Telling your stakeholders what they need to know...

...Even if they don't ask

Basic themes...

- Effective NP communication = structured thinking

- What's the right information

- Making outcome-oriented connections

A platform for explaining *all* you are about

...for all of your stakeholders

About me...

Michael McWilliams

Rapporteur

Communication and publishing for
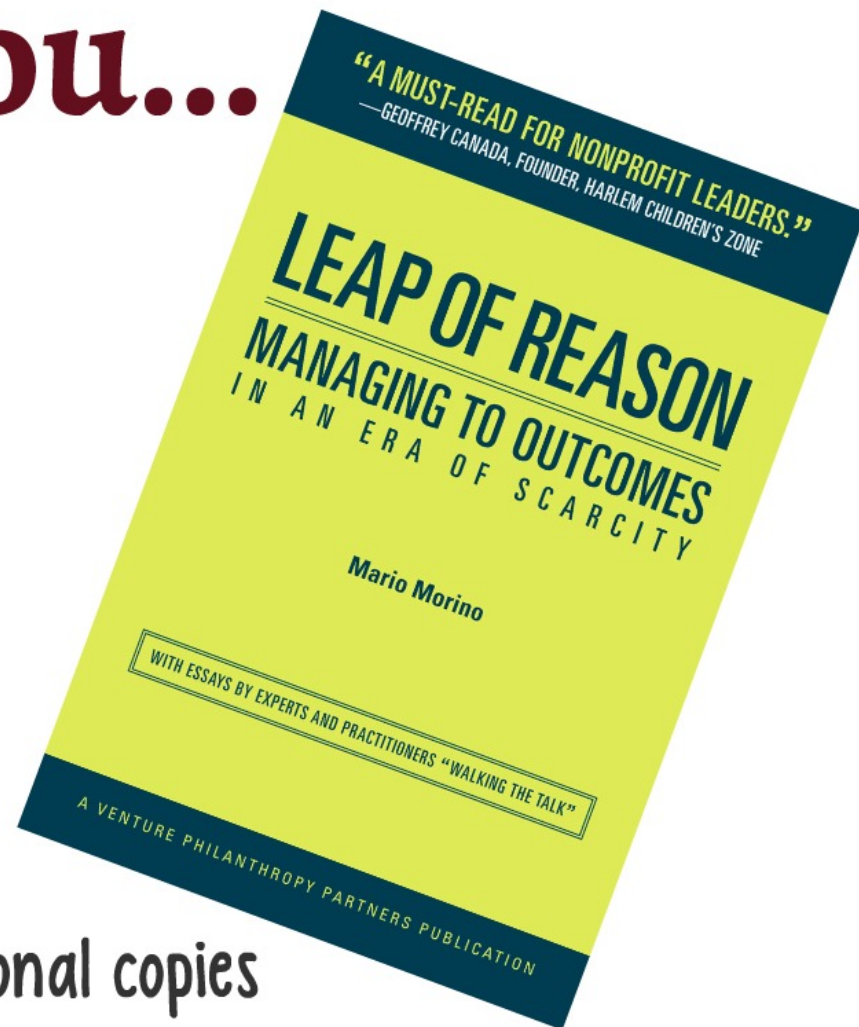mission-based organizations

New thinking...

- Outcome-oriented communication
- A framework for assessing information
- A strategy for clarity and meaning
- Approaches and tools to explain your work

The agenda...

- Your outcomes...more than numbers
- Who are your stakeholders?
- The seven elements of a nonprofit case
- Your theory of change
- Your logic model
- Your data
- Making the right connections
- Envisioning systemic change
- Getting funders on board...
- Discussion

Take with you...

"A MUST-READ FOR NONPROFIT LEADERS."
—GEOFFREY CANADA, FOUNDER, HARLEM CHILDREN'S ZONE

LEAP OF REASON
MANAGING TO OUTCOMES
IN AN ERA OF SCARCITY

Mario Morino

WITH ESSAYS BY EXPERTS AND PRACTITIONERS "WALKING THE TALK"

A VENTURE PHILANTHROPY PARTNERS PUBLICATION

Please take just one...order additional copies
and support materials from the site.

...Workshop outline

Consider...

- Leap of Reason mail list. (It's pretty good)
- Getting packages for leadership
- Continuing the discussion...

www.leapofreason.org

Main points...

1) Outcomes make the case

2) It's all about data

3) Data = performance management

4) Stories are cool..

