



# LeaderSource Metrics Assessment

## *Executive Summary*

The LeaderSource approach and implementation of measures to demonstrate impact has been reviewed, inventoried, and audited. The results of this assessment reveal that LeaderSource has a sound approach and verifiable methods to provide assurance that long term impact is being achieved by its efforts.

The overall approach to the assessment was to 1) learn what LeaderSource says about itself with regard to measures, 2) document what LeaderSource is currently doing, and 3) substantiate reported values with actual source data. Additionally, methods and tools utilized in design, capture, analysis and reporting of results were reviewed. This was done for the purpose of providing feedback to LeaderSource operations as they compare with Best Practices and other organizations of similar size, maturity, and purpose.

The methodology for this review was as follows: First, a review of published models, methods, and processes created by LeaderSource was performed. Next, using published data sources such as the LeaderSource website and marketing materials, an inventory of measures (data values) and metrics (normalized values) was done. Finally, a number of published values were audited to affirm their veracity.

### **Results: What LeaderSource says about measures and metrics**

LeaderSource shows a remarkable - *and uncommon in the nonprofit space* - understanding of the value of measures and metrics. This is readily seen in both the number and the content of the models and methods created and utilized by LeaderSource. In these works, it is common to see “what” should be done, but also how results will be observed (Indicators). Using Bible constructs in its approach, LeaderSource places an emphasis on contextually relevant presentation of materials and expectations for observable behaviors from its learners.

Understanding of the differences and complementary nature of Activity, Outcome, and Impact measures is prevalent at LeaderSource. Additionally, LeaderSource recognizes the use of both quantitative and qualitative measures and implements appropriate evaluative methods. There is also an understanding of the differing informational needs of its stakeholders. While there is a clear prioritization of measures to the needs of those in the field, it is also recognized that those who support the ministry require measures in order to provide them assurances as to their fiduciary and stewardship responsibilities.

It should be noted that measuring impact is inherently difficult. Impact is generally only observed months or even years after an activity (like leader training) is completed. Further, this impact is rarely characterized by a number – there is no simple tool or test that can be applied to a person in order to score that person’s transformation. Author Sheri Chaney Jones (“Impact & Excellence”) makes this statement- “Numbers will tell you amazing things if you know how to listen.” This is in harmony with the LeaderSource approach of listening to what is being said by local leaders and learners. Evaluative tests are not applied to the leader being developed. Rather, in listening to what they say about themselves as well as what is being said about them, one gathers a clearer understanding of the real impact.

### **Results: What LeaderSource is currently measuring**

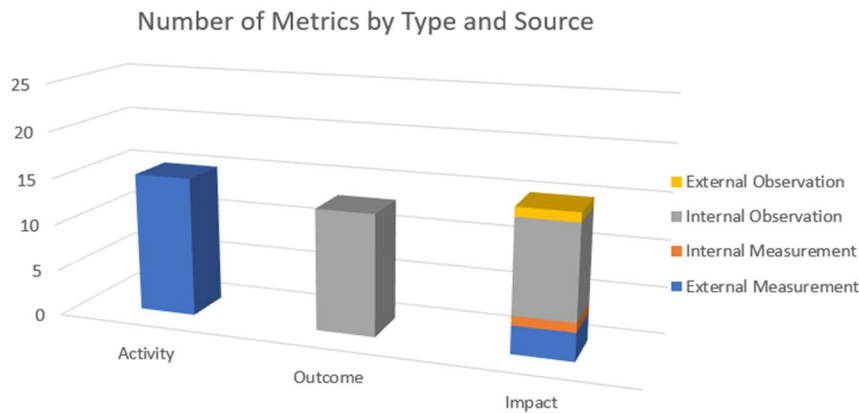
A group of stakeholders convened including LeaderSource board members, executive staff, and operational staff in order to identify attributes and characteristics of measures that would be helpful in the analysis of the overall measures and metrics efforts of LeaderSource.

In its commitment to continually improve methods of data collection and analysis, LeaderSource commissioned the development of an application (Leader Stats) to centralize collection and analysis of its activities and outcomes. Using this application and a number of

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other published sources, an inventory of measures and metrics was completed. In total, 43 unique measures were identified and qualified using 17 characteristics.

The results were analyzed and interpreted to affirm current efforts as well as to seek opportunities for improvement. As an example, we see in the following chart a good balance across the types of measures. Additionally, we see a predictable and purposeful transition of Activities with external measurements (quantifiable by an external observer) to more internal observations (what does the learner say about themselves) as Impact is measured.



## Results: Audit of published values

A representative set of 20 reported values were identified and brought to LeaderSource staff. The staff was required to provide source documents and calculations required to achieve the value. All 20 test values were corroborated against source documents. Minor discrepancies were due to rounding or data provided after the published value was presented. It is concluded that data published by LeaderSource is true and can be trusted.

## Conclusion:

This assessment finds that LeaderSource has an excellent understanding of the value of measures and metrics in assessing the organization’s ability to achieve impact. Perhaps more importantly, LeaderSource has implemented tools and processes to capture, analyze, and publish these measures. Further, there is an observable commitment by the leadership and staff to continue to improve what is measured and how it can be done better. LeaderSource is striving to collect and report data that gives stakeholders relevant information to guide operations and demonstrate impact. The data reported by LeaderSource is reliable.