

2013

NONPROFIT SUMMIT

From Ideas to Action

Capturing The Value:

**Making The Link From What You Do To
What You Achieve**

10:00am – 11:15am

Facilitator: Kristen Burns, Grable Foundation

Speakers: Debra Natenshon, The Center for What Works

Capturing the Value:

Making the Link **from What You Do** to What You *Achieve*

Nonprofit Summit
May 23, 2013

About WhatWorks at TRI

The Center for What Works helps nonprofits, philanthropic organizations and their grantees to gain clarity on results and how to achieve them, moving the needle on social issues.

www.WhatWorks.org

TRI's Guiding Principles

Our philosophy and successful approach for the last 50 years:

Targets reflecting human gain for those served by programs, are the best starting point for strategy, tactics, alignment, and course-correction in any organization or community.

Sparkplug individuals who lead change by example, are the basis of results.

Energy, building on focus, optimism and vitality, is the key resource leaders generate and harness.

Innovation is less a matter of something new than of something better.

Self-help, defined as people doing everything possible for themselves, builds vital, sustainable communities and organizations.

Learning is the lifeblood of outcomes. True learning is dynamic, moving beyond gathering knowledge to changing behavior. How much you have changed reflects how much you have learned.

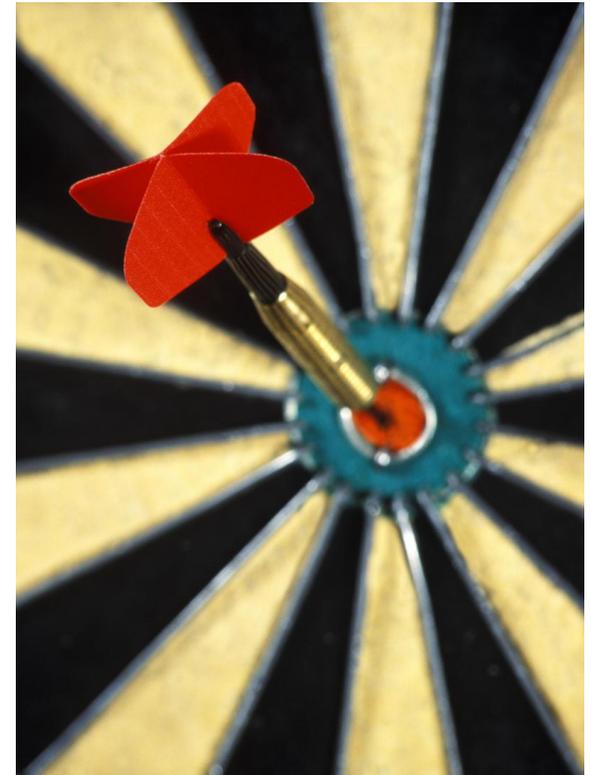


Today's Session Targets

75% of you define your ultimate impact in outcome terms today and draft your desired outcomes

50% of you define at least one target statement today

30% of you commit to continue this work back at your office within the next 30 days



Why Is This Important?

What gets measured, gets done.

If you don't measure results, you can't tell success from failure.

If you can't recognize failure, you can't correct it.

If you can't see success, you can't reward it.

If you can't see success, you can't learn from it.

From Reinventing Government, By David Osborne and Ted Gaebler

The language of outcomes...