       ...but hard facts now rule

The ethos...

"Managing to outcomes in an era of scarcity"

- Results...of course
- Much more than the data
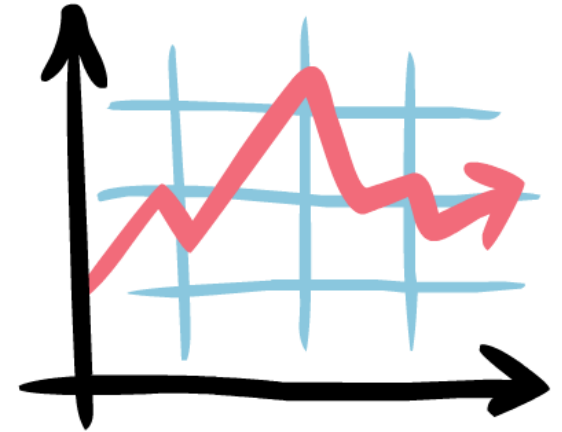- Context...what does it mean?

A compelling case...

- Not just for funders and donors
- All stakeholders...everyone!
- Each may have a different perspective
- They all need to know

Why?

Your outcomes...

- More than your data
- More than your stories
- More than your individual results
- More than your systemic success

It's the *sum* of it all

Correlated, combined, and selected for the audience

Stakeholders

Individual Donors

Influencers

Affiliates

Funders

Civic

Community

Government

Agencies

Employees

Beneficiaries

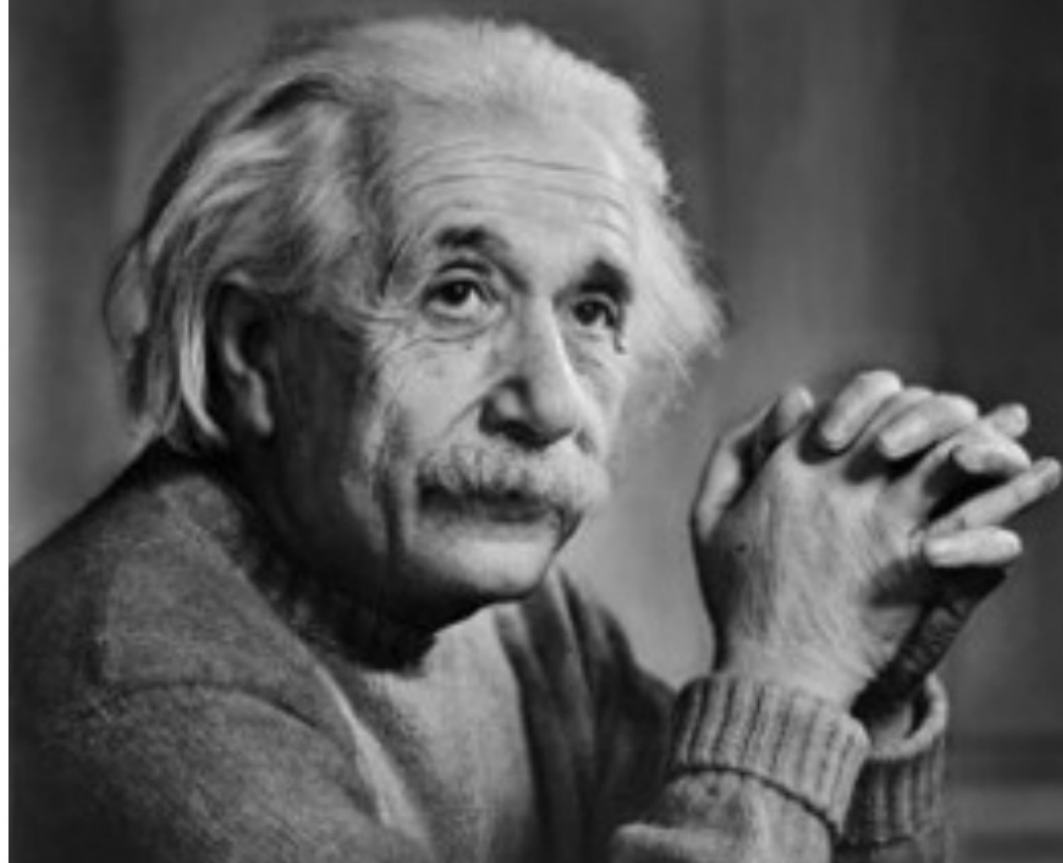Families and friends

If you can't explain it **simply**, you don't understand it well enough.

