Results First for Manatee County

DECEMBER 7, 2017

HAL WILLIAMS, OUTCOME GUIDE

How do you define your organization?

- By who we are (size, history, facility, mission, vision, values, board and staff, etc.).
- By what we do (kinds and numbers of persons we help, programs we offer).
- By what we achieve (results and broader impacts for those we serve).

Introductions by Achievement

Question: Hey, I know you work at the Acme Center and that you help kids. What exactly is that group?

Response: Last year our program placed 20 homeless persons in a transitional shelter and at least 15 are on a clear path to get to permanent housing this year.
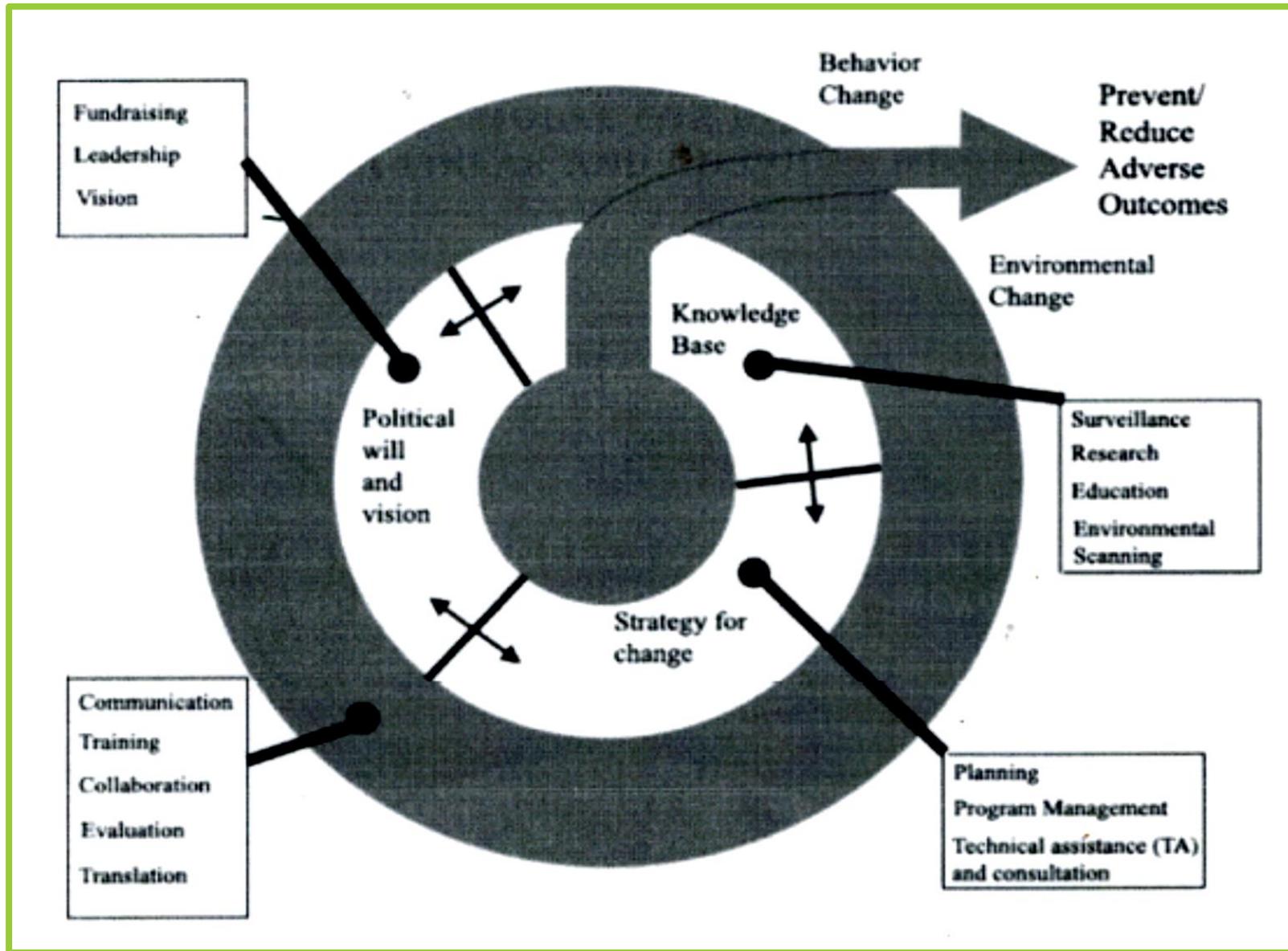
Please make notes and say what you achieved last year to other groups at your table.

