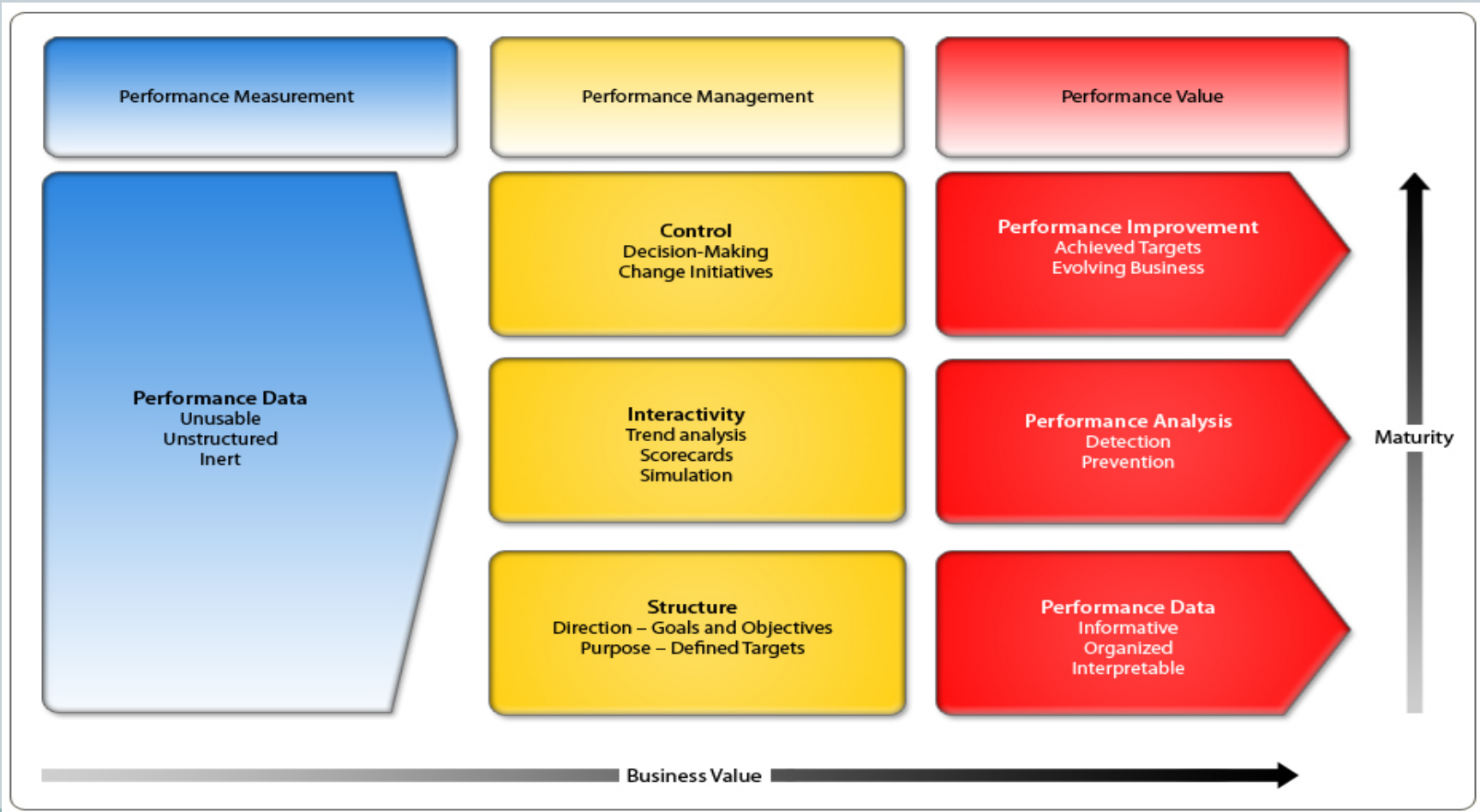
- **Qualitative Analysis:-**

- Facilitated Meetings
- Questioning and Interviewing
- Benchmarking
- European Foundation for Quality Management Assessment (EFQM)

