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Outcomes effectiveness:
Achieving organisational goals



With over 25 years' experience as lawyer, leadership adviser, writer and speaker in New Zealand, Australia, Europe, USA and elsewhere, Dr Pol's practical expertise is supported by scientific rigour and outcome-oriented critical thinking.

Experience with leading law firms and in-house roles in four countries include directing major disputes for outcomes and systematically reducing organisational risk. Dr Pol was also appointed to the NZ Law Society governing Council and led New Zealand's corporate lawyers' association. Public and private sector leadership advisory work and interim general counsel appointments typically focused on meeting key organisational outcomes in complex environments.

Framed in outcomes and effectiveness, Dr Pol's PhD thesis filled an evidence gap in an area with 'wicked' problems, seemingly insoluble. Money laundering controls are globally ubiquitous and immensely costly, yet arguably the least effective policy, regulatory and enforcement endeavour, ever, anywhere; a valuable resource for transferrable effectiveness and outcomes insights.

In broader areas of corporate and policy endeavour, consistent with organisations drawing from evidence-informed, outcome-oriented frameworks, Dr Pol's expertise is focused on outcomes effectiveness. Not just whether goals and strategies have been set, or implemented, or even if targets have been met, but whether high-order organisational objectives have been achieved. Despite its capacity for enhancing the capacity to achieve demonstrably better outcomes aligned with organisational objectives, this multi-disciplinary approach remains uncommon.

A key feature of Dr Pol's practical application of this fundamental issue in corporate and public endeavour is the distinction between inputs, activities, outputs, and outcomes. Meaningfully distinguishing these concepts is a defining feature of leadership.

For example, a bigger compliance budget (inputs) or more training sessions (outputs) tells us little about meaningful improvements in an organisation's risk profile. Even the absence of regulatory sanction may be an important output indicator *towards*, but not a direct measure *of*, outcome effectiveness. Similarly, in nearly every facet of goal-oriented endeavour, including target-setting, procurement, etc.

'Outputs' are easy to measure, and often positively influence outcomes, yet initiatives, activities and strategies from the outset focused on ultimate strategic objectives generate a much greater likelihood of success.

"Not everything that can be counted counts, and not everything that counts can be counted." W B Cameron