Capturing The Value:
Making The Link From What You Do To What You Achieve

10:00am – 11:15am

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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
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
- result
- objective
- long term change
- measurable
- impact
- milestone targets
- short term change
- achievements
- differences
- indicator
- benchmark
- benefits
- output
- goal
- input
New Words for Outcome Management

- Performance
- Success
- Supporting Information Use
- Learning & Verification

Key Words in Funding Process

(Accountability)
(Compliance)
(Monitoring)
(Reports)
(Evaluation)
I came.
I like it.
I got it.
I remember.

Today
I came.
I like it.
I got it.

A month later
I remember.
I tried something.
It worked.

Lasting effects
I keep using it.
I see the difference.
I have changed.

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“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

- High Performance
  - Strategy/Theory of Change
  - Passion
  - Experience
  - Persistence
  - Creativity
  - Ability to get others to follow

- Capable Leadership
  - Data management discipline
  - Constituent feedback
  - Outcome focused intent
  - Relate efforts to outcomes
  - Learn and adjust approach
  - Continuous improvement

- Impact
  - Positive, sustainable change
  - Continuous learning and improvement
  - Independent verification

- Financial Health

* 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?

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?
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.
<table>
<thead>
<tr>
<th>What goes in</th>
<th>What comes out</th>
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<tbody>
<tr>
<td>Missions/Beliefs</td>
<td>Core Know-How</td>
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<td>Programs/Services</td>
<td>Result Cards</td>
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<td>General Goals</td>
<td>Specific Targets</td>
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<tr>
<td>Work Plans</td>
<td>Milestones</td>
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<tr>
<td>Job Description</td>
<td>Result Description</td>
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<tr>
<td>Data Base</td>
<td>Data Use</td>
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<tr>
<td>Strategic Planning</td>
<td>Designing and Mapping</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Learning</td>
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</tbody>
</table>
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

I counted 150 participants in our program

We distributed 5000 cans of food

- # and % opened, navigated, clicked-through: 65 acted-on our call within a week
- # and % of participants who achieve the desired outcome: 73 people lost weight, 85 graduated, 100 got employed – within the first month out of program
- # 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

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
1. Mail program recruitment brochure

2. Training sessions

3. Certification sessions

- 40 parents register
- 30 attend at least 3 training sessions
- 25 demonstrate new skill
- 20 implement skill at home
- 15 control anger for 3 months
The Journey to Impact

Nonprofits

Provider

High Performer
Nonprofit Result Trail

Service Provider...

1. Defines success and clarifies the results they seek.

2. Designs an outcome framework to drive intentional efforts.

3. Predicts results and manages all efforts towards verifying those results.

4. Cultivates Sparkplug leaders to use data to achieve results or make timely course corrections.

5. Consistently communicates success and learning to energize all stakeholders.

6. Continuously integrates staff and participant feedback, at all levels, to refine both strategy and operations, to improve results for clients.

...High Performer
Statement of Success

Ultimate Impact:

 Desired Outcomes:

Key Indicators:
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 measureable indicators of success. The outcomes and indicators are based on research by The Center for What Works and the Urban

Children Thrive

Desired Outcomes:

- Children are safe at home
- Children succeed at school
- Children are not in trouble

Key Indicators:

Statement of Success

Ultimate Impact:
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.
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
Of the ______ we serve, at least ______ will
__________________________________________.
<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>TARGET</th>
<th>1 year ago</th>
<th>6 months ago</th>
<th>1 month ago</th>
<th>this month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment in training classes</td>
<td>85% of capacity</td>
<td>85%</td>
<td>91%</td>
<td>81%</td>
<td>81%</td>
</tr>
<tr>
<td>Income budgeted at 85% enrollment</td>
<td></td>
<td></td>
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<tr>
<td>Academic Achievement</td>
<td>3.5</td>
<td>3.5</td>
<td>3.3</td>
<td>3.4</td>
<td>3.6</td>
</tr>
<tr>
<td>Average grade point averages</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GED certificates obtained</td>
<td>90%</td>
<td>70%</td>
<td>not applicable</td>
<td>82%</td>
<td>not applicable</td>
</tr>
<tr>
<td>Youth remaining out of juv justice system</td>
<td>150 (100%)</td>
<td>Not applicable</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Jobs Maintained for 3 months</td>
<td>15 for the year</td>
<td>not applicable</td>
<td>6 YTD</td>
<td>11 YTD</td>
<td>13 YTD</td>
</tr>
<tr>
<td>Positive Press</td>
<td>10 for the year</td>
<td>7 YTD</td>
<td>3 YTD</td>
<td>7 YTD</td>
<td>9 YTD</td>
</tr>
<tr>
<td>Stories in local paper</td>
<td></td>
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</table>

= ACT                = WATCH               = CELEBRATE

Adapted with permission by Compasspoint Nonprofit Services
What is…

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

Human Sparkplugs
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
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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