outcome

goal

milestone targets

result

output

objective

measurable

short term change

long term change

impact

differences

indicator

achievements

benchmark

benefits

input

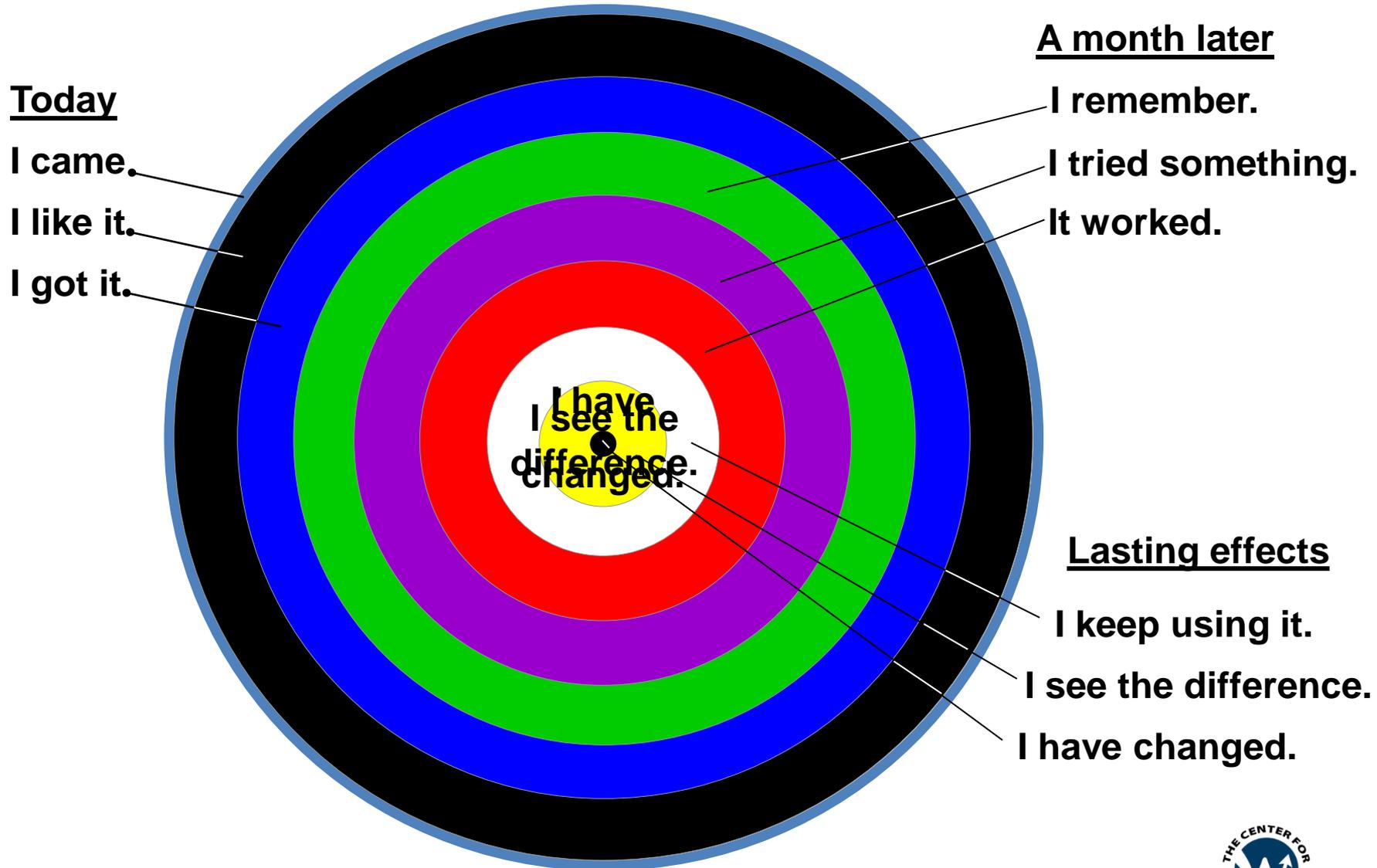


Key Words in Funding Process (Accountability)

- Accountability (Compliance)
