

# Results Scorecard & Results Accountability

The Results Scorecard was developed to be used with Results Accountability, a theory of change created by Mark Friedman<sup>1</sup>. This is a brief discussion of Results Accountability to help you better use the dynamic Results Scorecard tool for your work and for United Way of Central Iowa’s (UWCI) investment process.

Results Accountability is about getting from talk to action quickly. It is a method of thinking and taking action together that is simple and common sense, that uses plan language, produces minimum paper, and is actually useful to community members, managers and decision makers. It is about making a difference, not just trying hard and hoping for the best. Results Accountability can be used to improve the quality of life in a community and improve the performance of programs, making them more customer-friendly and effective.

**How Results Accountability Works:** It starts with the end and works backward, step by step, to means.

- For UWCI the ends are the 2020 Goals (conditions of well-being for people in our three-county community);
- For our partners who manage programs with UWCI investments, the ends are how the customers are better off when the program works the way it should (target performance measure).

From Talk to Action  
For communities

The step-by-step process starts with a group of partners who wish to improve the quality of life in the community (**Community Coalitions, UWCI Board & Cabinets**).

Step 1: What are the quality of life conditions we want for the children, adults and families who live in our community?

Step 2: What would these conditions look like if we could see or experience them?

Step 3: How can we measure these conditions?

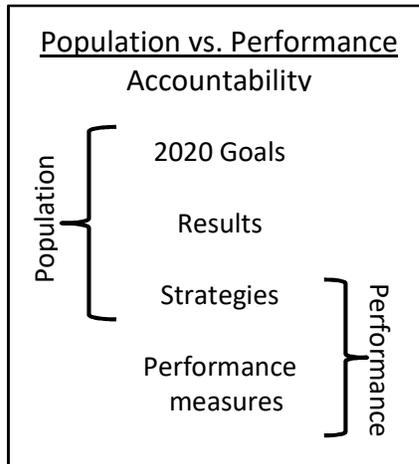
Step 4: How are we doing on the most important measures?

Step 5: Who are the partners that have a role to play in doing better?

Step 6: What works to do better, including no-cost and low-cost ideas?

Step 7: What do we propose to do?

**Repeat these steps each time you meet. The steps can be done in any order as long as you do them all.**



From Talk to Action  
For programs

The step-by-step process starts with a manager or managers who care about the quality of their services (**funded programs**).

Step 1: Who are our customers?

Step 2: How can we measure if our customers are better off?

Step 3: How can we measure if we’re delivering services well?

Step 4: How are we doing on the most important measures?

Step 5: Who are the partners that have a role to play in doing better?

Step 6: What works to do better, including no-cost and low-cost ideas?

Step 7: What do we propose to do?

**Repeat these steps each time you meet. The steps can be done in any order as long as you do them all.**

**Accountability:** In population accountability, a group takes on responsibility of the well-being of a population in a geographic area. In our community this includes coalitions and UWCI board and cabinets because they are responsible for the aggregate data/indicators that describe the whole population in Polk, Dallas and Warren Counties. In performance accountability, a manager or group of managers takes responsibility for the performance of a program or agency. For UWCI, performance accountability lies with the programs where the three cabinets make investments, so the performance measures of the programs.

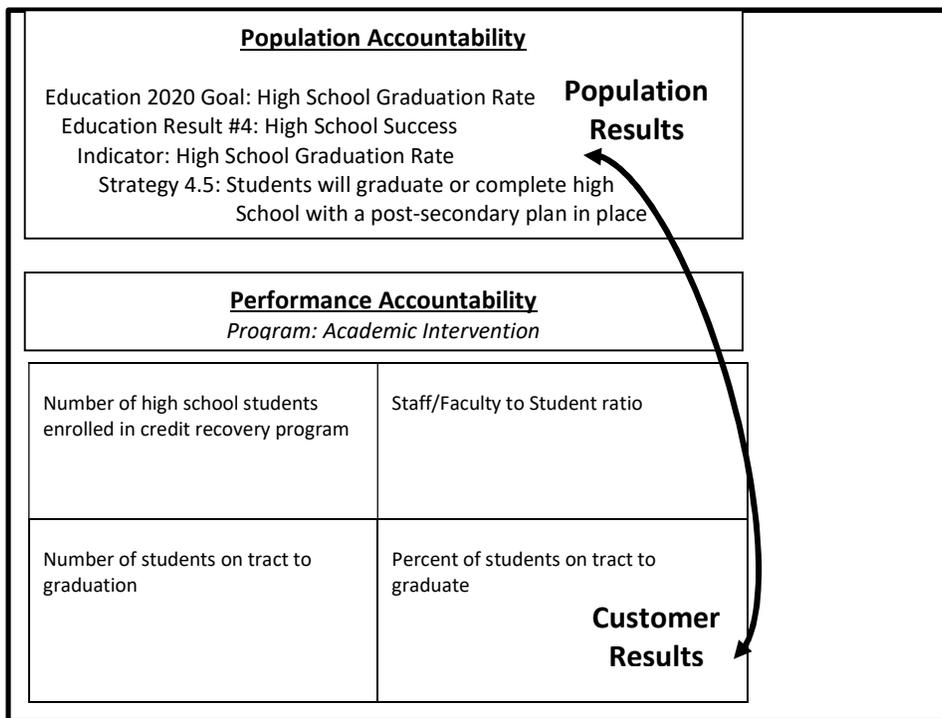
<sup>1</sup> Friedman, Mark. “Trying Hard is Not Good Enough” (2005)

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**Population and Performance Accountability Together:** The contribution that programs make to the quality of life of communities. The figure below shows the relationship between population and performance accountability. Population accountability appears above the horizontal line with UWCI’s 2020 Goals, Results and Strategies. Performance accountability appears below the horizontal line (shown in the four quadrants). This is important for several reasons:

- It gives an operational definition to the contribution relationship between customer results and population results.
- It allows us to think about the alignment of how we measure program success with how we measure population success. The most important indicators at the community level will often have counterparts in the performance measures of programs.
- It allows us to avoid the mistake of holding programs responsible for producing population level change. This relationship between population and performance accountability also shows up in the difference between a program’s service population (those who receive service) and target population (potential customers from which the actual are drawn from the population).

**The Linkage Between Population and Customer Results – EXAMPE**



**Why Data is Important:** If we rely on just impressions and anecdotes, we don’t really know if things are getting better or worse. By using common sense measures, we can be honest with ourselves about whether or not we’re making progress. If we work hard and the numbers don’t change, then something more of different is needed. We rarely have all the data we need at the beginning, but we can start with the best data we have, and get better data.