— Albert Einstein

Theory of change

Outcomes

Logic Model

Indicators

Inputs

Impact

Outputs

Seven Blocks of Information

Theory of change

s

L

Theory of change (TOC)

- All relationships & dynamics
- Intended outcomes
- Logic model for producing them
- Meaningful. Plausible. Achievable
- Measurable

A TOC looks like....

Next Generation Electricity Theory of Change

RMI Mission: To drive the efficient and restorative use of resources

Desired electricity outcome: A 2050 U.S. electricity system driven by efficiency, centralized, and distributed renewables

Key barriers:
- Integrating high levels of renewable, distributed, and demand-side resources
- Adapting regulatory structures, business models, and financing approaches to accelerate innovation

Channels for Engagement:
- Collaborating with individual utilities, regulators, and large customers
- Stimulating innovation through collaborative learning
- Outreach to engage thought leaders and decision makers

...Or this...

DELTA FOCUS Theory of Change

Grantee Input ⟫⟫	Program Activity ⟫⟫	Evaluation Activity ⟫⟫	Expected Outcomes
Grantee Activity	**Training and Technical Assistance**	**Project-Wide Evaluation**	**DELTA FOCUS Program Goal**
• Implement and evaluate prevention strategies • Train and provide TA to sub-grantees to implement and evaluate prevention strategies • Institutionalize prevention principles • Engage in national dialogue • Participate in collaborative learning environment	• Site visits • Webinars • Guidance documents • Performance monitoring	• Data-to-action framework • Performance measurement • Program evaluation survey • Case studies	• Identify promising prevention strategies and describe them using case studies • Promote the prevention of intimate partner violence • Create a foundation for building practice-based evidence

Perhaps this....

Outdoor Outreach programs	Positive attitude change	Behavioral change	Responsible and healthy adults
• Exposure to a safe, joyful natural environment • Engaging in physically, emotionally and mentally challenging outdoor activities • Developing positive relationships with supportive mentors • Providing strong support networks for participating youth	• Cultivating open mindedness • Seeing the world from a different view • Understanding that there are choices • Recognizing that choices have consequences (for self and others) • Developing hope, respect, confidence, and a sense of responsibility • Improving self-image	• Becoming more open to help/outside assistance • Asking for help when needed / helping others • Trusting others • Setting goals • Thinking of consequences before acting • Decreases in substance abuse and/or delinquent behaviors • Becoming more actively involved in positive activities	• Becoming a responsible citizen • Living a healthy lifestyle • Improving academic achievement • Engagement in post secondary education • Obtaining a job • Environmental stewardship

