

## Tools and Frameworks for Organizational Performance Improvement

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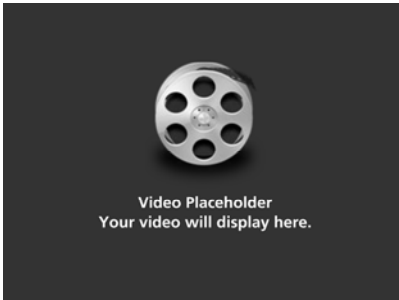
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### Overview



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### Why Outcomes and Impact? Why Now?

Internal and External Driving Forces

- Growing interest in accountability among various constituents
- Heightened focus on cost, quality, efficiency, productivity, outcomes assessment
- Constrained financial resources = Strategic choices
- More data – multiple sources/multiple uses
- Mirrors developments in other sectors

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### Uses of Outcomes/Impact Data



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### Uses of Outcomes/Impact Data

- Compliance and control
- Monitor mission/plan/strategy/goal
- Marketing/communications

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### Uses of Outcomes/Impact Data

- Compliance and control
- Monitor mission/plan/strategy/goal
- Marketing/communications
- Institutional improvement
- Resource allocation

Growing number of tools and framework reflects these various uses.

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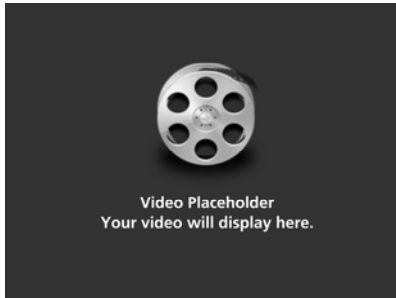
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## Frameworks and Tools




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## Frameworks and Tools

- Accreditation/Quality Standards
- Total Quality Management (TQM)
- Ratings and Rankings (e.g. - U.S. News and World Report College Rankings)




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## Frameworks and Tools

- Organizational Capacity (e.g. - Venture Philanthropy Partners)
- Outcome Measurement (e.g. - United Way Outcome Framework)
- Balance Scorecard investing in social change venture philanthropy partners
- Berkeley Center for Effective Schools
- Leadership Practices Inventory




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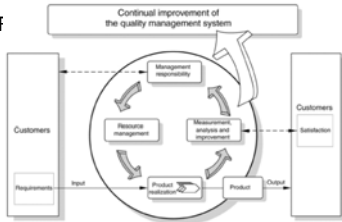
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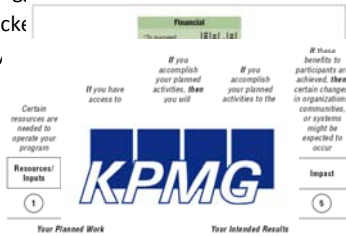
## Frameworks and Tools

- Continuous Quality Improvement (CQI)
- ISO 9000-9004
- Performance Budgeting
- 360 f



## Frameworks and Tools

- Balanced Scorecard (Kaplan/Norton)
- Kellogg Foundation Logic Model
- Drucke
- KPN



## Explore the Frameworks and Tools

Take some time to explore some of these frameworks and tools online. [Click here](#) to view and download a PDF with links to a variety of freely available web-based resources.

Challenges

- Lack of shared vision/organization strategy/institutional perspective regarding outcomes/impact
- Imperfect/inadequate data/measures – how do we measure the “magic”?
- Misuse/misinterpretation of data
- Resistance to change/fear of unknown
- Misalignment of governance/decision-making/resource allocation/assessment processes

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- Unit of analysis – individual, program/initiative, department/unit, organization, sector/field/domain, society
- Going to scale with “successful” programs/initiatives

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Opportunities

- Urgency/interest – multiple sources
- Data/technology
- Many analytic tools/frameworks/techniques
- Resource allocation/planning models and processes

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## Opportunities

- Urgency/interest – multiple sources
- Data/technology
- Many analytic tools/frameworks/techniques
- Resource allocation/planning models and processes
- Help to make the case for additional support
- Focus/re-focus organizational strategy and resource allocation
- Respond to concerns on the part of funders, boards, citizens, media
- Opportunity to exercise leadership

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## Horizon Issues/Questions

- Interest in outcomes/impact – continued growth?
- Data/measures/tools – more refined?
- Leaders – more accountable for outcomes/impact?
- Funding – more outcomes/impact oriented?
- Will all of this lead to better outcomes and impact across the sectors?

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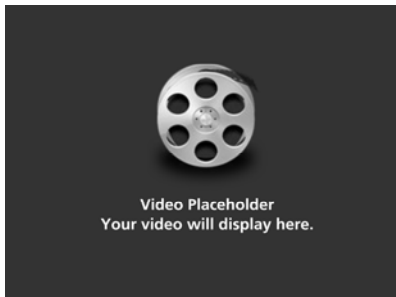
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