

PERFORMANCE MEASUREMENT FOR EFFECTIVE MANAGEMENT OF NONPROFIT ORGANIZATIONS

www.hks.harvard.edu/ee/measurement

Offered by the HBS Social Enterprise Initiative

Performance measurement is essential for organizational innovation, learning, and success. But for nonprofits, which must evaluate social or environmental outcomes as well as financial performance, the ideal metrics are not always easy to identify. Indeed, to improve the effectiveness of a nonprofit organization—especially when tackling society's toughest challenges—senior executives and board members must prioritize assessing organizational performance. This program will help you:

- Maximize impact by aligning mission, strategy, and organizational performance
- Put stronger, more sustainable processes in place for measuring and managing performance
- Build a performance-based culture that fosters creativity and innovation
- Implement a performance measurement strategy
- Communicate more effectively with donors and other stakeholders about your organization's achievements
- Expand your personal and professional network

WHAT YOU WILL LEARN

Through faculty presentations, case studies, classroom exercises, and group discussions, you will examine how to use performance measurement to enhance your organization's ability to deliver on its mission amid the challenges of today's rapidly changing world. Topics include:

- Designing experiments to develop new interventions and improve existing programs
- Fostering a learning mindset within the organization
- Developing a theory of change and logic model
- Aligning mission, performance, and impact
- Generating evidence about an intervention's effectiveness
- Analyzing what is being measured and what is being delivered
- Anticipating and overcoming implementation challenges and institutionalizing continuous improvement in your organization
- Using data to communicate social and environmental outcomes to key stakeholders

WHO SHOULD ATTEND

Chief executive officers, presidents, executive directors, board members, and other senior executives in nonprofit organizations (typically with budgets in excess of \$1 million) who are committed to improving performance measurement and management.



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02–05 JUN 2020

\$5,100

Harvard Kennedy School,
Cambridge, MA, U.S.



“The tools I acquired are helping me reframe tough conversations as more manageable topics.”

Sarah Wong

Deputy Director of Organizational
Development, Amnesty
International, Belgium

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TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

Today's Theme: Organizational Performance

Today's Theme: Performance in Relationships

Today's Theme: Collaborative Performance

Please Note: This sample schedule is intended to be representative of the program structure and content. Timing and session topics are illustrative and subject to change.

7:00–8:30 AM
Breakfast and Discussion Groups

8:45–10:15 AM
Generating Evidence for Effectiveness

10:15–10:45 AM
Break

10:45 AM–12:15 PM
Assessing Performance: What to Measure in Order to Determine Success

12:15–1:30 PM
Lunch

1:30–3:00 PM
Experimentation, Failure, and Success

3:00–3:30 PM
Break

3:30–5:15 PM
Performance Measurement Frameworks and Use of Evidence

5:15–5:45 PM
Group Reflection

5:30–8:00 PM
Free Evening

7:00–8:30 AM
Breakfast and Discussion Groups

8:45–10:15 AM
Creating a Performance Measurement and Management Culture

10:15–10:45 AM
Break

10:45 AM–12:15 PM
Using Performance Assessment to Manage Key Stakeholders

12:15–1:30 PM
Lunch

1:30–3:00 PM
Experimentation with Partners and with the Public

3:00–3:30 PM
Break

3:30–5:00 PM
Theory of Change and Collective Action

5:00–5:30 PM
Group Reflection

6:00–8:00 PM
Closing Reception and Dinner

7:00–8:30 AM
Breakfast and Discussion Groups

8:45–10:15 AM
Measuring Collective Impact

10:15–10:45 AM
Break

10:45 AM–12:00 PM
Pursuing Greater Impact through Partnerships, Collaborations, and Networks

12:00–12:30 PM
Program Wrap-Up

12:30 PM
Departure

8:00 AM–2:30 PM
Check-In and Registration

3:00–4:00 PM
Program Overview

4:00–6:15 PM
Articulating and Measuring Value in a Nonprofit Organization

6:15–8:00 PM
Welcome Reception and Dinner