....or any number of representations

Seriously? **Nobody** remembers the theory of change behind our launching a 24-7 live hamster webcam?!
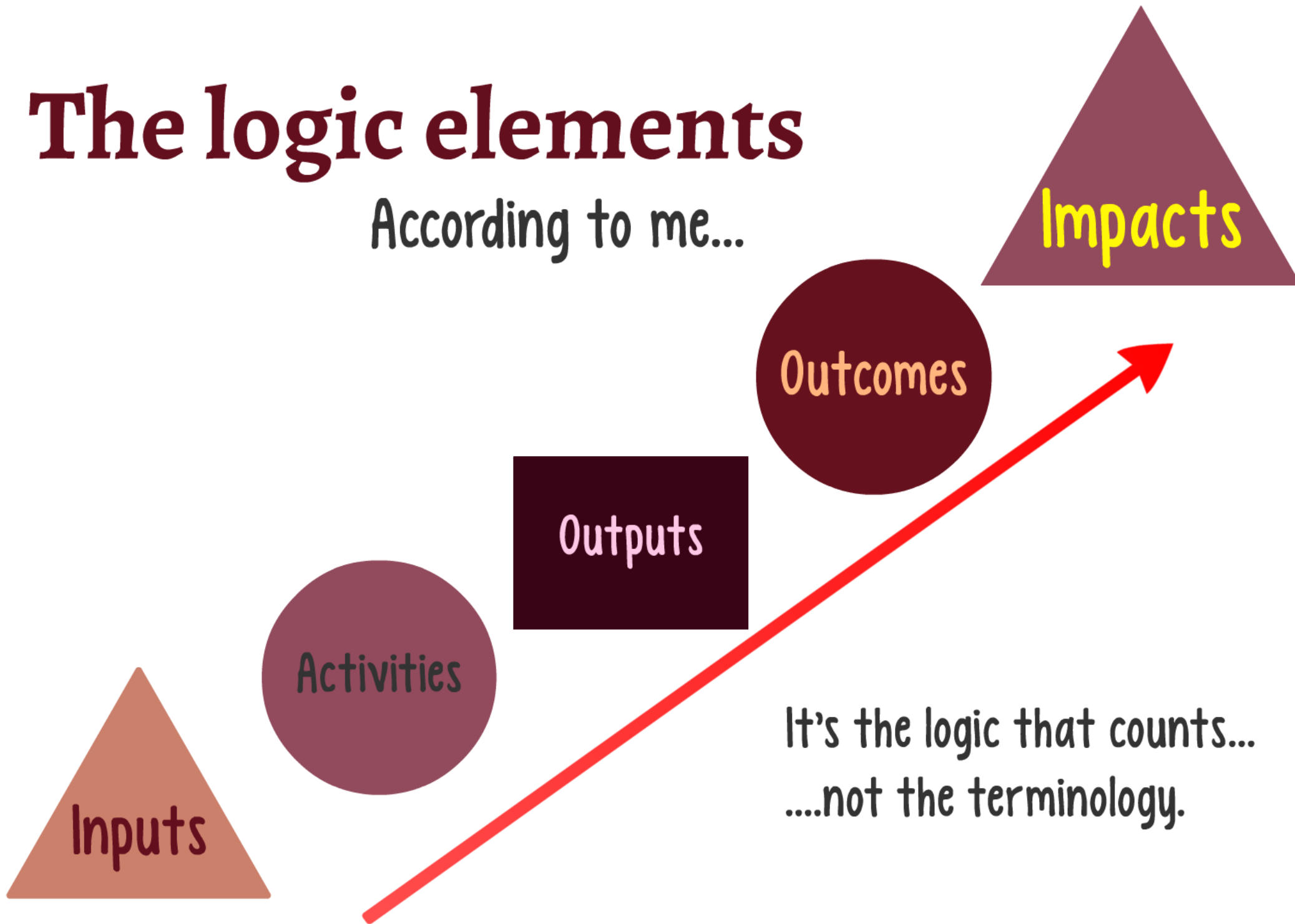
Logic Model

What is a logic model?

- Who will be served?
- What should be accomplished?
- Specificially...how it will be done.
- Links objectives, activities & outcomes

Logically...of course

The logic elements

According to me...

Impacts

Outcomes

Outputs

Activities

Inputs

It's the logic that counts...
....not the terminology.