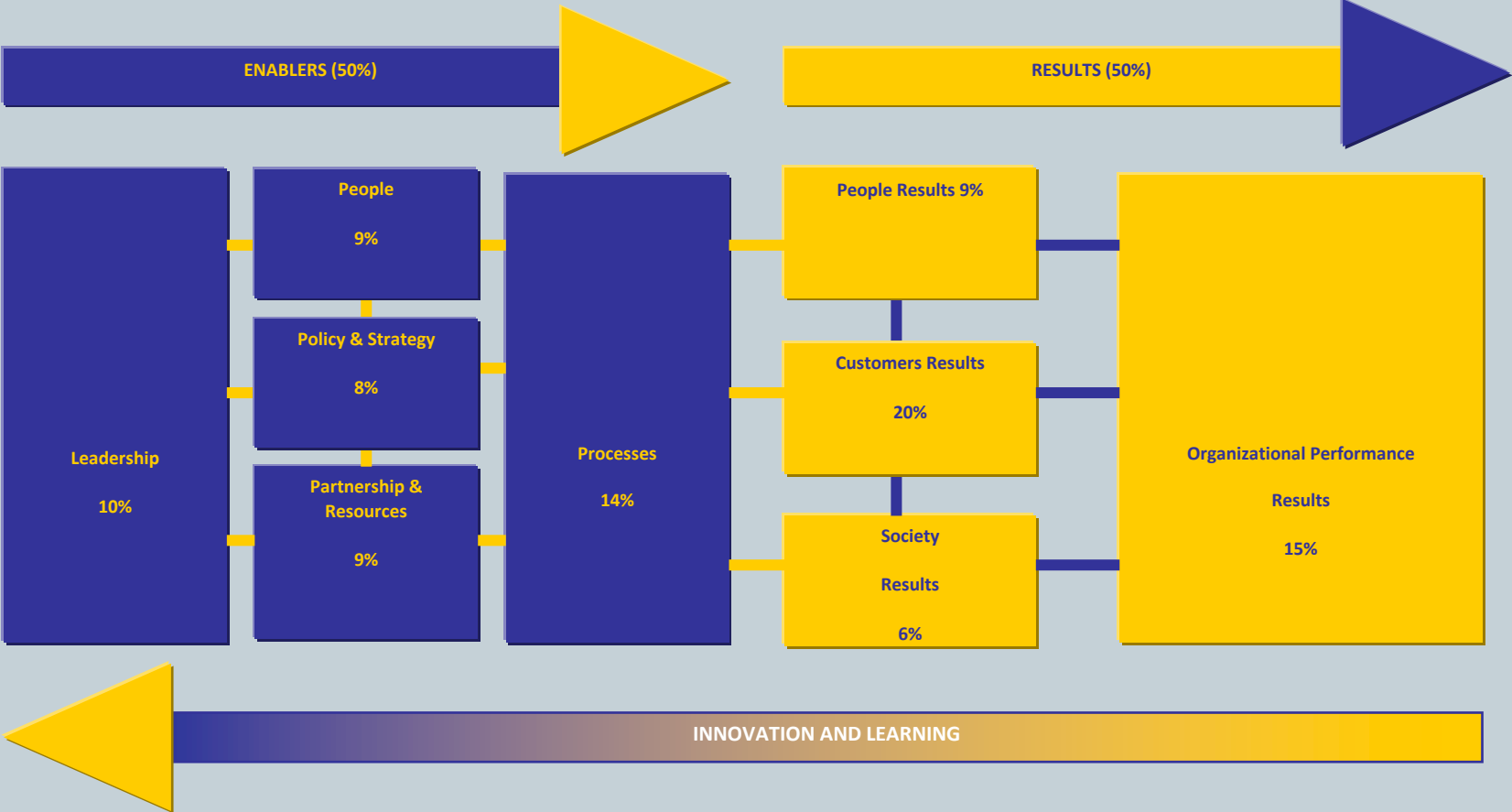
# Research Framework



## Performance Measurement to Management



# EFQM Excellence Model



# Results



- **1) INADEQUATE PERFORMANCE MANAGEMENT SYSTEM**
  - 1.1 Lack of Proper Implementation of Performance Framework
  - 1.2 Reasons of the Inadequate Strategy & Performance Measurement in Public Sector
- **2) LACK OF ALIGNMENT BETWEEN STRATEGY AND KPI'S**
  - 2.1 Analyzing the Organization Based on EFQM
  - 2.2 KPI's and Organizations' Strategic Alignment
- **3) OBSTACLES IN PERFORMANCE MEASUREMENT OF THE GOVERNMENT ORGANIZATIONS**



# INADEQUATE PERFORMANCE MANAGEMENT SYSTEM



- 1.1 The main reasons behind the improper implementation of the PMS:-
  - disconnection of stakeholders in the development of the system
  - lack of leadership involvement
  - lack of alignment between both organizational and employees goals
  - lack of strategy maps hinders the implementation of a proper performance system across the organizations
  - the indicators that were used were scattered and for control proposes not for the growth and development.



- 1.2 Absence of the strategy and performance measurement system in public sector:-
  - the lack of commitment from higher level of management
  - no continuous improvement process

# LACK OF ALIGNMENT BETWEEN STRATEGY AND KPI'S



- 2.1 Analyzing the Organization Based on EFQM, the main results were:-
  - lack of incorporating stakeholders needs in the strategy
  - no proper performance indicators
  - no reviews/updated for the current strategies
- 2.2 KPI's and Organizations' Strategic Alignment:-
  - no proper mapping of key process of the organizations
  - the strategy is not communicated across the organization as a whole

# OBSTACLES IN PERFORMANCE MEASUREMENT OF THE GOVERNMENT ORGANIZATIONS



- The barriers facing the PMS-
  - The Nature of Services in Government Organizations
  - Multiple Objectives and Priorities in Government Organizations
  - The Absence of Government Organizations Functional Descriptions
  - Bureaucracy in Government Organizations
  - The difficulties associated with work

# Recommendations



- 1- Performance Management Framework
- 2- Performance Management Process
- 3- Awareness Workshops
- 4- Automation



