



Strategic Clarity project: Sample output

Leading for Impact
2012-2013

Collaborating to accelerate social impact

Organizations participating in Bridgespan's *Leading for Impact* program complete one or more applied projects

Strategic CLARITY



Organizational EFFECTIVENESS



Leadership DEVELOPMENT



The big question

- What specific impact does the organization want to have and how can they achieve it?
- What are the root causes of internal challenges, and how can they be addressed?
- How can the organization develop the leaders they need to execute their strategy?

The results

- Better decisions about resource tradeoffs, growth opportunities, etc.
- Focused solutions to strengthen organization effectiveness
- Plans and processes in place to develop, or acquire, leaders with the capabilities required for future success

The process

- Align on clear and measureable impact objectives and path to achieving impact
- Conduct research (program analysis, evidence research)
- Build stakeholder support
- Create measurement plan
- Take diagnostic, to uncover strengths and challenges
- Work with staff to identify root causes and plan solutions
- Implement action plans and revise based on early feedback
- Plans for improvement over next 6-18 months
- Identify future needs linked to strategy
- Assess staff to identify future leaders and leadership gaps
- Create development plans for future leaders
- Craft 2-5 year organization leadership development plan

Let's follow the John Howard Society on their recent project journey

JohnHoward

SOCIETY OF HAMILTON, BURLINGTON & AREA

About JHS Hamilton, Burlington

- Based in Hamilton, Ontario (Greater Toronto area)
- \$2M in annual revenue
- Affiliate of John Howard Society of Canada (65 offices nationwide)

Mission and activities

- Mission: Effective, just and humane responses to the causes and consequences of crime
- “We do this through the provision of prevention and early intervention services, as well as through our and advocacy, public education, and community partnerships.” Clients include youth and adults, male and female, those already system-involved and those at risk

Presenting questions

- How do we respond to increased service demands with limited resources? What services should we invest in, and what can we de-prioritize?

To answer these questions, JHS needed to develop a data-driven impact statement and theory of change



What impact will you hold yourself accountable for achieving, and for which specific target audiences?



Intended impact



What activities will you undertake to achieve that intended impact?



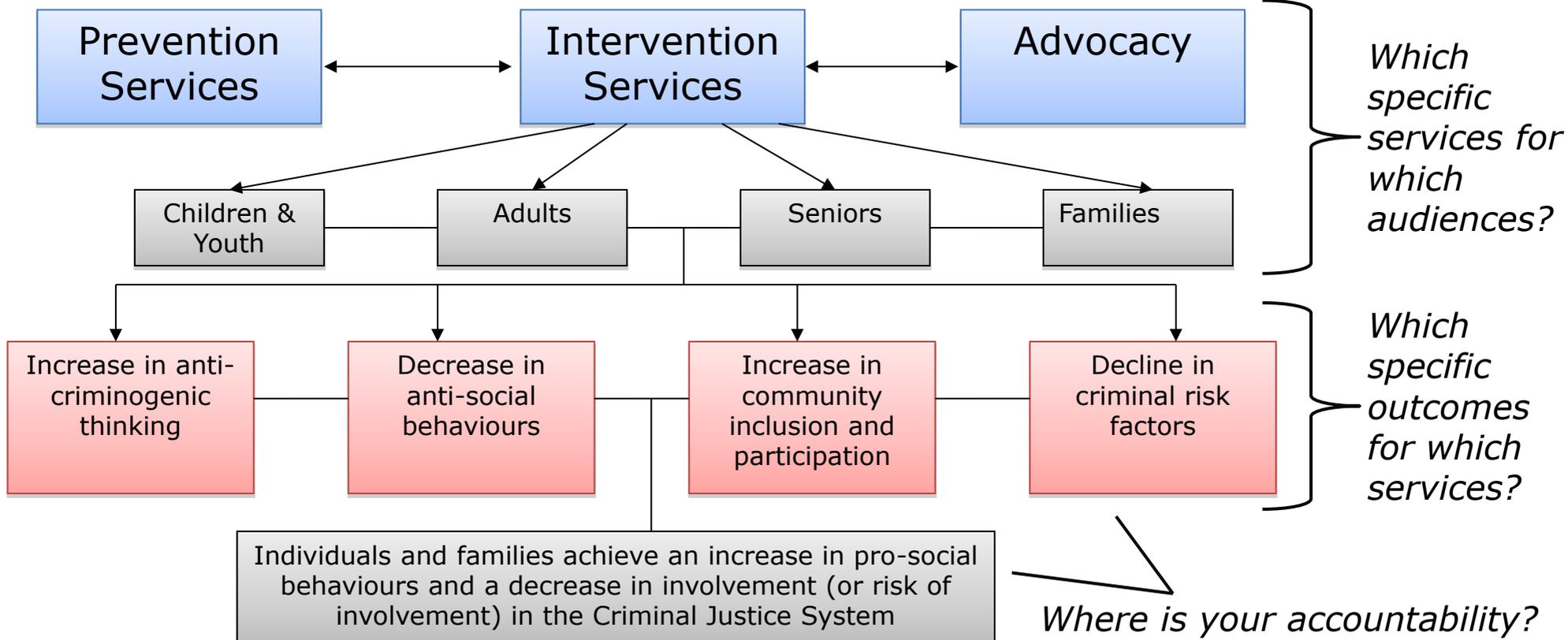
Theory of change (TOC)

