



**Clear Horizon**

**Organisational  
outcomes &  
meaningful measures**

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# Clear Horizon

What do we mean by  
organisational outcomes?



# Organisational outcomes

Organisational outcomes:

- A set of outcome statements – the WHAT (not the How)
- Articulate the outcomes your organisation is collectively trying to achieve
- It is often shown as a diagram – from complex to simple
- Can be layered – e.g. longer term outcomes

**Goal: All young people reach their educational potential**

**All girls, boys, (including those with disabilities) are able to access early years schooling**

**More children enrol at primary school**

**Children stay at primary school for longer (without repeating)**

**Communities value education & demand quality**

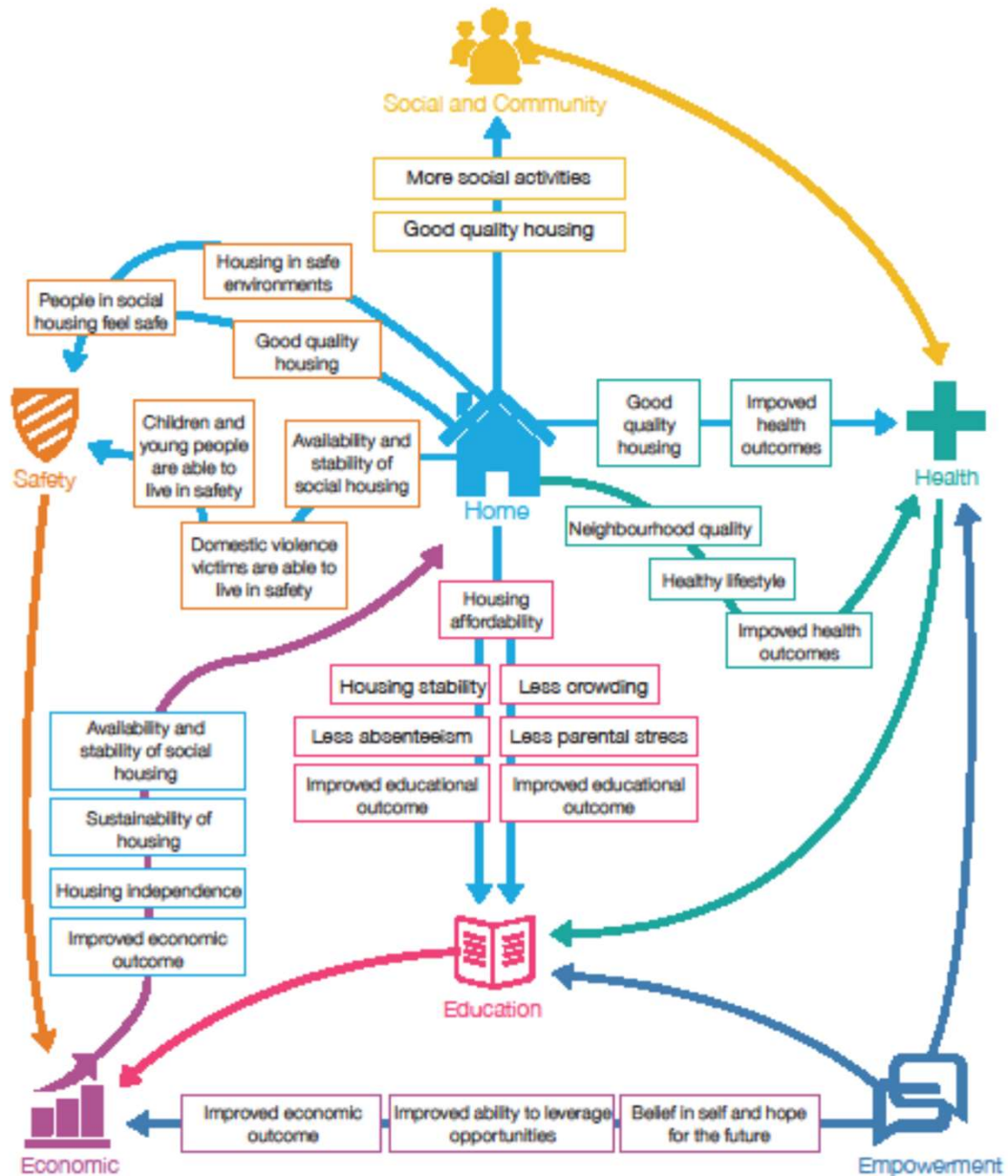
**Children with special needs are able to access & engage in education**

**The cost of schooling does not restrict attendance**

**School facilities & equipment are adequate and secure**

**There are sufficient schools/ classrooms in the right places**

Figure 1: Outcome model for social housing



# The dream

- *A framework that helps you be more strategic and get to outcomes*
- *A simple diagram that shows the outcomes of your organisation in a way everyone can relate to and they can see where they fit in*
- *A framework that helps you tell your story, and measure your impact*

## Haven't we already done that?

- Strategic and corporate plans generally provide goals and/or outcomes and a set of measures to accompany them
- But - are often developed without regard to the underpinning theory of change or analysis of cause and effect
- This can result in an *ad hoc* list of actions that fail to provide strategic direction.