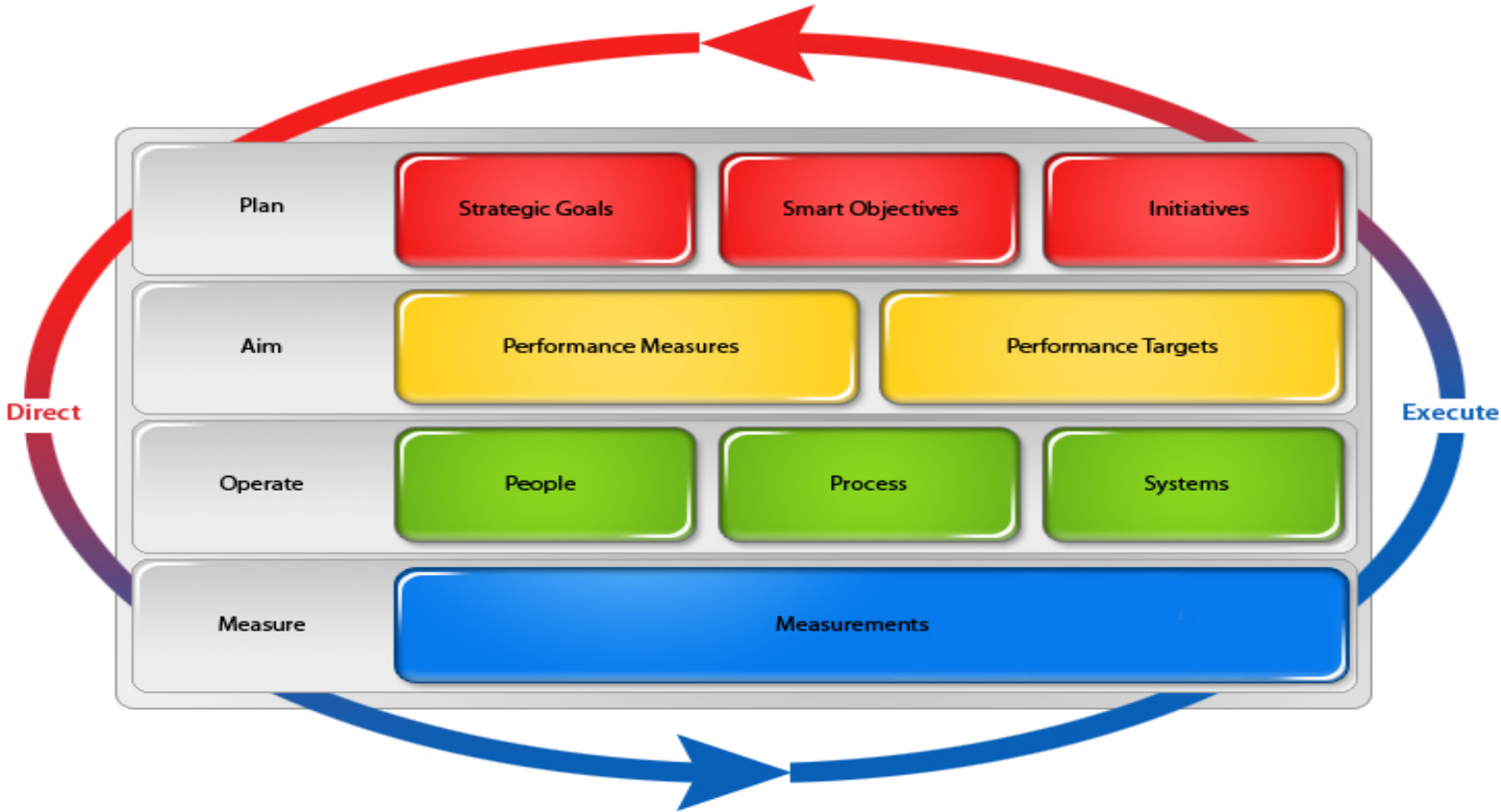
- **1- Performance Management Framework**

- conducting an organizational environmental scanning; and identifying the type of service provided to clarify the organization strategic direction
- planning and establishing the targets, this will help management to monitor day to day organizational performance of the operations
- evaluating manager's performance which will reflect the power of organizational performance management system, this will lead to having a successful incentives and rewards scheme in place