- Compliance (Monitoring)
- Monitoring (Reports)
- Reports (Evaluation)
- Evaluation



Targeted Mind-set



Mission Attainment

“The success of our work is measured by a single question:

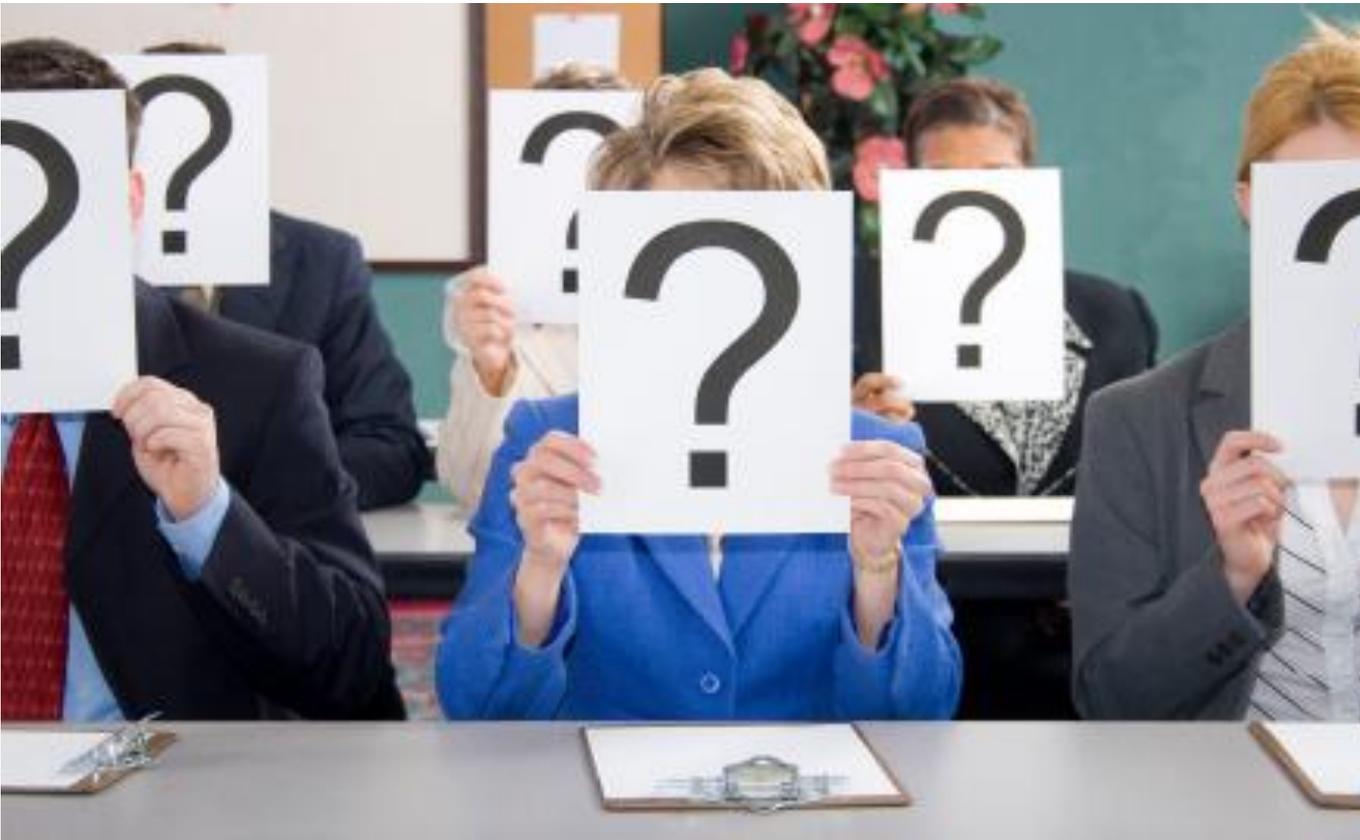
Are people better off now than when we started?”