Theory of change

Outcomes

Logic Model

Indicators

Inputs

Impact

Seven Blocks of Information

Outputs

Inputs

Outputs
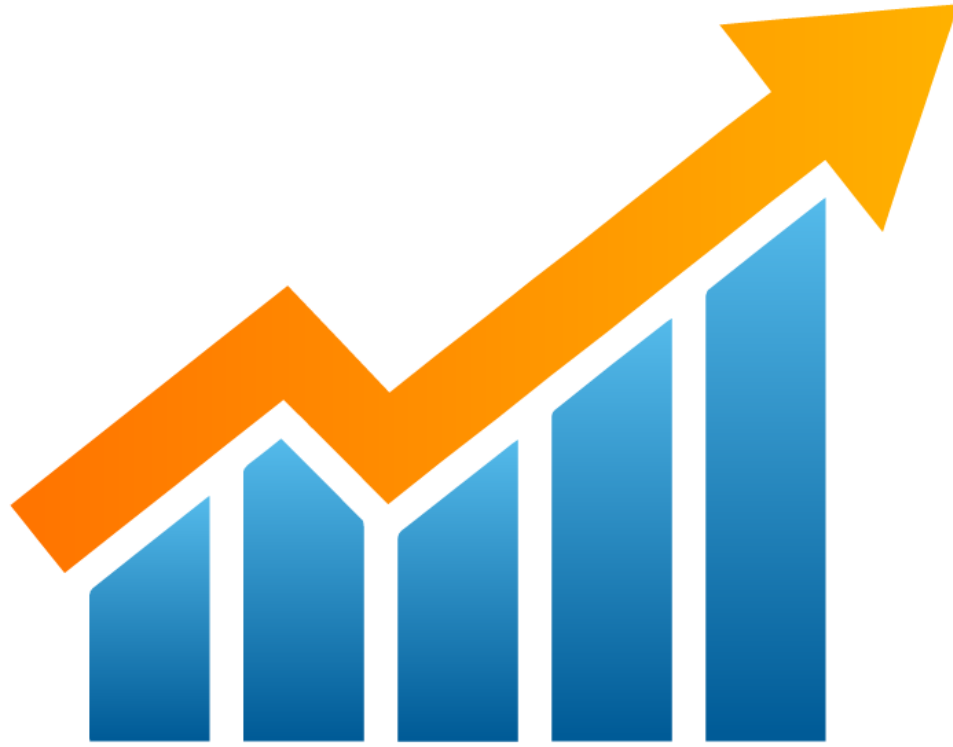
Outcomes

Impact

In common...

Inputs
Outputs
Outcomes
Indicators
Impact

Data!

Connections

How do you use all that data?

- Most relevant to outcomes
- Supports critical elements
- Shows progress
- Shows the trends
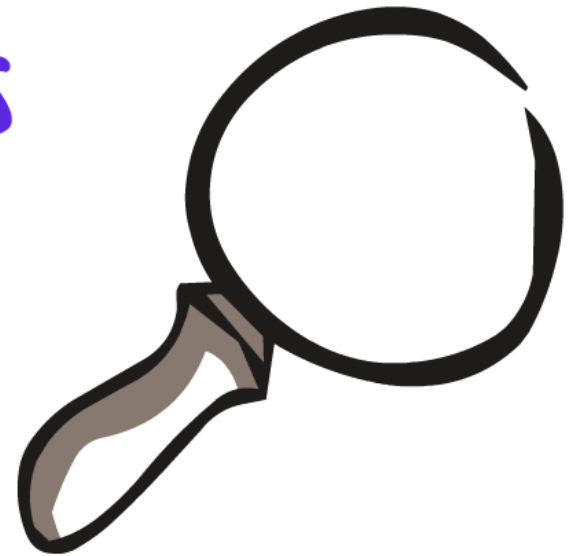
The BIG questions ❓

What is most important?

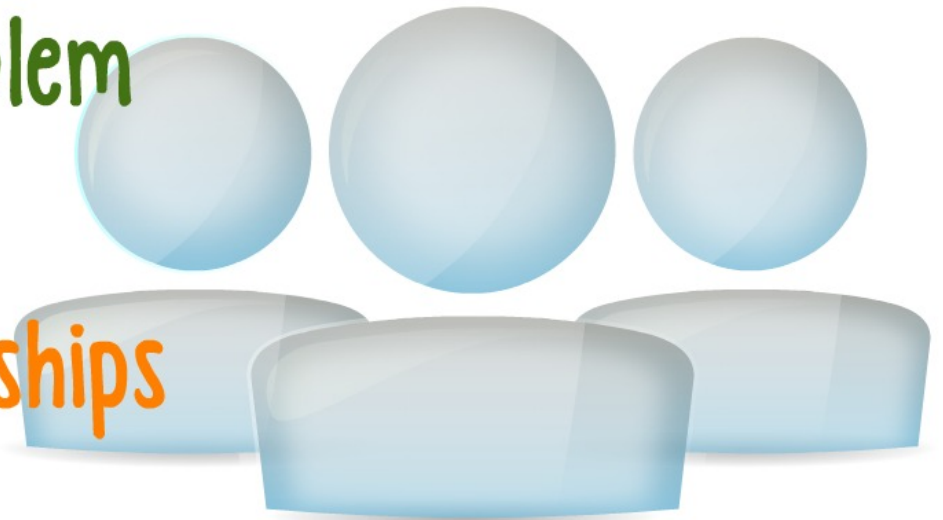## What matters to the stakeholder?

What should be left out?

Data in the TOC...

The fundamental problem
The key beneficiaries
The essential relationships
The critical dynamics

Practical implications...

(for outcome-oriented communication)

Your theory of change = your basic themes

Your logic model = the details of your case

Real world communication

- Outcomes make your case
- Data is critical
- Built into performance management
- Stories are important...
- ...But hard facts are now essential

Discussion

Where's the danger in focusing on outcomes?

How hard is it...and why?

What's the problem with stories?

What communication tools work best...and where?

...and a secondary communication challenge...

How do you get funders to support all this?