# STRATEGIC PLANNING

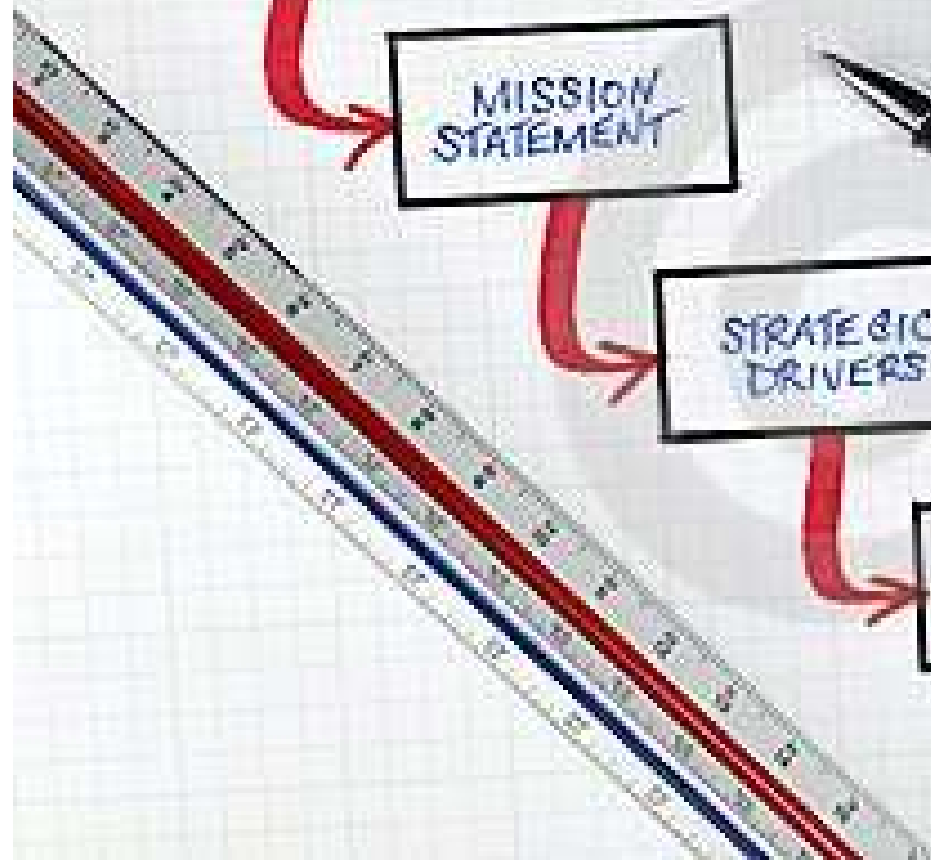
VISION STATEMENT

MISSION STATEMENT

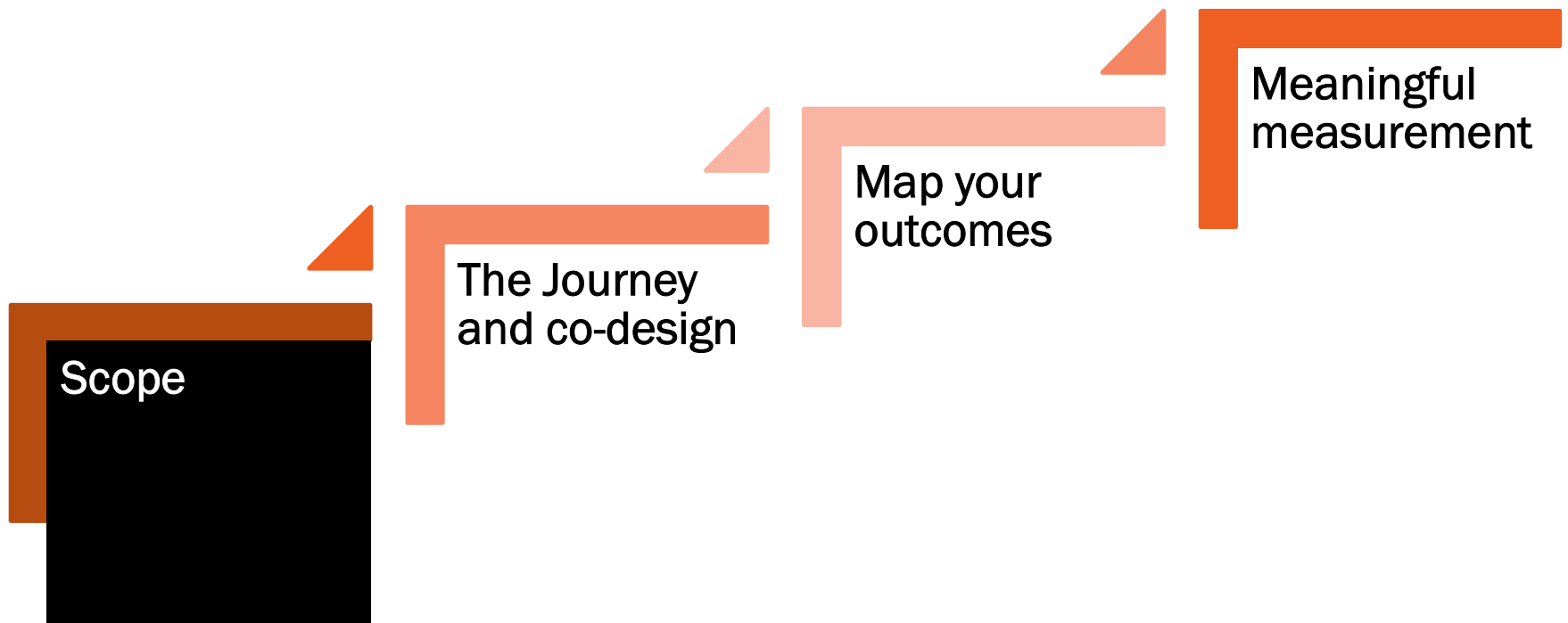
STRATEGIC DRIVERS

CRITICAL BUSINESS ISSUES

CRITICAL SUCCESS FACTORS



# Steps to build one



# Clear Horizon

## 1. Scope



# Why have one?

- What are you planning to use it for? What decisions will it inform
- Who is it for? Who is demanding you have one?
- Are your senior executive on board and behind it? What sort of information are they after?



# What should it include?

Key secret! Good ones are tailored! They come in many different shapes and sizes, and cover different domains:

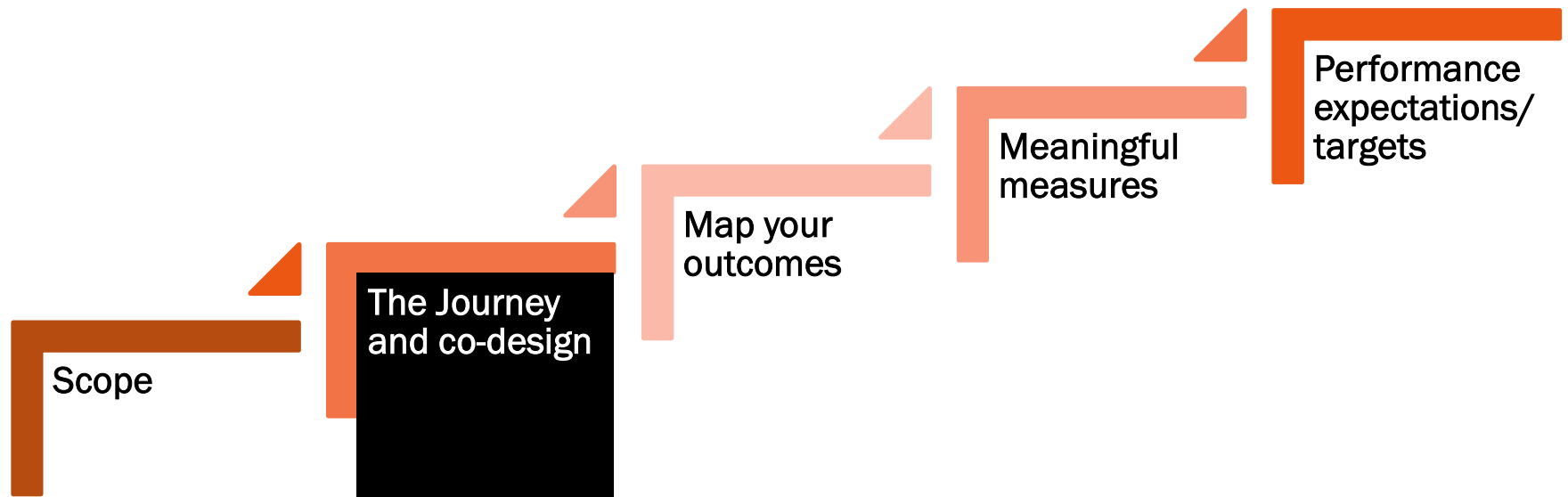
1. **Impact/outcomes:** Are we achieving our ambitions?
2. **Remit:** Are we doing the right things?
3. **Enabling:** Is our organisation providing the right enablers for success (leadership; talent management; systems etc)?
4. **Business effectiveness:** Are we operating in a sustainable manner (finances/risk/reputation)?
5. **Process:** Are we doing things well?

# SCOPE of your framework

Simplest:

1. Impact/outcomes: Are we achieving our ambitions?
2. Remit: Are we doing the right things?

# Steps



# Clear Horizon

## 2. The Journey and co-design



## The challenge - people and ownership

- Outcomes frameworks are sometimes developed with little engagement and they get ignored, and never used
- Mapping your organisational outcomes can also be political - What gets left out?
- The structure of the model can also affect organisational structure

# Co-design

Co-design can help engage the people, and if done well, it can help manage the politics.

1. Map your process
2. Make use of different engagement points
3. Its good practice to develop an engagement plan

## Mapping them out...

Example strategies for developing your model:

- Develop the principles first.. then workshop the model
- Executives set the high level outcomes
- Develop 'strawman' diagrams to test the waters
- Cold turkey - start from scratch in a room with pens and a facilitator and everyone! – Magic walls!