President William J. Clinton
Foundation website, What We Do

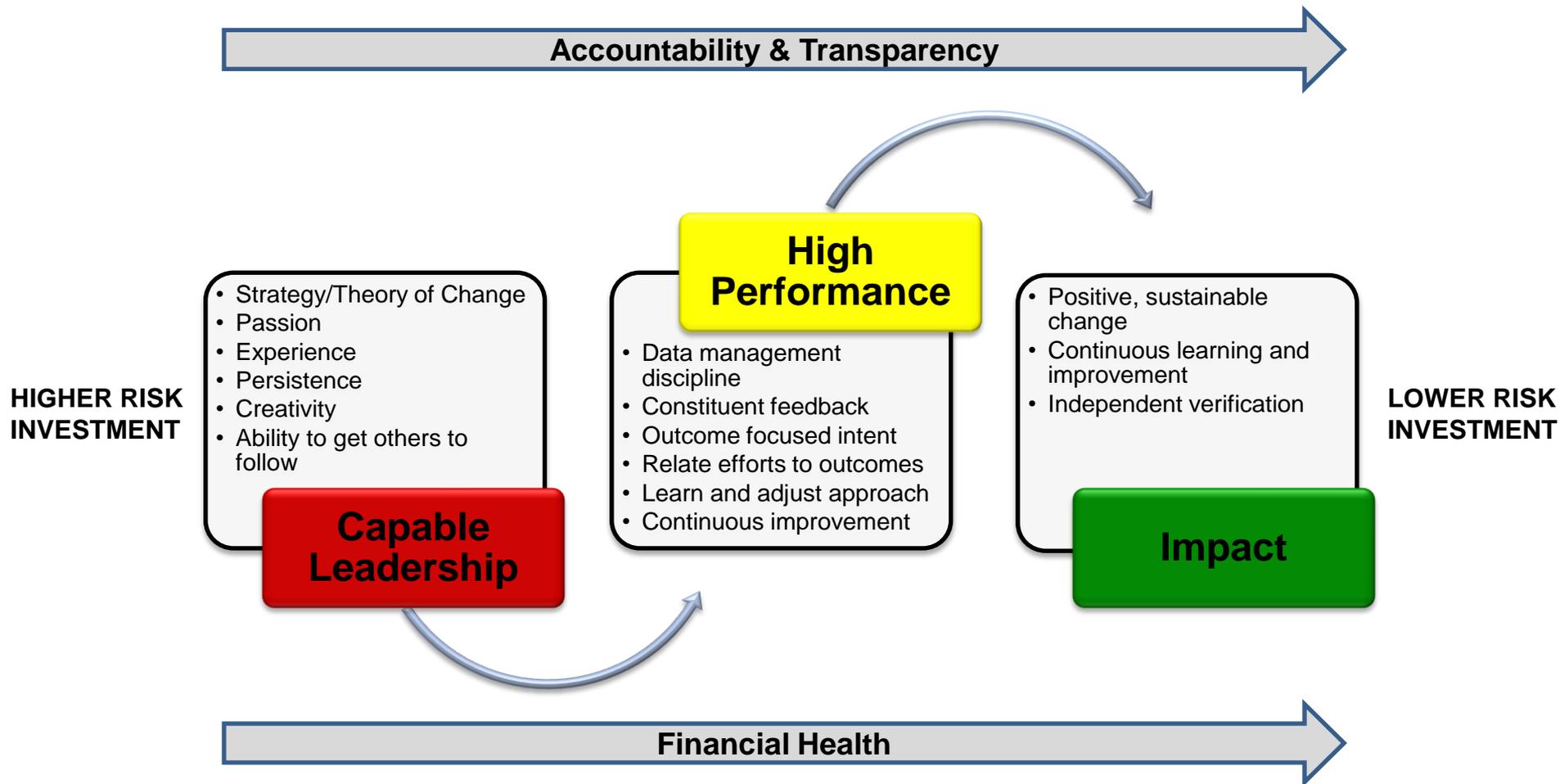
Common Challenges

Yes, of course...

At least we think so...



Qualities of a High Impact Organization



* Developed by the Alliance for Effective Social Investing and Adapted by WhatWorks at TRI

Outcome Thinking

1. How do you define success – the results of your services?
2. How do you know for sure when success has been achieved?
3. How do you know, throughout your program, that you have enough energy and resources (time/money) remaining to achieve the results you defined?



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at The Rensselaerville Institute



כידות
לעשות טוב, טוב יותר

1. What is the problem we are trying to address?
2. What do we do to address it? (including theory of change)
3. What are we achieving?
4. How do we know what we are achieving?
5. What are we learning, and how can we improve?

1. What is your organization aiming to accomplish?
2. What are your strategies for making this happen?
3. What are your organization's capabilities for doing this?
4. How will your organization know if you are making progress?
5. What have and haven't you accomplished so far?



Outcome Management

1. You define success in terms of results.
2. You know for sure when success has been achieved (you have the evidence).
3. Throughout the program, you know you have enough resources remaining to get results.



What goes in → What comes out

Missions/Beliefs
Programs/Services
General Goals
Work Plans
Job Description
Data Base
Strategic Planning
Evaluation

Core Know-How
Result Cards
Specific Targets
Milestones
Result Description
Data Use
Designing and Mapping
Learning

Facing Concerns of Measurement

Why should I measure a program that I know intuitively is changing lives?

What if I discover something doesn't work well?

How will I find the time and money to do the analytics?

What if we don't have the internal expertise?



Activities versus Results

I sent 300 eNewsletters this week

- # and % opened, navigated, clicked-through: **65 acted-on our call within a week**

I counted 150 participants in our program

- # and % of participants who achieve the desired outcome: **73 people lost weight, 85 graduated, 100 got employed – within the first month out of program**

We distributed 5000 cans of food

- # and % of hungry people who **consumed nutritional food 3x per week for 3 months**

Simple Terms We Use

Targets:

- Specific changes in core participant behavior, condition or status that defines 'success' for the program
- Tangible, verifiable, and within the influence of an implementor

Milestones:

- Interim behaviors, condition or status that define progress toward meeting the target.

