



Capturing and communicating impact

HOW TO SEE THE DIFFERENCE YOU MAKE
IN THE LIVES OF UTAHNS

EVA WITESMAN, PH.D.

ASSISTANT PROFESSOR OF PUBLIC MANAGEMENT

BRIGHAM YOUNG UNIVERSITY

EVA_WITESMAN@BYU.EDU















How can we capture
and communicate the
impact of the activities
we do on a day-to-day
basis?

See and communicate your impact

Use a **meaningful mission** to inspire and communicate purpose

Use a **purposeful plan** to link every activity to the meaningful mission, eliminating activities that do not ultimately lead to the mission

Use **empowering evaluation** to demonstrate effectiveness in accomplishing the mission, to inspire innovative change, and eliminate practices that don't work



Meaningful Mission





Meaningful Mission

WHAT IS OUR PURPOSE?





*“I’m helping
to put a man
on the moon.”*

A meaningful mission has these characteristics:

It identifies your **core purpose**—describing why your job or agency exists.

It is **aspirational** and inspirational.

It is **succinct** (20 words or less), though a *mission statement* may articulate both the mission and the key objectives of the organization.

It **guides action**, aligning resources and activities and allowing you to identify and eliminate activities that don't fit.



Some exemplary mission statements

USO lifts the spirits of America's troops and their families.

The Humane Society: Celebrating Animals, Confronting Cruelty.

Wounded Warrior Project: To honor and empower wounded warriors.

Oxfam: To create lasting solutions to poverty, hunger, and social injustice.

Public Broadcasting System (PBS): To create content that educates, informs and inspires.

March of Dimes: We help moms have full-term pregnancies and research the problems that threaten the health of babies.

Monterey Bay Aquarium: The mission of the non-profit Monterey Bay Aquarium is to inspire conservation of the oceans.

National Parks Conservation Association: to protect and enhance America's National Park System for present and future generations.

Activity #1

Write a mission statement for a position, program, or for your department or agency.

- Be sure that it identifies your **core purpose**,
- is **aspirational** and inspirational,
- is **succinct**,
- And that it **guides action**.

Share your mission statement with the person next to you.

With a meaningful mission statement...

We can remind ourselves about **why we are here** and what we are trying to accomplish—we can be inspired to work harder.

We can feel **greater fulfillment** in each step we take toward achieving our mission and objectives.

We can **articulate our purpose** and objectives to key stakeholders.

We can make **strategic decisions** that encourage innovation and eliminate waste.

Purposeful Plan

Purposeful Plan

HOW DO OUR ACTIVITIES ACHIEVE OUR
OBJECTIVES?



A purposeful plan has these characteristics:

It identifies the day-to-day **activities** you carry out.

It identifies the **resources** that you need to effectively carry out these activities.

It links your daily activities to your mission through a series of **outcomes**.

It **logically maps** your resources, activities, and mission together through a string of “if-then” statements.