☁ Scope and shape of outcomes framework

📄 Concept paper



📁 Review of all program outcomes and theory of change models

📊 Prototype of Organizational Level Outcome Framework



☁ Workshop with key stakeholders / steering committee to refine outcomes

📄 Organizational-Level Outcomes



☁ Workshop with program / sector specialists

📄 Draft 1 of short list of draft Indicators



☁ Consultation to refine indicators & 🗨 targets

📄 Draft 2 of measurement framework with technical notes per indicator



☁ Collect data from partners, verify and aggregate

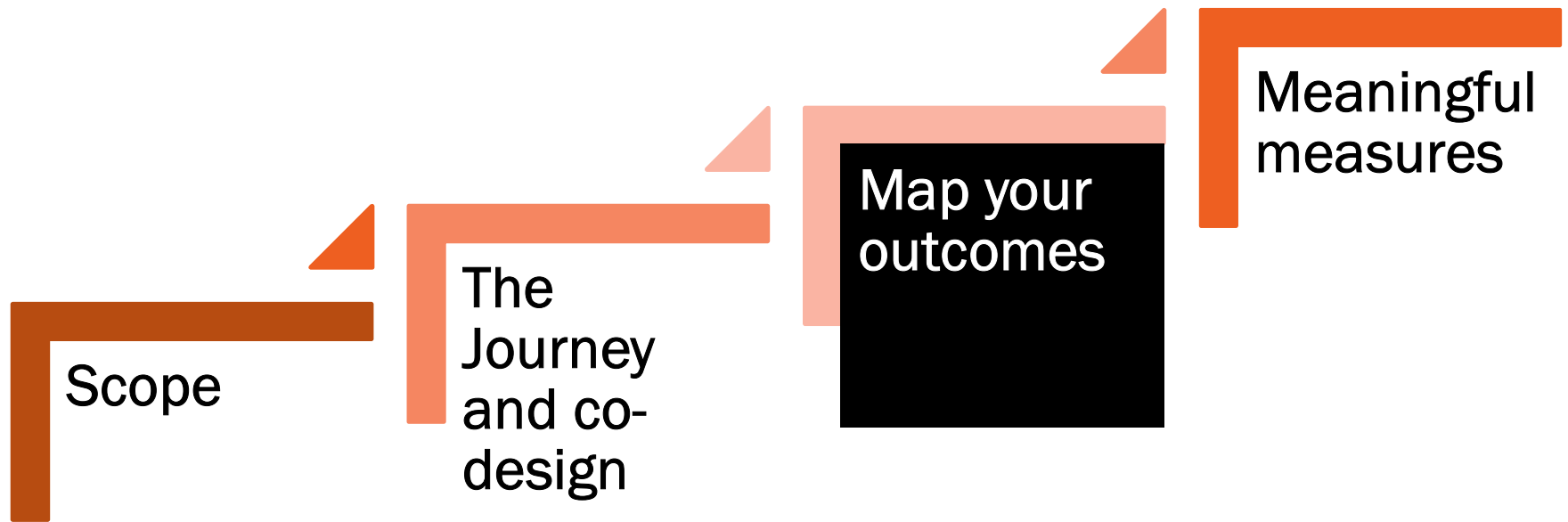
📄 Full results against targets

## IAP2 PUBLIC PARTICIPATION SPECTRUM

### INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the Public:</b>	<b>Promise to the Public:</b>	<b>Promise to the Public:</b>	<b>Promise to the Public:</b>	<b>Promise to the Public:</b>
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

# Steps



# Clear Horizon

## 3. Mapping your outcomes



## Some good ol' rules

- Make sure you actually have outcomes statements (the what not the how)
  - *Flourishing biodiversity*
  - *rather than “we will work to make biodiversity flourish”*
- Don't get lost in battles around semantics
  - go for the intent
- Keep the language clear and active – 10 words per outcome
- Keep the targets & activities Out for now