Setting the Target

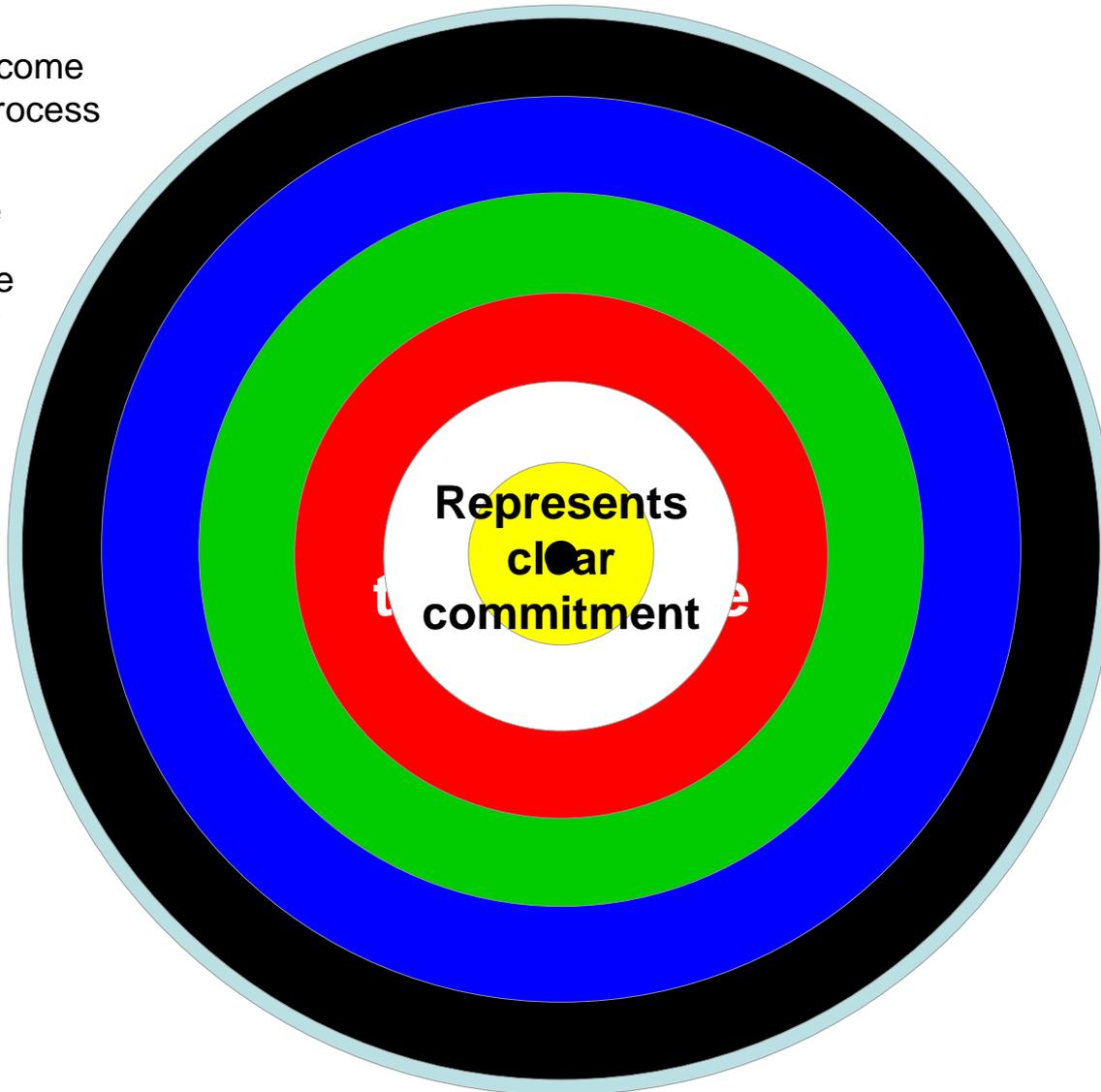
Look at gains that come from activity and process

Straightforward:
X gain for y people

Under the influence of the implementor

Set relative to baseline

Represents clear commitment



S.M.A.R.T. Criteria

Specific

- Provides clear direction on what actions must be taken, easy to understand

Measurable

- Quantifiable and verifiable through measurement

Attainable

- Realistic given organizational capabilities

Results Oriented

- Focused on an outcome (change in behavior or condition), not the method by which you get there

