Presentation Outline

• NGFN Overview

• An Introduction to Measurement, and the You Get What You Measure System
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• Questions and Answers

• Upcoming Webinars, etc.
Want to Get Results?
You Get What You Measure!

A Webinar for the
National Good Food Network

January 20, 2011
You Get What You Measure®

A values-based facilitated group process developed by Yellow Wood Associates in St. Albans, Vermont, that integrates systems thinking into strategic planning, identifies key leverage indicators and aligns actions to achieve goals.
Selected Applications

- National Good Food Network to develop a strategic plan to strengthen regional food systems
- U.S. Forest Service, Cooperative Forestry Program
- Vermont Environmental Consortium (non-profit) Board to develop and monitor implementation of a strategic plan
- Northwest Area Foundation to develop a framework for evaluation of grantee projects
- Advantage Valley Entrepreneurship Development System Collaborative to evaluate a three year initiative funded by the Kellogg Foundation
- Community Foundation of Greater South Wood County to engage nonprofits and funders in workforce development
Measurement Dilemmas

- No measures at all
- Misleading measures
- Process measures only
- Measures without context
Strategic Planning Dilemmas

- False assumptions: e.g. We all understand the goal to mean the same thing
- Arbitrary priorities: e.g. Whatever gets the most dots wins
Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static “snapshots.”

- Peter Senge
Strategic Planning Dilemmas

- Unspoken and untested assumptions – limits our sense of what’s possible
- Lack of engagement and participatory learning – planning is for managers
- Seeing measurement as an afterthought rather than a powerful tool for formative evaluation
Why Measure?

Measurement:

- Fuels continuous learning through reflection
- Creates new information and new patterns of information flow
- Captures results of risk and experimentation
- Supports constructive self-organizing behavior
- Can lead to new and unprecedented conversations, particularly with information gatekeepers
EXERCISE: Everyday Measures

List a few things that you count or measure as part of your daily life (not connected to work).

Think about how you measure them and what kinds of decisions or actions you take based upon the measurements.
Process Overview

Identifying Key Leverage Indicators -> Identifying Goals What do we REALLY want? -> Identifying Baselines & Framing Measures

Discovering Indicators -> Revealing Assumptions

Using Results of Measurement and Reflecting

Creating Measures

Creating Targets

Designing Interventions
Goal

A goal is a condition that you wish to achieve. A goal is not an action. It is not about doing or making; it is about **being**.

Achieving a goal requires a change in the way your organization or your community looks, feels, and acts.
Goal 1: National Good Food Network

There is abundant good (healthy, green, fair and affordable) food to meet demand (market and ineffective) at the regional level.
An indicator is something that must be changed, or a condition that must be achieved, in order to claim that progress is being made toward a goal.

Since goals are generally quite broad, there are many possible indicators that could suggest progress toward the goal.
Selected Indicators

- Existing and new value chains are increasing in number and financial viability.
- There are more acres of farmland and more farmers promoting good food.
- Strong support for technical assistance and more TA providers.
- Stronger accountability among food companies and public institutions regarding procurement of regionally-produced foods.
- More farms have been certified for food safety practices.
- Customer preferences are influential in production.
- More infrastructure (processing, aggregation and warehouse distribution, production)
Goal 1: “There is abundant good (healthy, green, fair and affordable) food to meet demand (market and ineffective) at the regional level.”
Goal 1: Key Leverage Indicator

1. Stronger **accountability** among **food companies** and **public institutions** regarding **procurement** of **regionally-produced foods** (Assumptions: a) it’s “good food” and b) different organizations define differently.)
Assumption

An assumption is a hypothesis about some aspect of the way the world works that we believe to be true. Assumptions can be difficult to recognize because they are often deeply imbedded in the way we think about the world.

The tendency to treat our assumptions as unquestionably true allows them to shape our world and become barriers to innovation and creativity.
Sample Assumptions – National Good Food Network

➔ Regionally produced food is “good food.”
➔ Different organizations define regionally produced food differently.
➔ The behavior of buyers drives the system. If buyers were more accountable, adequate supply would be forthcoming.
Goal 1: Selected Key Results

Indicators for Key Leverage #1

- Increased participation among companies and institutions
- Increased procurement volume of good food
- Collaboration developed and strengthened between NGFN and Farm to School Network.
Measure

A measure provides a way to actually count or value the status of an indicator.

For example, things may be measured in terms of “number of,” “percent of,” “quality of,” “frequency of,” or “rating of.”
Sample Definitions

**Key Leverage Indicator 1:** Stronger accountability among food companies and public institutions regarding procurement of regionally-produced foods.

- **Accountability:** goal setting, measurement, trust and transparency around goal setting around procurement of good food around the framework of a VBVC.
- **Institution:** Any organization using public funds for food procurement, e.g. schools, hospitals, universities, prisons.
- **Procurement:** Commitment to obtain.
- **Regionally produced foods:** It’s “good food” and different organizations define it differently.
Using the Results of Measurement

**Rule #1:** If you don’t know how you are going to use information, don’t collect it. Consider using information to influence decision-makers, educate stakeholders, improve interventions.

**Rule #2:** Collect information that will be most relevant and useful in achieving your goal. The more closely your measures are tied to your interventions, the more useful they will be. Don’t try to measure too much.
Action

An action is something you DO in order to achieve your goal. The action should be defined broadly enough to involve people in a variety of different tasks and provide opportunities for participants who don’t normally work together to do so.
Sample Actions

Goal: There is abundant good (healthy, green, fair and affordable) food to meet demand (market and ineffective) at the regional level.

Actions:

- NGFN leads the conversation with Sysco Headquarters (already happening)
- Conduct conversations with retail companies currently purchasing good food to identify potential partners
- Conduct similar conversations with food service companies
Choosing Sample Measures

1. What has to be part of the conversation with buyers for it to “count” as progress toward the goal?

2. What are the behavioral changes that indicate progress?

3. What is the baseline of buyer relationships that meet the definitions?
Choosing Sample Measures

- Framing Measure:
- Measure:
- Unit of Measure:
- Baseline:
Measuring as Action

★ The act of measuring helps us learn what we need to know to make progress toward the goal.

★ Measurement can create progress.
Indicators to Measures to Actions

Key Leverage Indicators

Definitions

Measures

Actions

Measurement Plan
The Power of Measurement

- Allows us to identify and test our assumptions about the way the world works.
- Focuses our efforts and helps us align our resources.
- Helps us tell our stories to potential supporters.
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