JHS's first intended impact and TOC were not specific enough to help them make decisions

Draft Intended Impact: JHS of Hamilton, Burlington & Area provides client centred, research based and outcome driven programs and services to individuals {youth, adults, families & seniors, male and female} involved in, or at risk of involvement in the Justice System to support those individuals to make positive and long lasting life changes and to reduce their risk of involvement with the Justice System allowing the opportunity to achieve, maintain and regain a balance in their life and within the community.

Very broad target audiences and outcomes

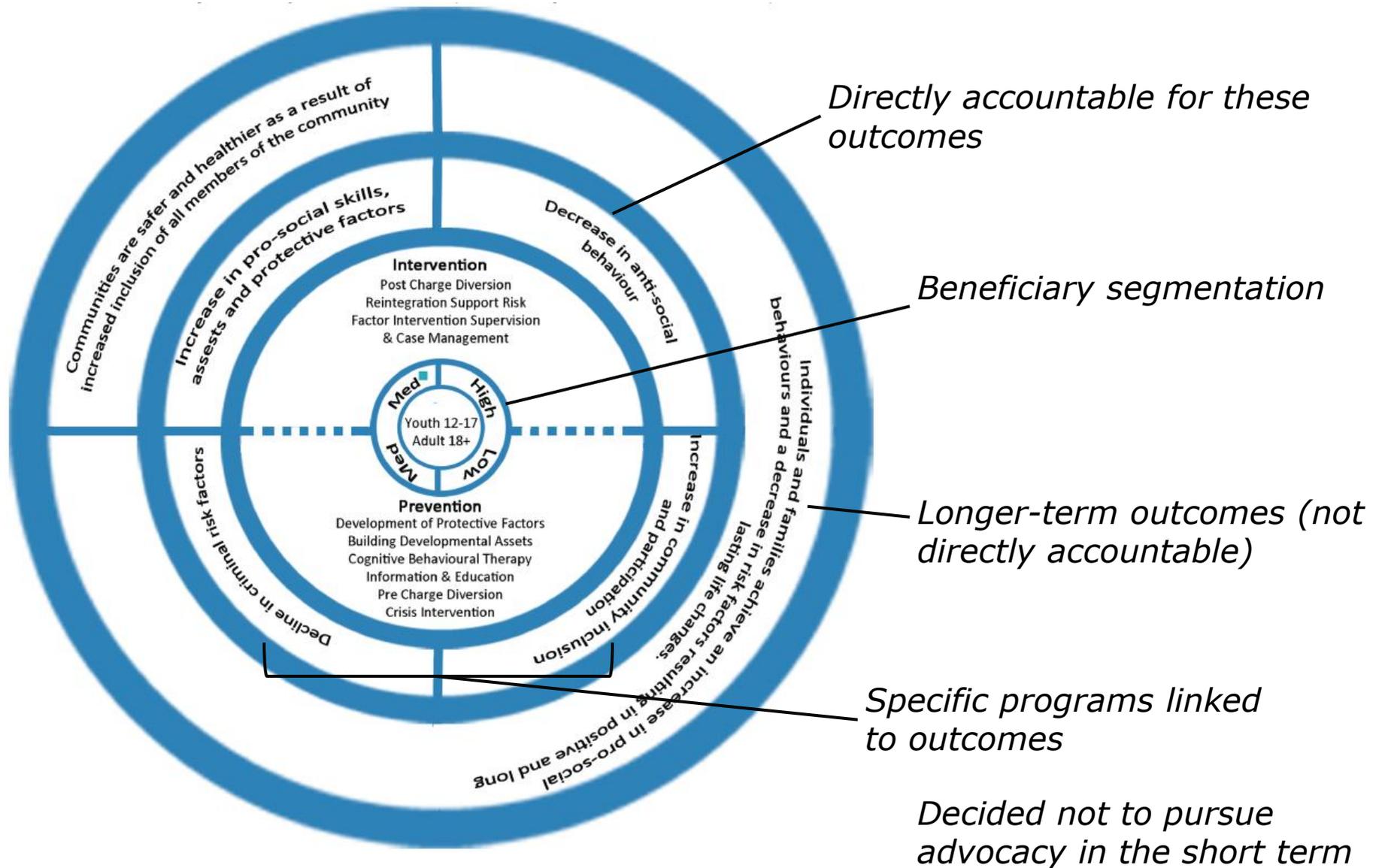
Draft Theory of Change:



Research into historical program outcomes and external evidence led JHS to some critical realizations

- Internal program data showed the relative impact of JHS's 25 programs, and which should be priorities
- Segmenting their clients by risk level, rather than age or gender, allowed them to link segments to specific services and outcomes
- Published research in their field highlighted the different roles that advocacy could play

The final TOC draws a clear distinction around type of service, desired outcomes and level of accountability ...



... and the impact statements detail the desired outcomes by program, leading to longer-term change

		Program/Service (partial list)	Program Outcomes
Prevention	Low risk	Healthy Community-Healthy Youth	Youth develop assets as defined by the Search Institute's 40 developmental assets
		Project Towards No Drug Abuse	Youth stop or reduce the use of cigarettes, alcohol and drugs, stop or reduce weapon carrying, demonstrate behavioural and cognitive coping skills and make personal commitments regarding drug use.
		Riverdale Crime Prevention Initiative	Decrease in bullying, youth crime and gang activity in Riverdale through provision of CPI (crime prevention initiative) and restorative justice training for residents
	Med. risk	Extra Judicial Sanction	Youth are diverted from the formal court process post-charge
		Community Anger Management Program	Adults develop effective anger management strategies
Intervention	Medium risk	Non-Residential Attendance Centre	Youth increase skills and reduce barriers to decrease risk of future police contact and criminal justice involvement
		Adult Diversion	Adults with drug related charges are diverted from the formal court process post-charge
		HWDSB Contracts	System-involved students improve school attendance and reduce risk factors through participation in cognitive skill based programming
		State Street	Adults with criminal justice involvement develop specific job skills
	High risk	Bail Verification & Supervision	Adults (and some youth) adhere to Bail conditions
		YARD - Intervention & Reentry	Youth exit gang activity and reduce violent behaviour

Short term outcomes

Decline in criminal risk factors & increase in community inclusion and participation

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Longer-term outcomes

Individuals and families achieve an increase in pro-social behaviours and a decrease in risk factors resulting in positive and long-lasting life changes

Communities are safer and healthier as a result of increased inclusion of all members of the community