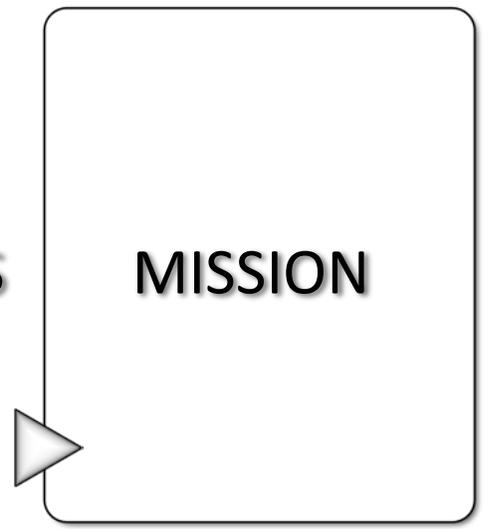


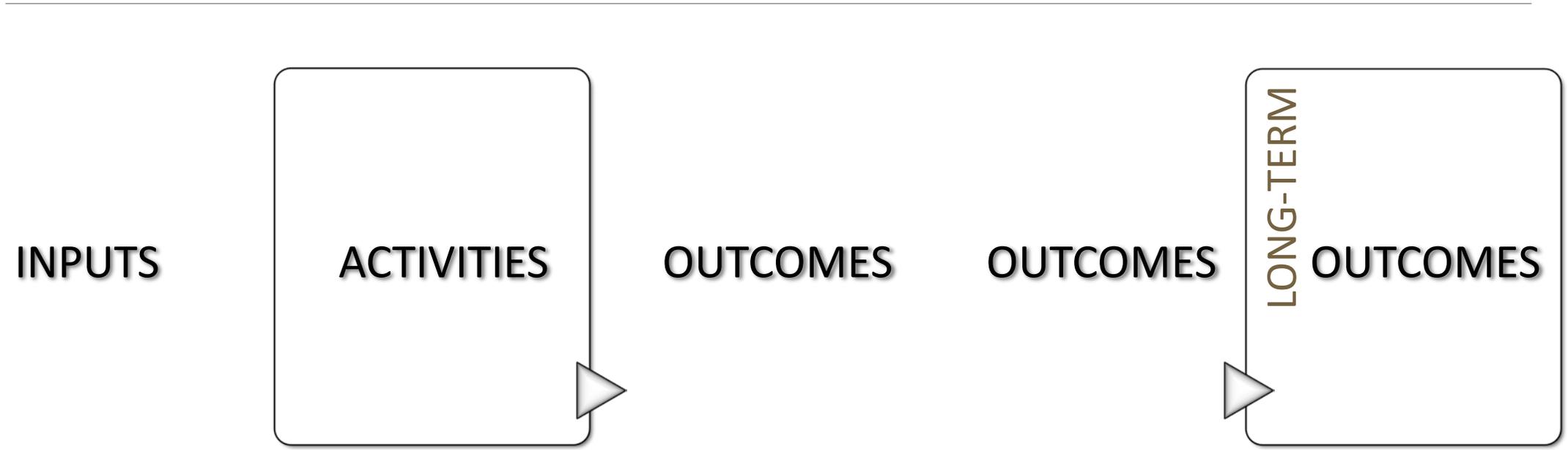
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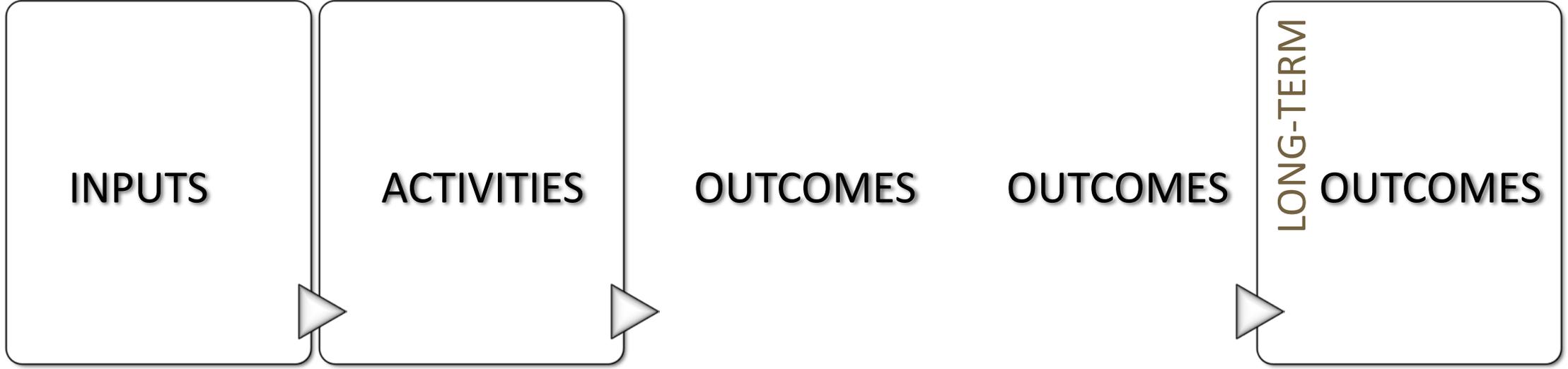