Why most outcome systems fall flat.

1. Their words and phrases have fuzzy overlaps and all spell compliance.

Questions found in <u>one</u> foundation application proclaimed to be "outcome-based"

1. What are your measurable and quantifiable objectives?
2. What will be the impact of your program on participants?
3. Are your goals aligned with your mission?
4. What indicators do you use in performance management?

Fundraising
Leadership
Vision

Behavior Change

Prevent/ Reduce Adverse Outcomes

Knowledge Base

Environmental Change

Political will and vision

Surveillance
Research
Education
Environmental Scanning

Strategy for change

Communication
Training
Collaboration
Evaluation
Translation

Planning
Program Management
Technical assistance (TA) and consultation

2. They still confuse activity with result.

Based on Campus Compact's 2016 survey in New Jersey on member service, the average figure per campus for community-based learning courses taught at our member institutions was 73, while the average number of students attending these courses was 1,103. That is a remarkable number of people forging local commitments, networks, and skills necessary for today's employment opportunities. Businesses here in New Jersey need to tap into this pool of engaged young professionals

3. They focus on measuring at the end, not improving along the way.

Evaluation:

a) General definition: Defines what happened and what was achieved. (Often done by surveys in which participants rate things as their opinion.

b) Rigorous definition: The approach used to prove that an intervention causes a change.

Most evaluations are:

- External to the program;
- Soft on shortfalls if the evaluator wants to be hired again;
- Quite long;
- Lacking in participant interpretation as to how the good or service actually helped them.

4. They are a component, not the core.

Our strategic plan for 2016-2020 has five areas of focus:

- Finances
- Programs
- Vision and Mission
- Outcomes and Evaluation
- Fund Raising and Public Relations

For each component, we set goals, define the steps we will take, and define for each step deadlines, lead person, and team members. Please remember that this is a living document.

Why most outcome systems fail to increase human gain or even know what it is.

1) Their words and phrases have fuzzy overlaps and all spell compliance.

2) They are long, complex, and start and end at the top.

3) They still confuse activity with result.

4) They focus on measuring at the end, not improving along the way.

5) They are a component, not the core.

Funder vs. Investor

• Invites submissions and selects from those applying.	• Seeks to uncover all possible promising activities.
• Uses multiple criteria—including need, work plan, quality of proposal writing, evaluation design, etc., to select. May offer points for proposal sections	• Answers three questions of each opportunity: 　▪ What are we buying? 　▪ What are the chances we will get it? 　▪ Is this the best possible use of our money?
• Funds direct services, capacity-building, technology, etc. using the same approach.	• Clearly distinguishes among investment in programs, innovations, and organizational growth.
• Spends most of the time at "front end" making new grants.	• Reserves considerable time for "back end" understanding results from past grants.

Three questions for agencies, non-profits, and all operating units

How do you define success – meaning results from your services?

How do you know for sure when success has been achieved?

Throughout your program, how do you know that you have enough time and money left to get to the success you have defined?

What goes in ⟹ What comes out

Missions/Beliefs	→	Core Know-How
Goals	→	Targets
Work Plans	→	Milestones
Organization	→	Key Persons
Job Description	→	Result Description
Budgets	→	Accounted Costs
Data Base	→	Data Use
Strategic Planning	→	Design & Mapping
Evaluation	→	Learning & Verification
"Institutionalizing"	→	"Energizing"

What goes in ⟹ What comes out

Missions/Beliefs → Core Know-How

Goals → Targets

Work Plans → Milestones

Organization → Key Persons

Job Description → Result Description

Budgets → Accounted Costs

Data Base → Data Use

Strategic Planning → Design & Mapping

Evaluation → Learning & Verification

"Institutionalizing" → "Energizing"

Core Know How

- Go to core (quarters)
- Go to periphery (cars)
- Go to function (odds changing)

Target Practice

We will write and distribute 1,000 copies of a new resource directory.