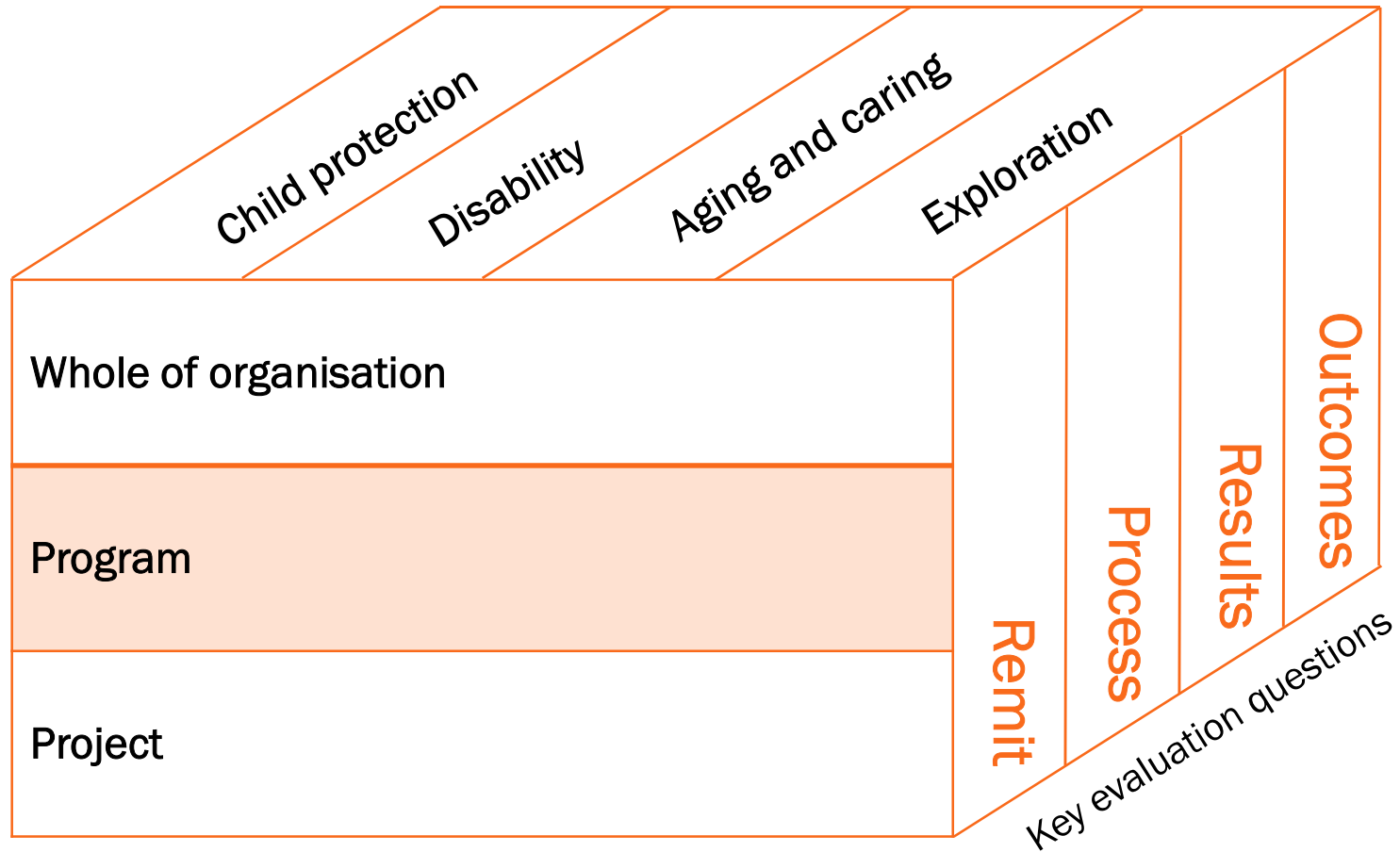
# Representation - What's in/ what's out?

## Representation challenges

- Balancing complexity with over simplification
- Challenges with deciding how to 'cut the cake'
- Managing the politics and people - not every part of the organisation will get covered



# Rubik's cube and your cake



# Cutting the cake

It's worth carefully considering the architecture

- Strategic or pragmatic?

For example you can cut the cake by:

- Existing organisational unit – go with the grain
- By content area/theme – ‘theory of change’
- By user-group - “stakeholder mapping”
- By level of system – e.g individual/ org/ system

A future that everyone can participate in

All children have the opportunity to thrive with their families

All people have the opportunity to age well, not just those who can afford it

People with a disability reach their potential and live a good life

Exploratory areas of research

All actors across the system are actively getting better at improving outcomes

Themes:

- Child protection
- Ageing and caring
- Disability
- Exploration

Broad goals (Tier 4)

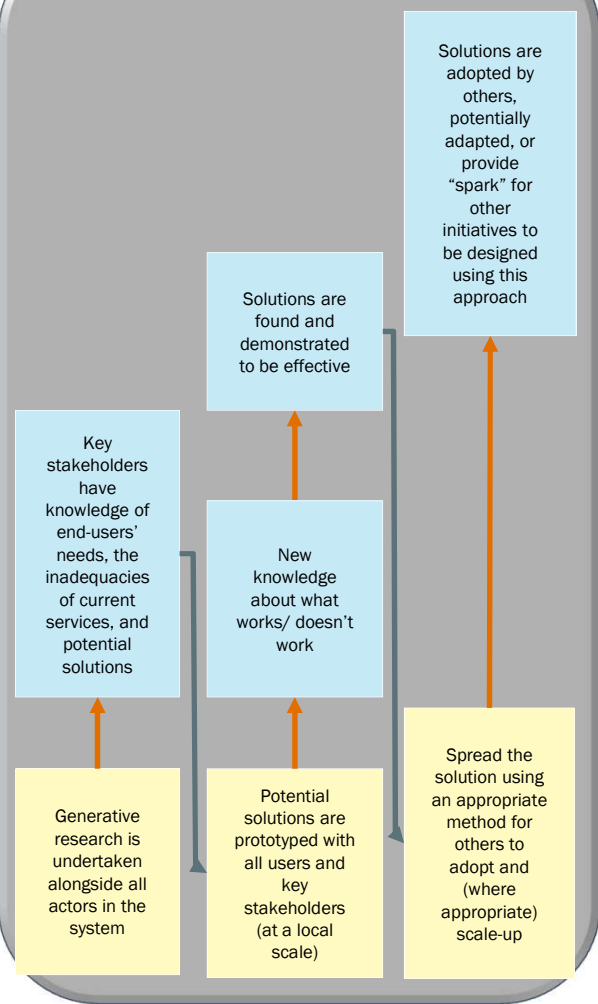
3 year outcomes (Tier 3)