Time Bound

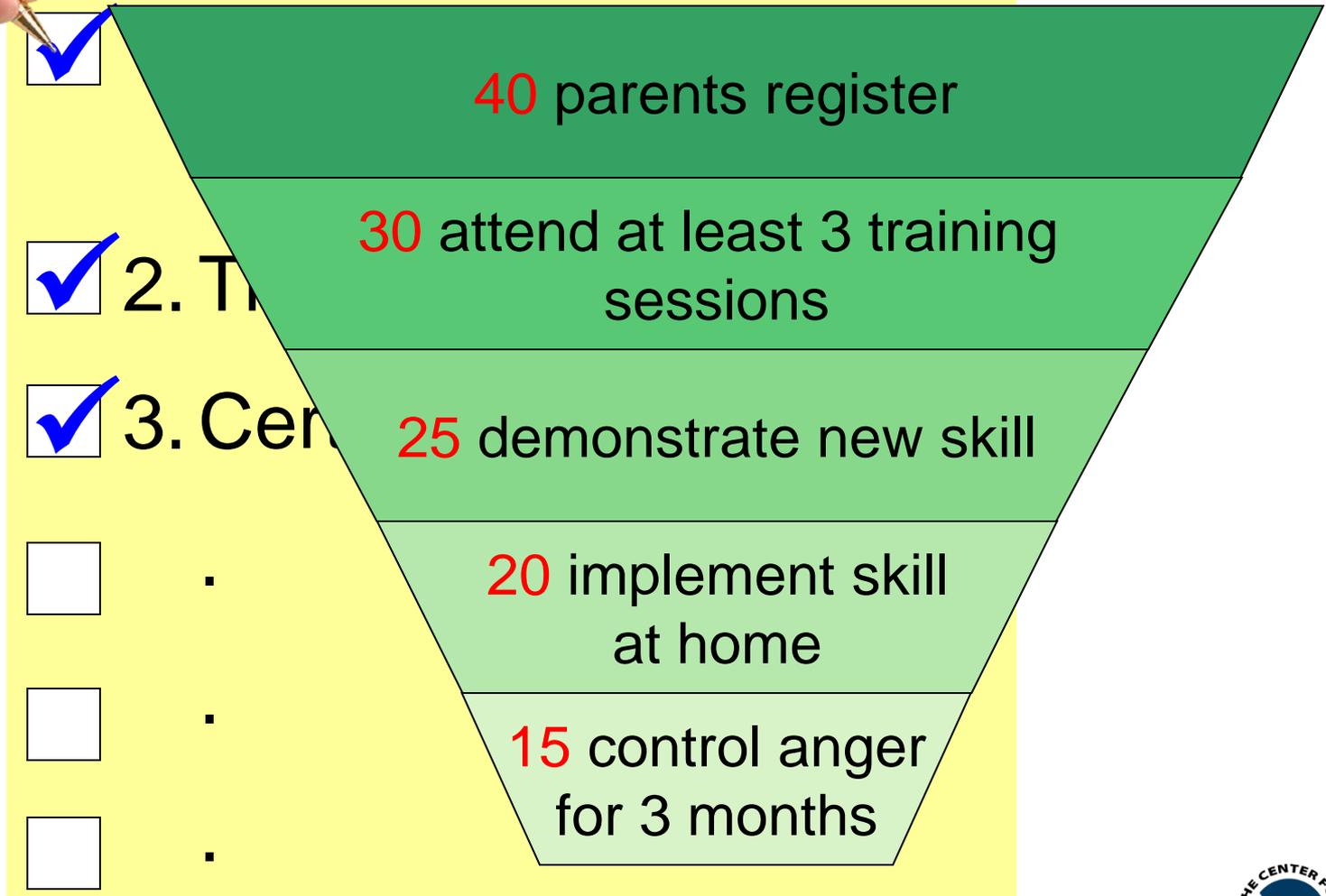
- Set around a time frame that is reasonable

Ensure that every indicator is related to an outcome and every outcome is relevant to MISSION