At least 200 persons connected to a resource they can name that is new to them.

At least 80 persons we serve will report that they are satisfied or highly satisfied with services they received from us.

At least 80 persons we serve will specify the value they gained from our program in terms of specific things they are now doing differently.

Ninety percent of our participants will move from homelessness to transitional housing.

Ten families will move from homelessness to transitional housing.

Target Practice

We will help 100 kids improve their attendance, their homework completion, and/or their test scores in elementary school reading.

Of the 100 2nd and 3rd graders in our programs that are two or more levels behind in reading will increase achievement by at least one test level this school year.

200 parents will feel empowered to be better parents.

At least 100 parents in our program will take steps that take their child out of high risk range for abuse on the Risk Factor scale we use.

At least 20 participants will achieve the goals set on their individual improvement plan.

At least 20 participants will report and specify significant education, employment, health, or parenting gains from achieving the goals of their improvement plan.

Sparkplugs – Key Persons

Are more powerful than great plans, a big committee or even a lot of money in achieving organizational and community change. Sparkplugs are present in all places—although many are inhibited by conventional process models of change.

- ❖**Energy.** Without it many projects will begin, but few will finish. And many will begin boldly, but end up as weak copies.
  - ➢Stamina and staying power
  - ➢Enthusiasm and optimism
  - ➢Sense of humor
- ❖**Bias to Act.** Many people are at heart critics, planners, or boosters. Sparkplugs are doers. They want to solve problems, not study or decry them.
  - ➢Focus on solutions
  - ➢Sense of urgency
  - ➢Opportunity-driven

Sparkplugs – Key Persons

❖**Results Orientation.** Sparkplugs believe that the outcome, not the process, matters most. Networking and capacity building are the means, not the end.
- ➢Need to achievement
- ➢Clear and compelling vision for success
- ➢Chart and use milestones

❖**Personal Responsibility.** Sparkplugs take responsibility for their own behavior.
- ➢Acknowledge errors and mistakes
- ➢Focus on personal more than group accountability
- ➢Take responsibility before it is delegated

❖**Inclined to Teams.** Sparkplugs provide the juice, but know they need an engine!
- ➢Drive teams by targets
- ➢Form teams from differences, not the like-minded
- ➢Seek creation, not agreement

Result Descriptions

What do I have to achieve in the next six months to be wildly successful here?

Strategic Planning

Strategy:

A way to achieve a result when what you now do won't get you there. An intervention.

A way to make all behavior intentional to a result

Southwest Airlines

<u>Vision</u>: Cheaper than the bus

<u>Target</u>: Make money with low fares

<u>Strategy</u>: Reduce gate time

<u>Tactic</u>: Clean the plane in the air

<u>Activity</u>: Make first pass within a few minutes of serving everyone

Result Leaders

- **Result leaders think and speak first to results.** Achievements trump process and structure, policies and aspirations. *What do you talk about when you first enter a room? If you talk about the weather, so will everyone else.*

- **Result leaders have targets for everything, including meetings.** *If your staff feels that most meetings are not a good use of their time, it may be because you have focused on purpose and agenda and not on outcome.*

- **Result leaders always find a way forward.** They say "and" rather than "but". They ask more questions than they make assertions. They focus on opportunities much more than problems. No one is stymied. *When people leave a conversation with you, do they have something positive in mind to do next to move something forward?*

Result Leaders

- **Result leaders appreciate that innovation comes from individuals, not from plans, committees, or budgets.** *Do you look for an nurture human sparkplugs, even when they seem "unrealistic" as leaders for change?*

- **Result leaders compress time.** They recognize that in most instances letting things slip erodes energy and quality. Quietly or with noise, they exude urgency. *How strongly do you insist that things be done in short order?*

- **Result leaders use results in their personal as well as professional lives.** This becomes a way of living, not something you turn on while driving to work. Intentionality, drive, urgency, outcomes become part of who they are. *Most will never go back.*

- **Result leaders make information a public not a private good.** It goes on the wall, not in the electronic or paper file. Further, information communicates meaning, not just facts. *What's on your walls where people pass through and sit?*