



EASIER Commissioning

Results through relationships



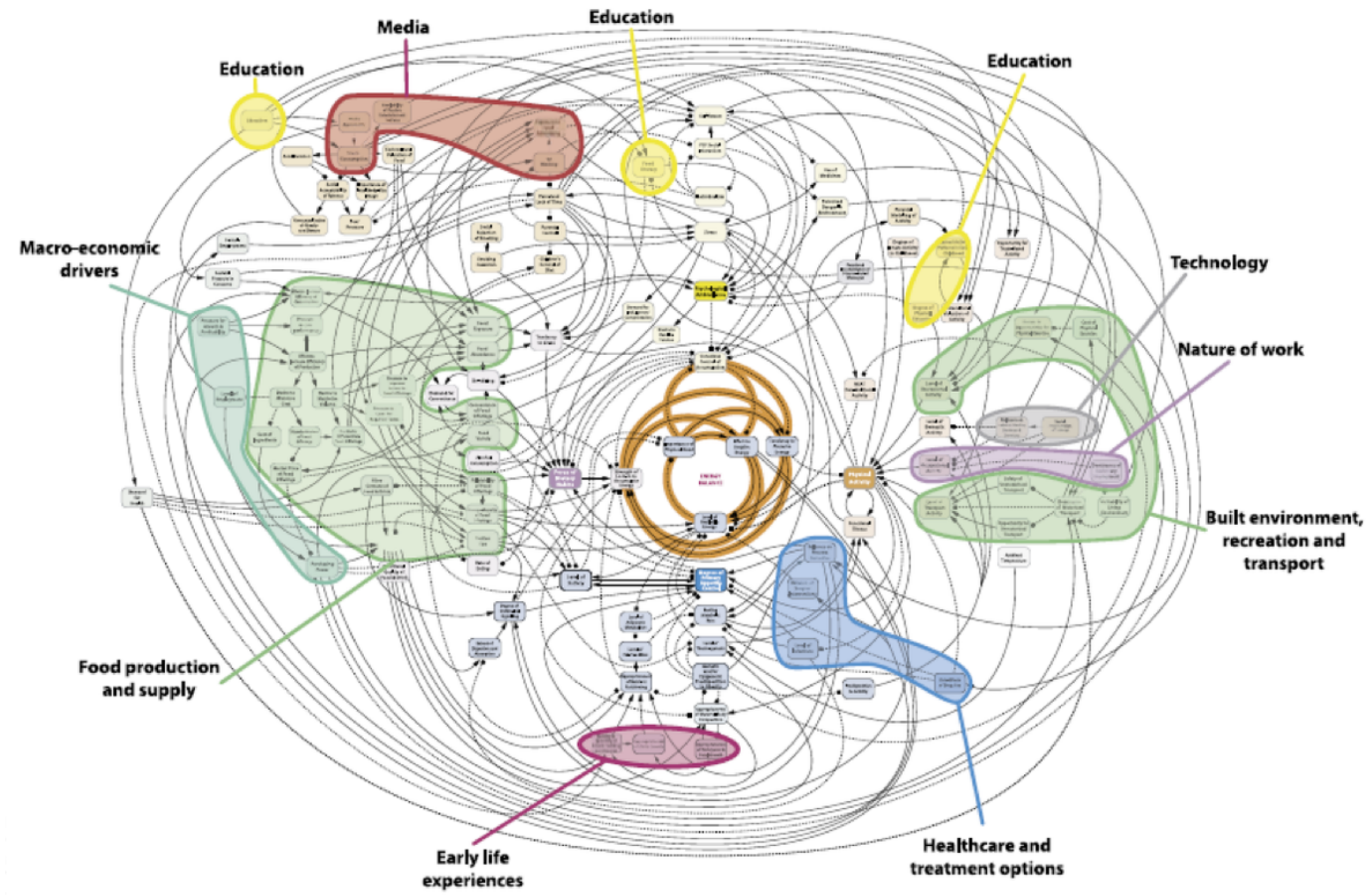
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In overview...

- We all want **great outcomes**.
- But **managing by outcomes** is a bad idea.
- And we **shouldn't manage by activities and results** either.
- Those turn performance into a score to be kept, **distorting relationships** and making collaboration **harder** than it should be.
- **If...** we want to create healthy ways of working and healthy systems of work;
- **Then...** we need to shift from a focus on 'accountability for delivery' to 'collaboration for impact'.
- This means attending to **learning and relationships**.
- And it means **situating control within the network** of collaborators.

