

# Managing for Change

## With Outcomes in Focus

Managers and Executive Directors of community-based organizations increasingly express frustration about the challenges of balancing community development roles and management responsibilities. Their organizations are designed to foster and support social change. In doing so, they strive to create a healthy community, provide equitable opportunities, promote diversity, and help their members feel connected to a social network. Yet, in our current results focused funding environment, they are also expected to meet ever more demanding accountability requirements.

Do these conditions resonate with your experience? Do you feel that you are constantly expected to do more with less? This guide explores ways to plan, manage, measure, and communicate the social change you are achieving through your work, using outcome-based approaches as a guiding principle.

Increasingly, funders require that community based organizations prepare outcome measurement frameworks to describe the changes they seek and the evidence they will show. They argue that an outcome measurement framework is an essential management tool – something to guide day-to-day decision-making. This may be so, but the links between outcome measurement and the over-all management strategy need to be clear. What we know is that the more we can integrate outcomes accountability into day-to-day management routines, the more able we are to manage change.

This Section introduces Managing for Change, a management process that links outcome measurement to your mandate for community development.



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### EXAMPLE

#### Pacific Community Resource Society Description

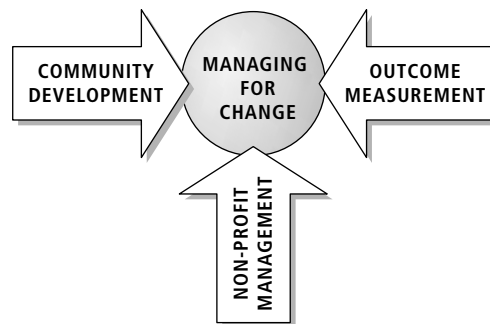
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Pacific Community Resources Society is a not-for-profit society serving the Lower Mainland. It delivers education, housing, employment, counselling and addiction services to children, youth, adults and families. PCRS has been providing these services since 1984 and in that time has developed a commitment to innovation, leadership and working in partnership with other community organizations. The organization manages a wide range of programs, one of which is the Broadway Youth Activities Centre (BYRC). We will use Pacific Community Resources Society as the example for the Managing Change section and BYRC as the program example under Planning for Outcome Measurement.

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## Community Development, Non-Profit Management and Outcome Measurement

Managing for Change is simply a process, not a guaranteed formula for success. Managing for Change brings together the principles of community development with elements of Outcome Measurement and non-profit management.



### Community Development

Community development refers to the processes, methods, programs and activities of an organization to strengthen its community and its ability to determine its own future. The focus is on those who are most vulnerable, those who are marginalized because of ethnicity, gender, sexual orientation, health status, physical ability, income level, and age.

Community development initiatives:

- promote participation of all parts of the community
- build the capacity of individuals, organizations, networks, and institutions
- strengthen the existing community assets and celebrate the history and culture of members; and
- are holistic, integrating all aspects of the community: economic, social, spiritual, ecological, political and cultural, knowing that unless all aspects are healthy and vibrant, the community is not as strong as it needs to be to provide the web of support to its members.

### Non-profit Management

Non-profit organizations are one of the few types of organizations that are described by what they are not. Unlike their counterparts, in the business and public sectors, the reason d'etre of a non-profit organization is often complex, and how its performance will be measured is ambiguous. They are often accountable to a wide range of stakeholders that usually includes both the donors and the "beneficiaries". Yet, they are expected to operate efficiently and be accountable for the public good, using systematic approaches to raising money, planning projects, managing staff, and accounting for progress.

### Outcome Measurement

Outcome measurement is promoted by the Government of Canada, other governments, and non-profit institutions around the world, as an overall management approach. What makes it stand out from other approaches is that Outcome Measurement links activity to social change. It is "a comprehensive, life cycle approach to management that integrates business strategy, people, processes and measurements to improve decision-making and drive change." It involves:

- consultation and dialogue with stakeholders
- formulation of a vision
- consideration of internal and external strengths, challenges, opportunities and constraints
- development of strategies to achieve the change
- creation of an organizational structure which will apply resources to implementation of the strategies
- monitoring and evaluation of results achieved.

### Managing for Change

Managing for Change is as an approach to management for the non-profit sector that harnesses the value of all three.