OUTCOMES

OUTCOMES



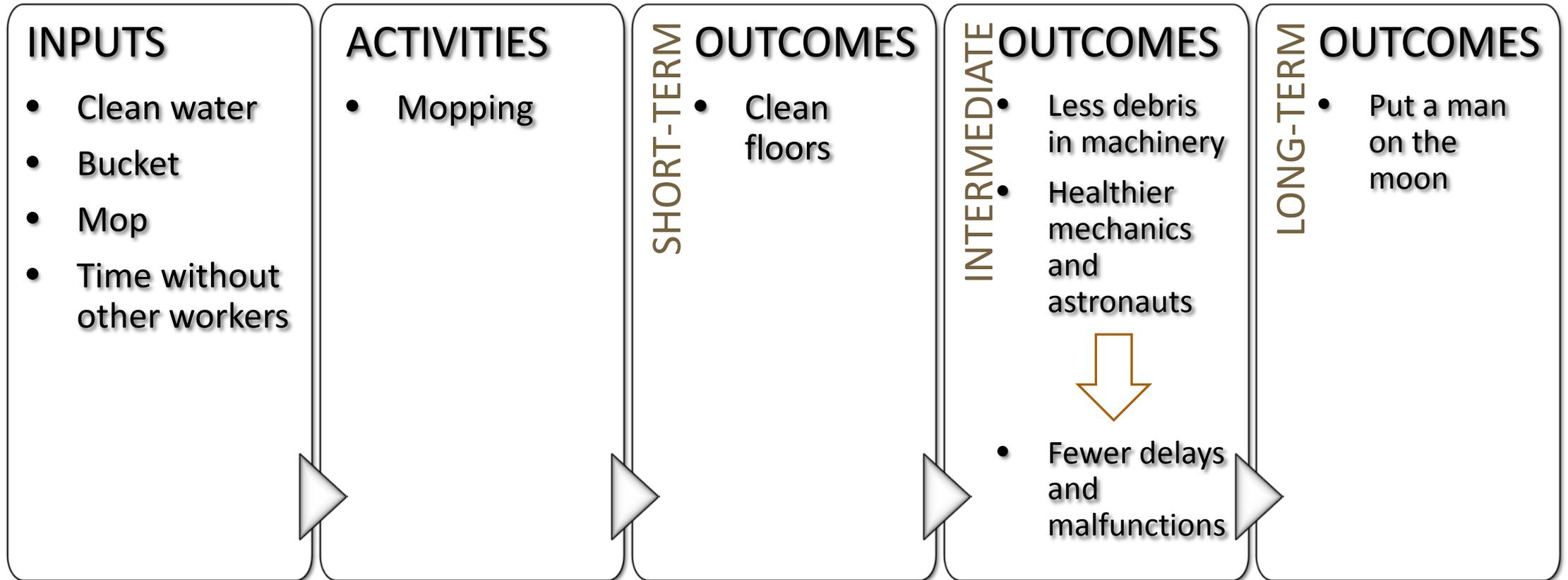




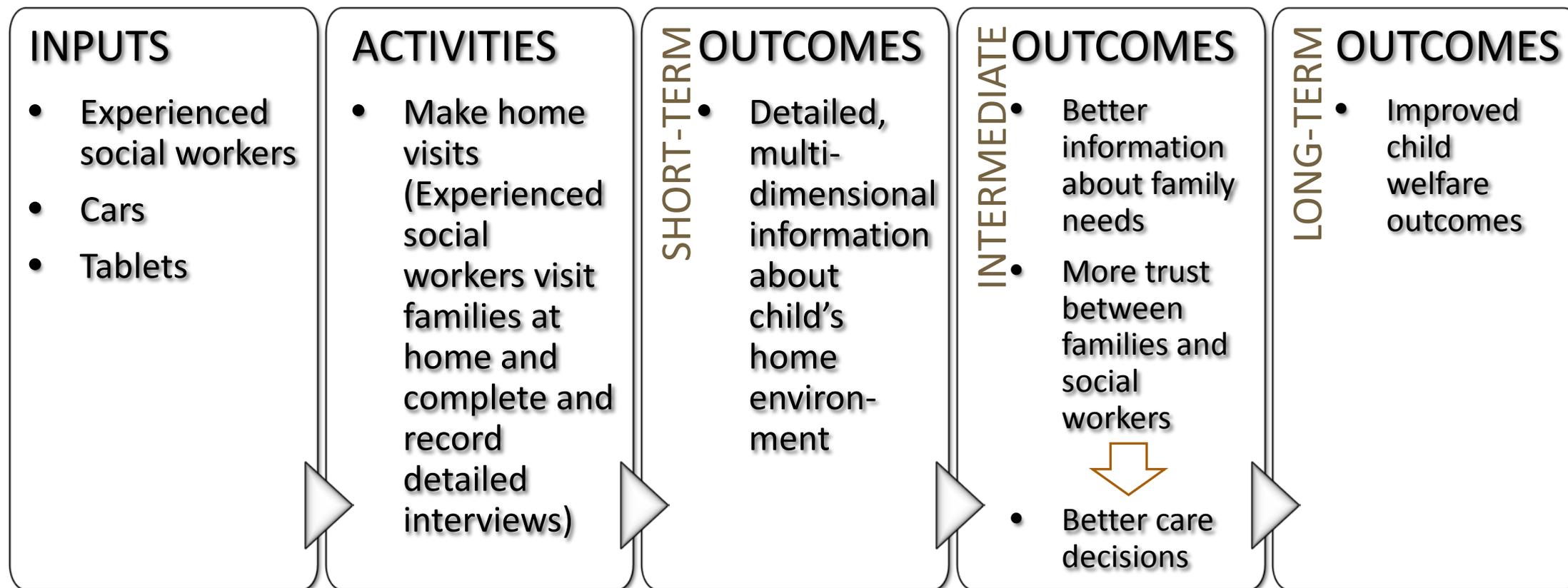




Putting a man on the moon



Improving child welfare outcomes



Activity # 2

Create a purposeful plan for your position or organization.

- Identify the **mission** of the position or organization.
- Identify one specific **activity** within that position or organization.
- Identify the **inputs** (resources) needed to carry out that activity.
- Identify the **immediate results** (short-term outcomes) resulting from carrying out the activity.
- Create an **outcome chain**, including intermediate outcomes as needed, linking the activity to the mission.

Share your purposeful plan with the person next to you.