Intermediate / project outcomes (Tier 3 and tier 2)

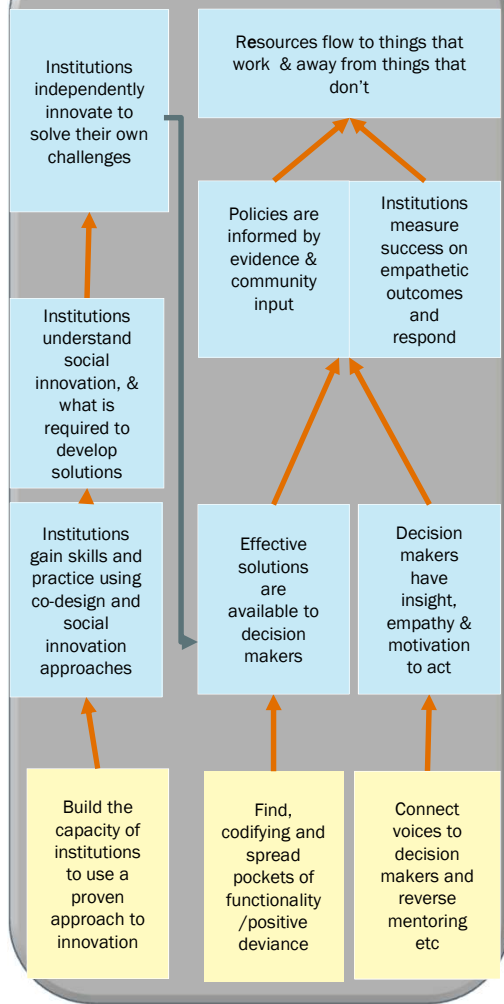
Key strategies/mechanisms (Tier 2)

Foundational outcomes (Tier 1)

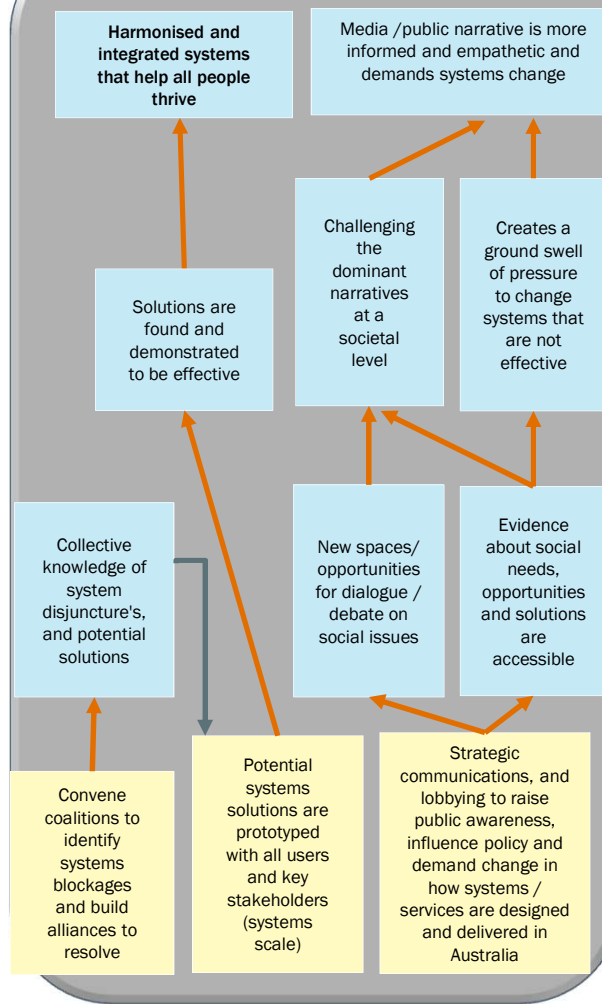
### Spreading effective solutions



### Innovating institutions



### Integrated Effective Systems



An organisation that enables growth, learning and quality to deliver exceptional value to our customers