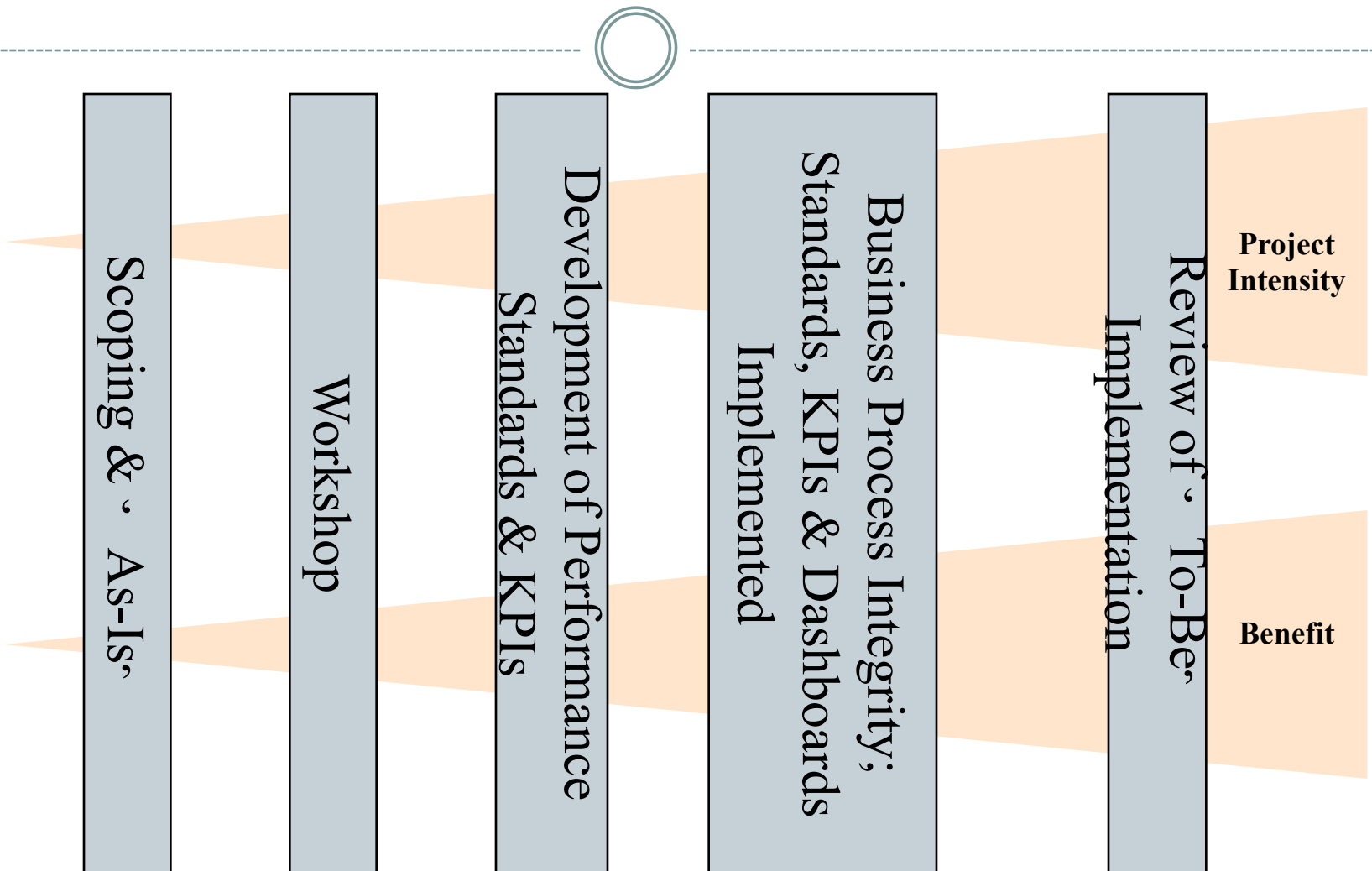
- **Strategic Performance Management Framework Components**
  - Strategic Plan
  - Key Business Processes
  - Stakeholder Needs
  - Senior Management Involvement
  - Employees Involvement
  - Accountability for Measures
  - Communication
  - Integration of the System

# Best Practice Framework





# Performance Management Process



# Performance Management Automation



- Automation Process
  - Measurement System Components
  - The Performance Measurement Team
  - Legal Requirements and Issues
  - Developments in Technology
  - Feedback

# Cont ...



- Data Collection Process
  - Informational Requirements
  - Information Sources
  - Data Collection Process:
  - Data Collection and Reporting Frequency
  - Data Collection Costs
  - Data Protection

# Conclusion



- The strategy, methodologies and process of managing the performance of the organization and its business network by controlling resources to achieve a common set of goals and objectives.
- The ability of continuous improvement is the quality of relationships, processes, products, and services to fully control practices and methodologies that maximize the value of resources.

# ?QUESTIONS ?



*Performance is gauged by how well the strategic goals of the organization are met. This is what Performance Management aims at improving.*

*"When you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind" - Lord Kelvin (1824-1907)*

THANK YOU