With a purposeful plan...

We can clearly communicate the **resources needed** by the organization and quickly and clearly justify those resources in terms of the organization's greater mission.

We can identify the **specific purposes** of each activity of the organization as it relates to the mission of the organization.

We can identify the **intermediate steps** between carrying out an activity and achieving the mission.

We can identify and remedy any **logical flaws** or missing links in the plan of the organization.

We can **link every activity** to the broader, aspirational mission.

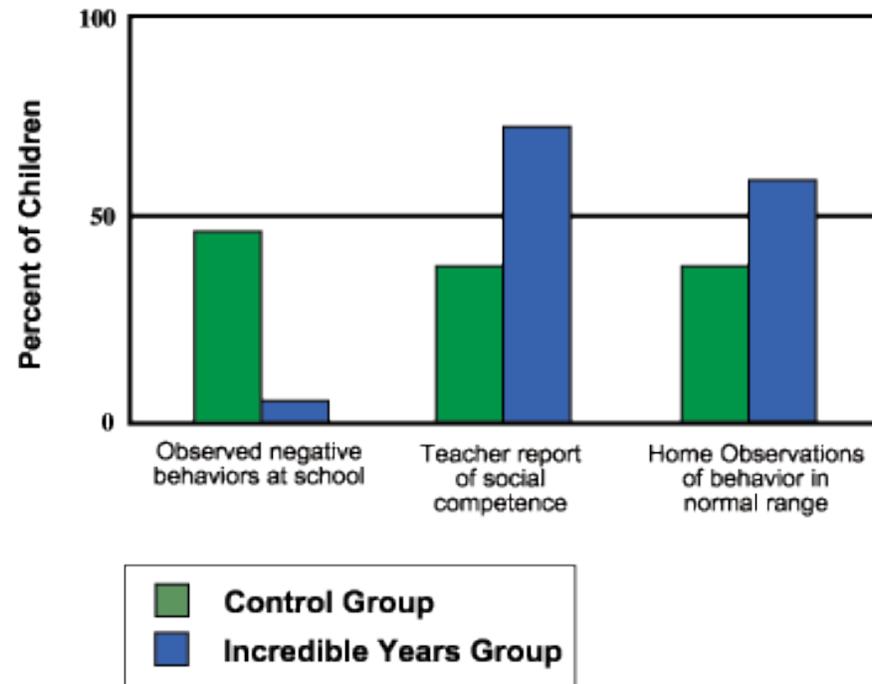
We can **stop wasting resources** on activities that do not ultimately serve the mission.