Staff can expertly apply an approach to real world problems

We support staff to do their best work

Decisions are informed by data/evidence

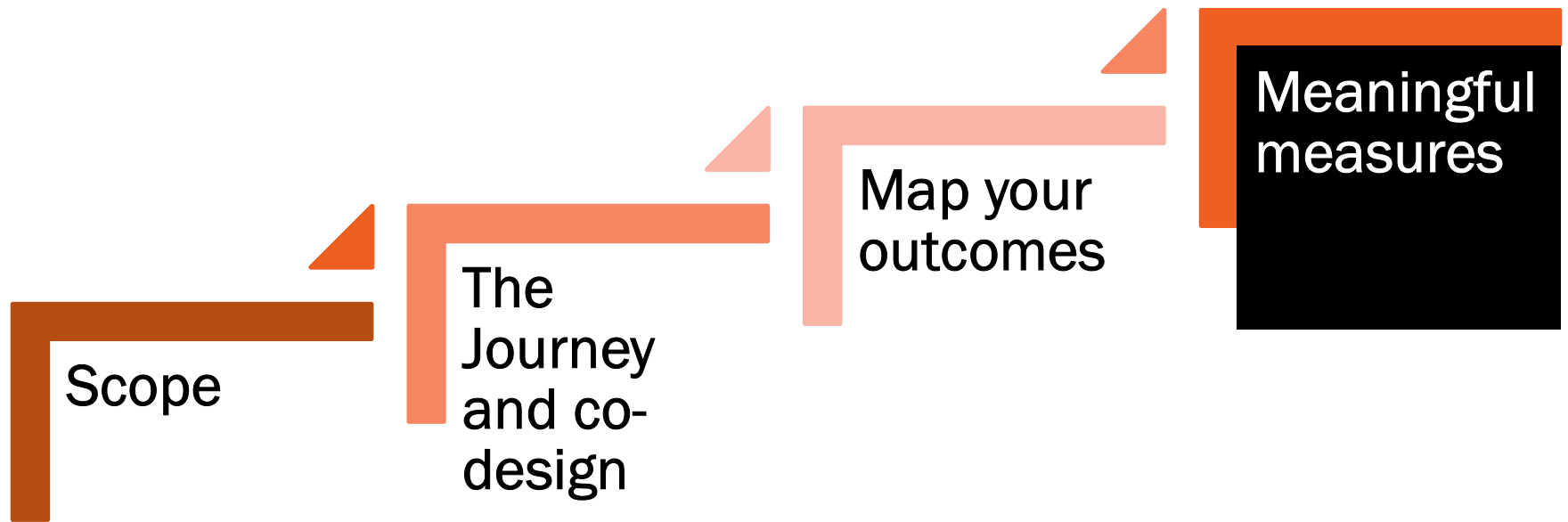
Use of M&E to inform our work

We are a trusted brand

A growing and successful business with financial sustainability

Growth-ready organisational structure

# Steps



# Clear Horizon

## 4. Meaningful measures



## Meaningful measures?

- The way in which we measure our organisational performance
- Because we are interested in “outcomes”, measurement is usually focused on our progress towards these outcomes or the achievement of these outcomes themselves.
- By meaningful, we mean that the data is useful, informative and valued

# Meaningful measures: common challenges

## Pitch

- Either too high – in the sphere of concern – unable to attribute.
- Or too low – at the output level – easy to measure and aggregate but not meaningful or valuable for measurement