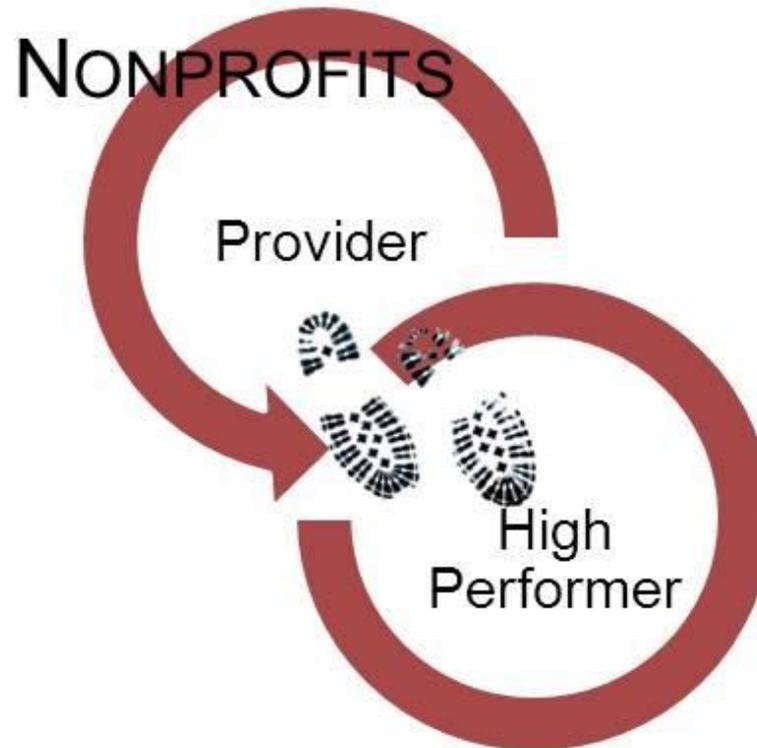


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Active Milestones

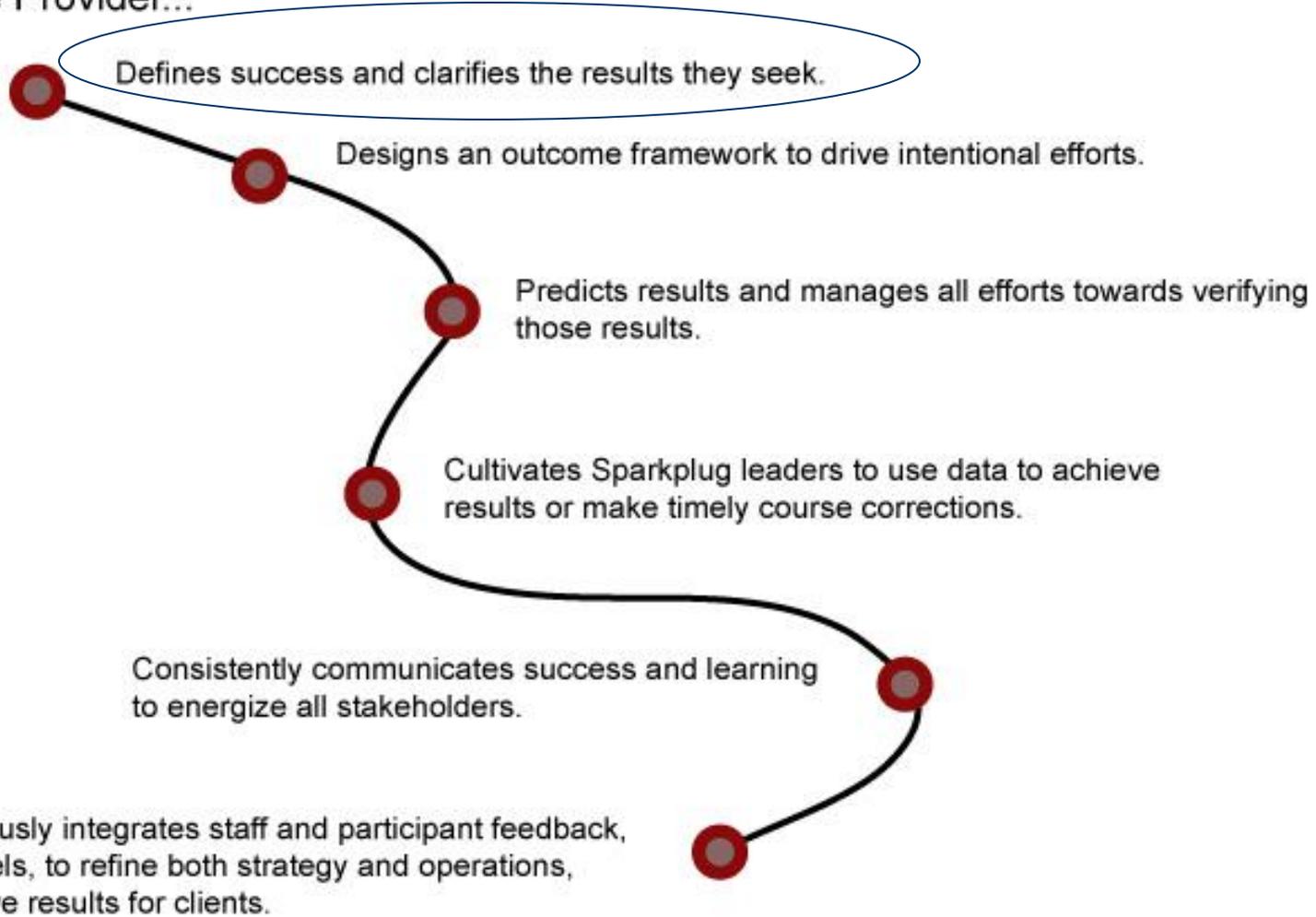


The Journey to Impact



Nonprofit Result Trail

Service Provider...



...High Performer

Statement of
Success

Ultimate Impact:



Desired Outcomes:



Key Indicators:



W Welcome to the WhatWorks Outcomes Portal (v 1.0)!

The Center for What Works and The Urban Institute recently completed the initial phase of a research project to provide the first sector-wide framework for nonprofit program outcomes and indicators for success. Currently, there are 14 outcomes frameworks and a draft for a Common Outcomes Taxonomy, all to assist service providers and funders to identify well-researched program outcomes and key indicators to measure, compare, and improve program impact.

WhatWorks has developed two online tools to bring this research to your organization.



Outcomes Framework Browser

Navigate through the 14 programs areas and browse their respective outcomes and indicators. Once you choose a program area of interest, or the more general



Impact Measurement Framework

The Impact Measurement Framework allows users to define their mission/program impact statement and then choose up to three outcomes most relevant to that statement. Once the key outcomes are identified, users choose the measurable indicators of success. The outcomes and indicators are based on [research](#) by The Center for What Works and the Urban

<http://portal.whatworks.org/welcome.aspx>

Statement of
Success

Ultimate Impact:

Children Thrive

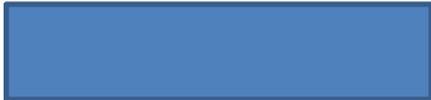
Desired Outcomes:

Children are safe at
home

Children succeed at
school

Children are not in
trouble

Key Indicators:



Connecting Success to Targets

Target Population: Local HS youth in need who qualify as program participants

Outcome: Youth are not in trouble

Indicator 1: # and % of Youth who stay out of juvenile justice system

TARGET – 90%

Target Statement: During the program year, 90 out of 100 youth (or 90%) stay out of the juvenile justice system.