Empowering Evaluation

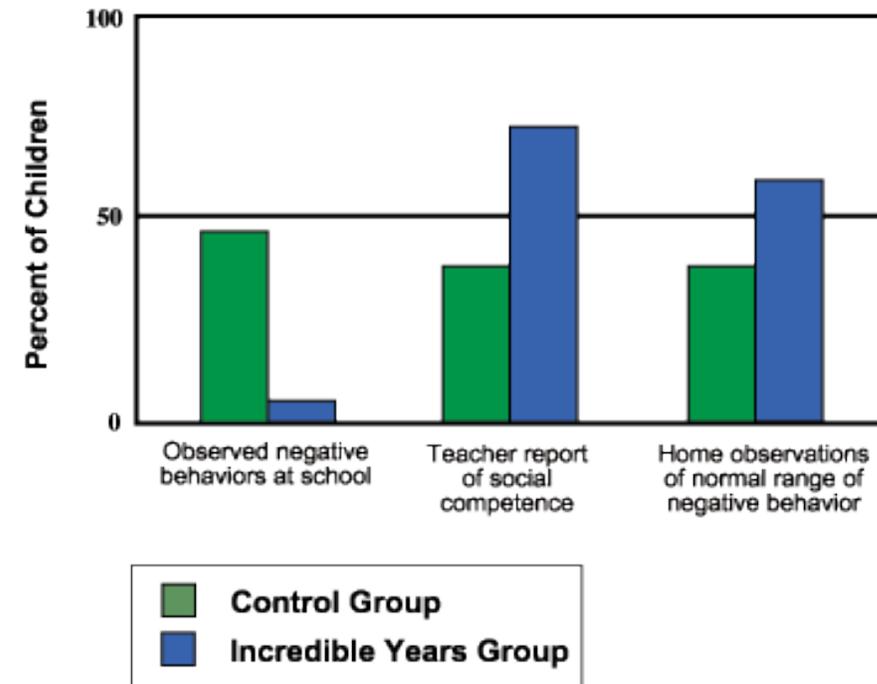
Empowering Evaluation

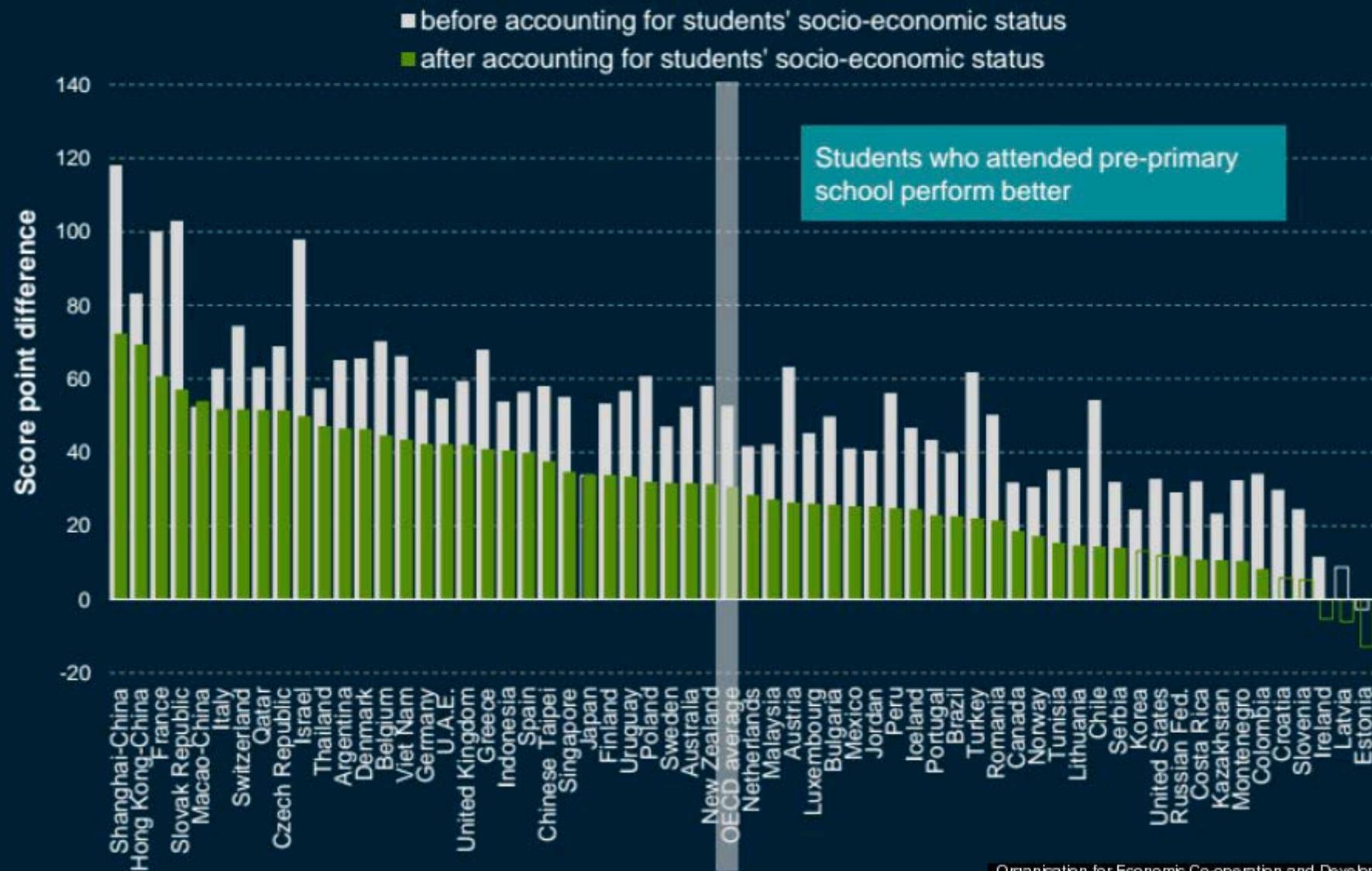
DOES THE PLAN WORK?

Clinically Significant Improvements in Social Competence and Negative Behaviors Among High-risk Head Start Children



