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| **Planning Segment #3** | ***Perspectives on Performance*** |

**Perspectives on Performance[[1]](#footnote-1)**

Managing performance is about articulating clear expectations, paying attention to what is going on, and providing actionable feedback to decision-makers up and down the value chain. Your communication about expectations and results is stronger when it is in terms that are clear to your audience. These definitions are intended to help you be clear in communicating about performance measures, so you can engage others in getting the support and results you need.

**Definitions:**

**BENEFICIARIES** - Public programs are created to improve the condition of some group / groups of people. These are the intended beneficiaries of our work - citizens at large or specifically identified groups (aged, children, businesses, regions, etc). If they cannot speak for themselves, there are often advocates who speak for them, such as advisory groups, "stakeholder" groups, associations, lobbyists, etc.

**RECIPIENTS** - Recipients are the people who directly receive the products or services of an agency. They are directly "across the counter" from you. Sometimes recipients are also beneficiaries (e.g. social services) - sometimes recipients are people regulated in order to protect beneficiaries (e.g. permits and licenses). In the TQM parlance, these are' customers.'

**PRODUCERS and PARTNERS-** The people who deliver the product or service to the recipients. They could be in the agency (staff and supervisors) or external to it (partners and suppliers).

**MANAGERS and ENABLERS** - The people who are concerned with the agency's ability to deliver on expectations in the future, and who are responsible for translating resources into capacity and performance.

**FUNDERS / FINANCERS / AUTHORIZERS** - Those who provide the funding or attach strings to it. They define the intended beneficiaries, and authorize the agency to use the funds to achieve certain benefits. Typically they are legislators, commissioners, grantors.

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| **Planning Segment #3** | ***Perspectives on Performance*** |

| **Program Element or Activity: *Item Title*** |
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|  | ***Producers and Partners*** | ***Recipients*** | ***Beneficiaries*** | ***Funders / Authorizers*** | ***Managers / Enablers*** |
| Apply skills, tools, resources and policies to deliver services. | *Directly* receive the services, reports, or other products of our actions. | Those communities, groups and individual who are impacted or benefit by our work. | Give us funding, directives and specific powers and duties. | Convert funds and mandates into capacity—staff, skills, tools, resources and policies. |
| ***Who are these people?*** |  |  |  |  |  |
| ***What do they want? What matters to them?*** |  |  |  |  |  |
| ***How can we measure what matters to them?*** |  |  |  |  |  |
|  Based on material presented in “But We Can’t Measure What We Do” training © Mary Campbell & Associates, LLC ● Rev. 2005-2007 ● 360.486.4665 ● mary@marycampbell.org |

1. © Mary Campbell & Associates, LLC ● Rev. 2005-2007 ● 360.486.4665 ● mary@marycampbell.org [↑](#footnote-ref-1)