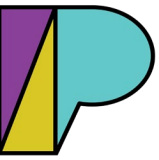


**PIVOT**

# FROM IDEAS TO IMPLEMENTATION

## The Road to Impact

# ROAD TO IMPACT



## ALIGN + DESIGN (~3-4 months)

- Theory of change developed
- Defined impact
- Key strengths + challenges identified
- Board + staff alignment
- Work Plan developed

## PERFORM + REVISE (~One year)

- Data informed program model
- Strong culture of accountability
- Visibility into key performance indicators (KPIs)
- Predictive analytics

## REALIGNMENT

- Reset or renew strategic priorities
- Formative + summative evaluations

2019

2019-20

2020-21

2021-  
22

2023

2024

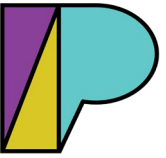
## BUILD + INSPIRE (~One year)

- Work Plan implementation
- Core competencies developed
- Culture of high performance
- Investment in talent
- Performance management structure + database

## SOLIDIFY + SUSTAIN (~Two years)

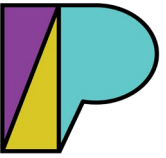
- Clarity on key drivers of impact
- Replicable and scalable practices
- Ongoing analysis, learning, and refinement of the program model

# FOUR PHASES



- **ALIGN + DESIGN**
  - Strategy and Plan Development
- **BUILD + INSPIRE**
  - Performance Management and Culture Development
- **PERFORM + REVISE**
  - Data Informed Decision-Making and Accountability
- **SOLIDIFY + SUSTAIN**
  - Codified Model + Replicable Practices

# ALIGN + DESIGN

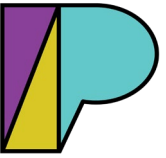


## WORK STREAMS

- Theory of change developed: High level framework for testing hypotheses about the key drivers of outcomes and impact
- Define impact: Long-term and aligned to mission
- Key strengths and challenges identified to help test the theory of change during implementation
- Board and staff alignment on the framework and process for implementation
- Work Plan developed to guide implementation

**Timeline ~ Three to four months**

# BUILD + INSPIRE

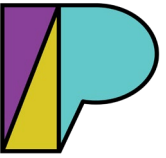


## GOALS

- Work plan implementation: Work streams to test hypotheses and resolve issues
- Core competencies: Skills that all staff possess across the organization
- Culture of high performance: Heavy focus on intentionality and discipline to testing the theory of change
- Investment in talent: Supporting current staff, potential new hires, streamlining and codifying operational processes
- Performance management structure and database: Using data to monitor the performance of the program model, staff, and grantees. Possible database enhancements, or build out of new instance to unify data capture and reporting

**Timeline ~ One year**

# PERFORM + REVISE

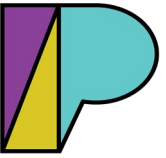


## GOALS

- Data informed program model: Changes to the model are done through the use of data, observation and conversation
- Strong culture of accountability: Organizational discipline in prioritizing resources, allocating staff time, and developing new lines of business
- Visibility into key performance indicators (KPIs) that produce outcomes and drive to intended results
- Predictive analytics: Potential utilization of machine learning to accelerate and advance analysis and trend recognition to show program model impact

**Timeline ~ One year**

# SOLIDIFY + SUSTAIN

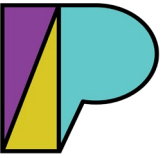


## GOALS

- Clarity on key drivers of impact: Data that shows strong correlation between approach and results
- Replicable and scalable practices: Impact on the larger field, white papers, potential technical assistance to those who want to replicate the model
- Ongoing analysis, learning, and refinement of the program model

**Timeline ~ Two years**

# REALIGNMENT



## GOALS

- Reset or renew strategic priorities: Based on knowledge gained from testing the theory of change reaffirm or redirect organizational strategy
- Formative and summative evaluations: Possible third party evaluations of the program model processes (formative) and the program model impact (summative)

**Timeline ~ Two years**