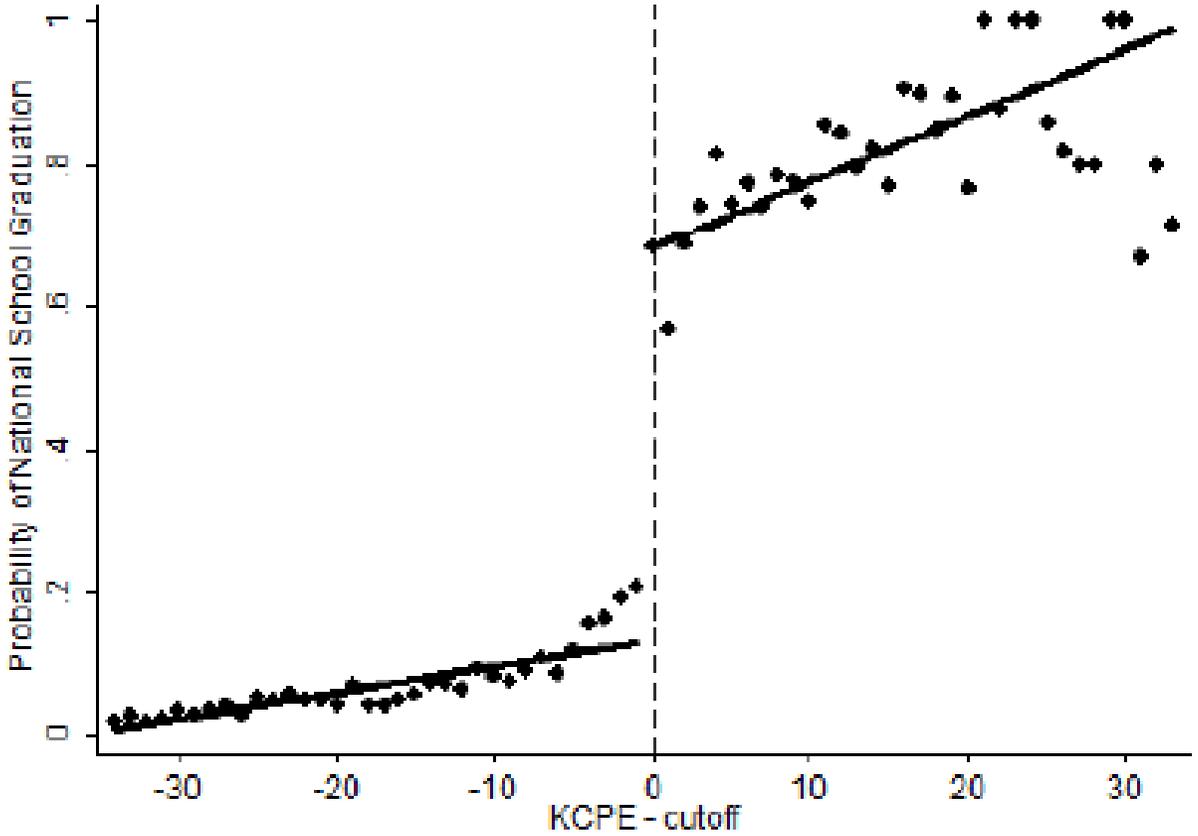
Clinically Significant Post-intervention Changes in Behavior Among Head Start Children Who Were High-risk Range at Baseline