# Pitch

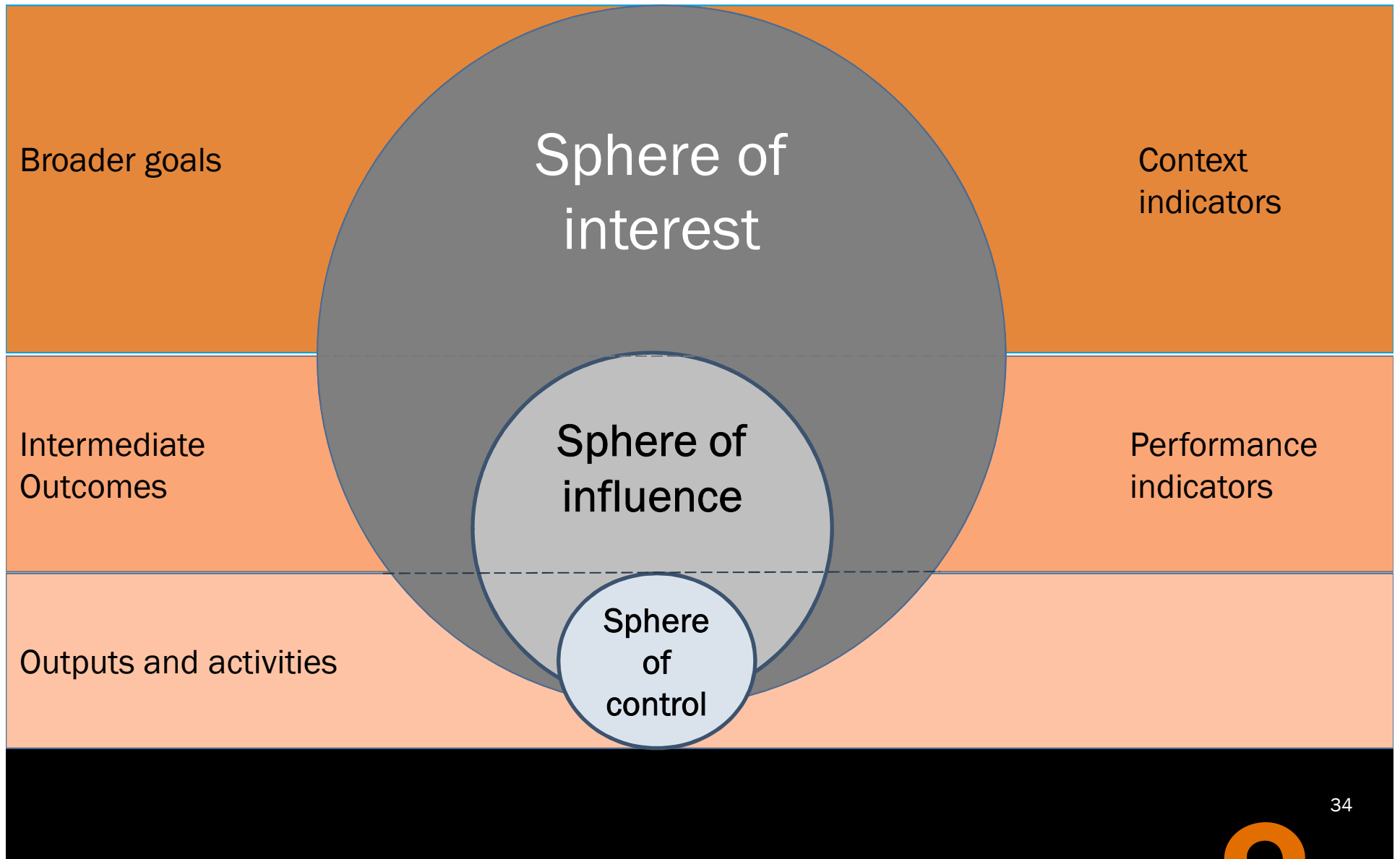
## Contextual indicators

- Tell us about the strategic context – important for planning and for understanding.
- But are not necessarily attributable to us - beyond our sphere of influence
- May be good to have a small amount of these

## Performance indicators

- That link our work to outcomes
- Inside our sphere of influence
- Best pitched above outputs!
- Important to have a good swag of these - if you want to use performance information to adapt

# Spheres of influence



# Lead indicators – responsive indicators


- Lead and lag indicators comes from macro-economics /business
- Lead indicator used to speculate on trends in the economy:
  - *Consumer confidence index (economy)*
  - *Consumer satisfaction (business)*
- Lag indicators tend to be a measure of the outcome we desire, but unfortunately often happen to late for a response:
  - *e.g. Number of fatalities*

## Secret....

- Good to have a balance of both lag and lead indicators
  - Some measures attached to ultimate outcomes (lag) and some attached to our pre-conditions (lead)
- We can use theory of change to think through the cause and effect, and develop measures around pre-conditions

# Performance expectations & targets

- Fully quantitative
- Quantitative but based on qualitative evidence (rubrics/ general narrative backed indicators/)
- Or qualitative (milestone based)

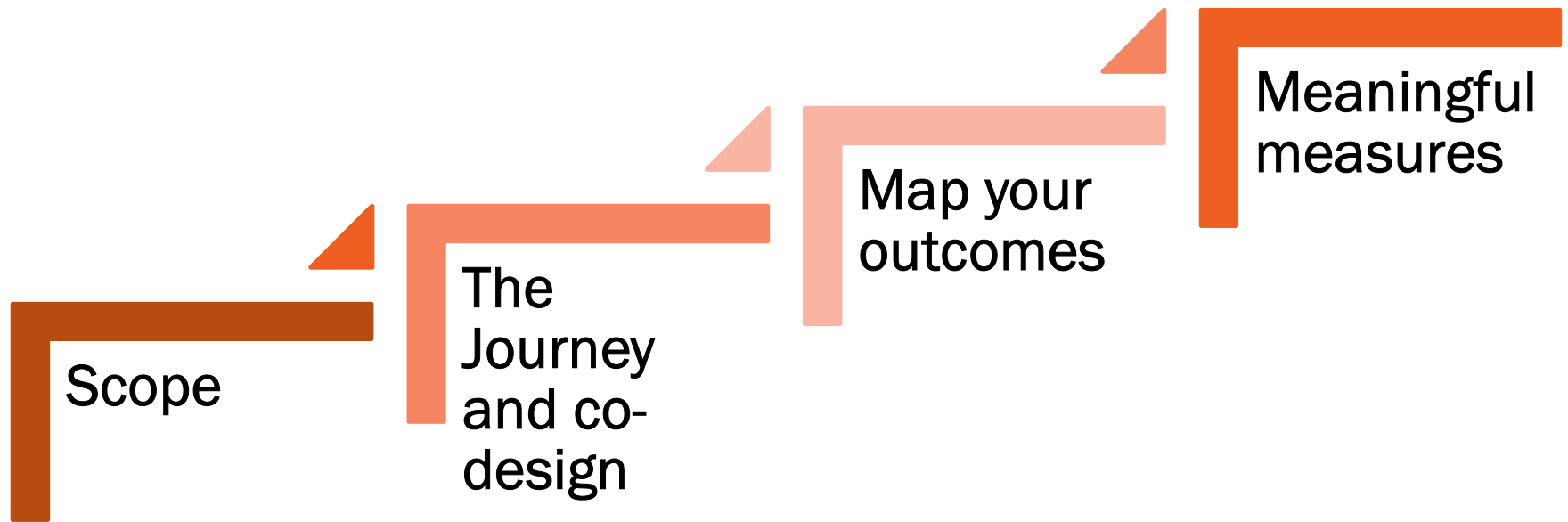


Secret:  
Don't have  
too many  
of them!  
Make sure  
they relate  
to what  
you value!

Sometimes there are no targets - instead:

- Words like 'improved' / 'enhanced' are used

# Steps



## Good luck and Thanks!

Interested in learning more about Clear Horizon?  
Check us out at:

[www.clearhorizon.com.au](http://www.clearhorizon.com.au)

- Engaging and practical training courses on evaluation and design!
- Check out our 5 day comprehensive training “*Complexity aware, monitoring, evaluation, learning and adaptation. (CAMELA)*”
- Not-for-profit discounts – and we can come to you!