Delivery or impact?

Delivery...

- Targets
- Service Specifications
- Accountability
- 'Holding to account'
- Performance Management
- Competition
- Incentives
- Law maker, judge and jury.

Impact...

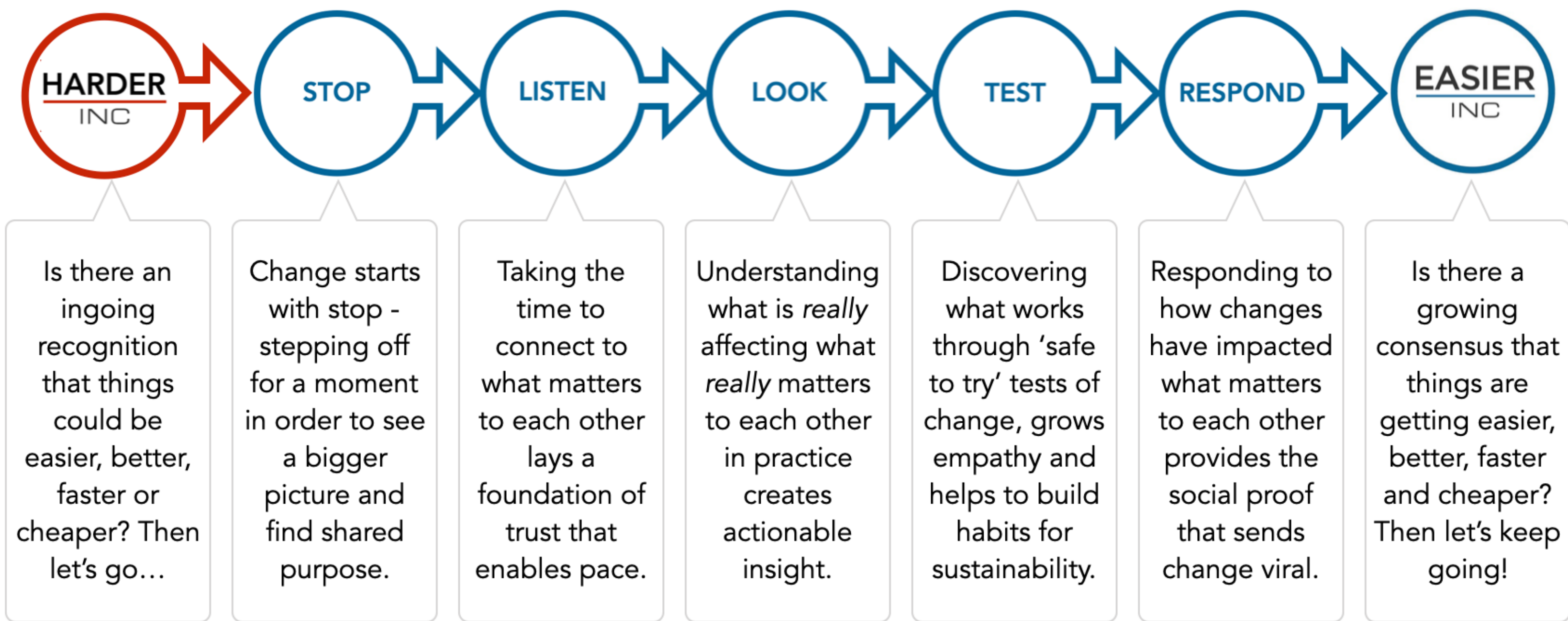
- Measures
- Shared Purpose
- Responsibility
- 'Helping to account'
- Sense-Making
- Collaboration
- Fair reward
- Leader, fellow and steward.



The 3 essential roles

- LEADERSHIP:** ensuring that what really matters is what really matters here.
- FELLOWSHIP:** ensuring that what really matters here includes what really matters to each other.
- STEWARDSHIP:** making it easier for what really matters to really matter here.

A process for collaboration





In summary...

- A focus on delivering results distorts impact.
- Leading a shift from delivery to impact requires leadership, fellowship & stewardship.
- Commissioners are perfectly placed to do this.



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