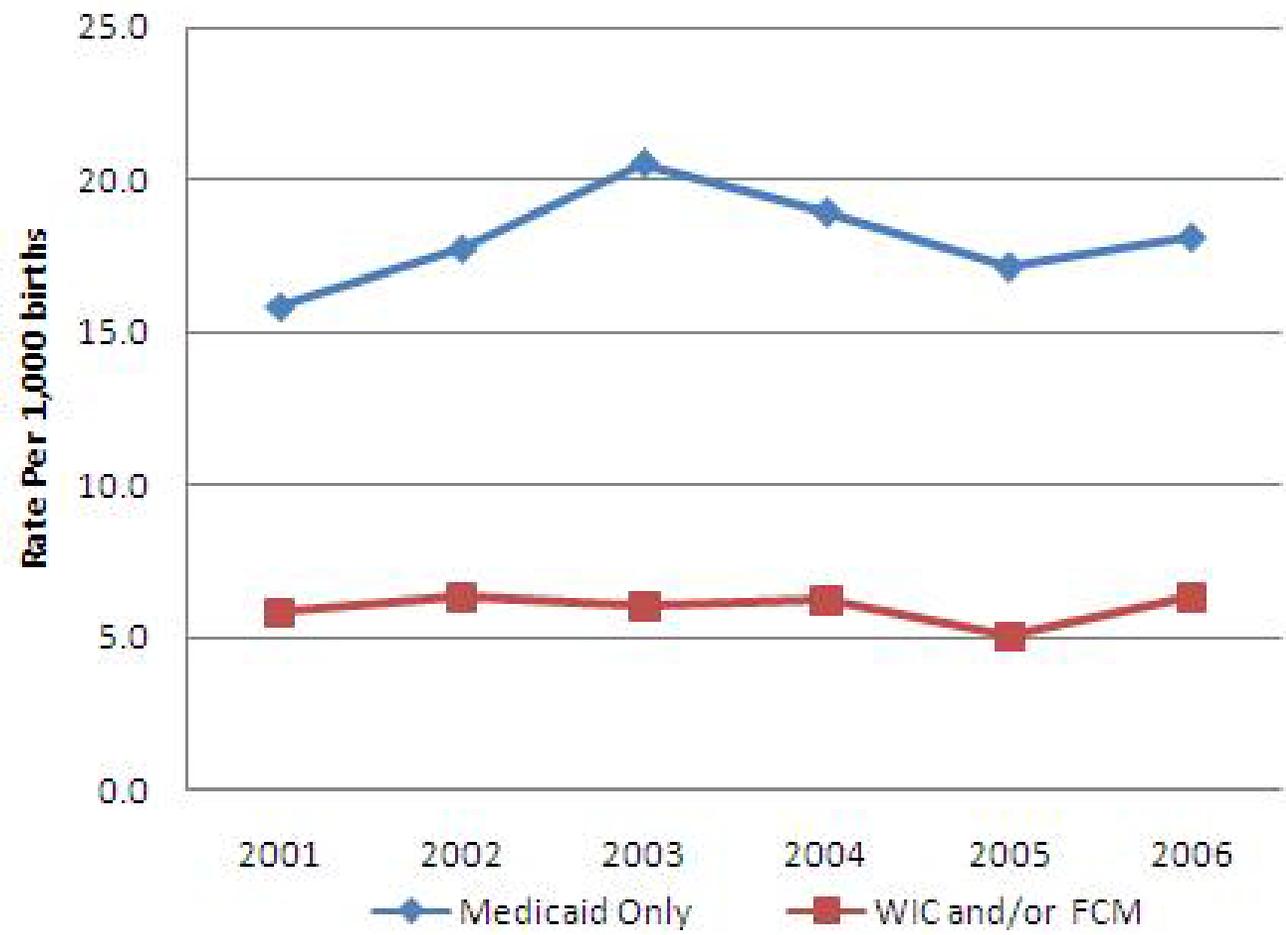


Probability of National School Graduation in Kenya Based on quality of secondary school (Using standardized score cutoff)





Medicaid Client Infant Mortality Trend: Illinois 2002-2006



Empowering Evaluation has the following characteristics:

Measures program outcomes.

Compares program outcomes with what would have happened if the program didn't exist.

Where possible, **links activities to outcomes**.

Is honest, transparent, and based on the **best data available**.



8 ways to create an alternative reality

1. When you cannot provide service to everyone who wants it, use lotteries to determine who gets the service, and compare their outcomes with those who do not receive the service.
2. When you cannot provide service to everyone at once, track outcomes for potential participants at different points in time, even if they have not yet received the service.
3. When you can pilot test an innovation in one location before rolling it out to all locations, track differences across locations as well as over time within the location with the innovation.
4. When people have no preference among alternatives, randomly assign some to receive one version of the service and others to receive the alternative.



8 ways to create an alternative reality

5. When levels of the outcome are steady, track changes in outcome levels over time after you implement the change.
6. When there is a clear cutoff point for eligibility, compare people who are barely eligible with people who are barely ineligible.
7. When people choose for themselves whether to participate in a program or not, measure differences in outcomes but also other characteristics that might impact their participation levels, attitudes, opinions, etc. so you can compare likes with likes.
8. When you can gather before-and-after data for the same people, compare the values of an outcome before the intervention and compare them with outcomes after the intervention.

Activity #3

Create a mini-evaluation plan.

- **Select one outcome** resulting from activities in your purposeful plan. This can be a short-term, intermediate, or long-term outcome.
- **Identify data** you already have or could collect to measure achievement of this outcome.
- Identify how you could demonstrate what would have happened if you were not carrying out the activity in your plan. What is the **alternate reality**? How could it be measured and compared?

Share your mini-evaluation plan with the person next to you.



With empowering evaluation...

You can **see the impact** you are making.

You can **identify what works** and what doesn't.

You can **communicate your impact** to stakeholders.

You can **identify best practices** and possible innovations.

Conclusion

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CAPTURING AND COMMUNICATING IMPACT



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