Structure your Target Statement - Options

Individualized/Single focus:

30 of the 45 families enrolled in our workforce development training and case management program will reduce at least 2 major barriers to employment which are identified in their individual “case plans” by September, 30, 2012.

Menu Focus:

Of the 250 teenagers enrolled in Grades 11-12 at Bedford Valley High School, 195 will achieve at least 2 of the following by May 31, 2012:

- *Graduate with their class*
- *Successfully complete pre-college testing*
- *Submit required financial aid documentation/applications*
- *Apply for admittance to 3 or more colleges or universities*

Structure your target statement

Of the _____ we serve, at least _____ will

_____.

Presentation Format: Dashboard

OUTCOMES	TARGET	1 year ago	6 months ago	1 month ago	this month
Enrollment in training classes Income budgeted at 85% enrollment	85% of capacity	85%	91%	81%	81%
Academic Achievement Average grade point averages	3.5	3.5	3.3	3.4	3.6
GED certificates obtained	90%	70%	not applicable	82%	not applicable
Youth remaining out of juv justice system	150 (100%)	Not applicable	150	150	150
Jobs Maintained for 3 months	15 for the year	not applicable	6 YTD	11 YTD	13 YTD
Positive Press Stories in local paper	10 for the year	7 YTD	3 YTD	7 YTD	9 YTD
					

What is...

- **More powerful than great plans**
- **More effective than a big committee**
- **More useful than even a lot of money**

Human Sparkplugs



Human Sparkplug Characteristics

Bias To Act

Focus on solutions
Sense of urgency
Opportunity driven

Results Orientation

Need for achievement
Clear and compelling vision
for success
Chart and use milestones



Energy

Stamina and staying power
Enthusiasm and optimism
Sense of humor

Personal Responsibility

Focus on personal
accountability
Take responsibility before it is
delegated



“The reasonable person adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself.

Therefore, all progress depends upon the unreasonable person.”



- George Bernard Shaw

Management Tools for Effectiveness



Outcomes of Outcome Management

- Preparation for challenges
- Improved resource allocation
- Better programs and services
- Success at raising more funds



Next Steps Today

SOLO

1. Define the ultimate impact of your organization (maybe your mission in outcome terms)
2. Identify no more than 3 desired outcomes that encompass all programs

Separate into focus areas (i.e. advocacy, youth development, arts, health, workforce)

IN PEER GROUPS (gain feedback)

1. Quantify through key indicators, how you will know whether the outcome is achieved
2. Define at least one target statement



Next Steps Back at your Office

1. Pull executive/program/development staff together
2. Share what you came up with and accept feedback
3. Make refinements
4. Move into action



“Virtually nothing comes out right the first time. Failures, repeated failures, are finger posts on the road to achievement. The only time you don’t fail is the last time you try something and it works. One fails forward toward success.”

- Charles F. Kettering

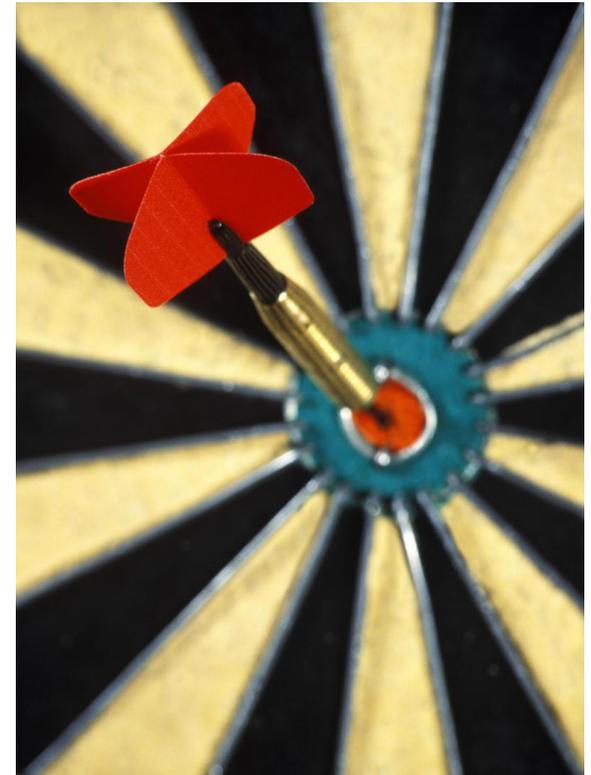


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Questions?

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