

What Are Intended Impact and Theory of Change?

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The Bridgespan Group is a global nonprofit organization that collaborates with mission-driven leaders, organizations, and philanthropists, to make the world more equitable and just.

Friendly reminders



**After today's webinar,
we'll send you:**

Recording & slides

Links to all the resources we
mention today



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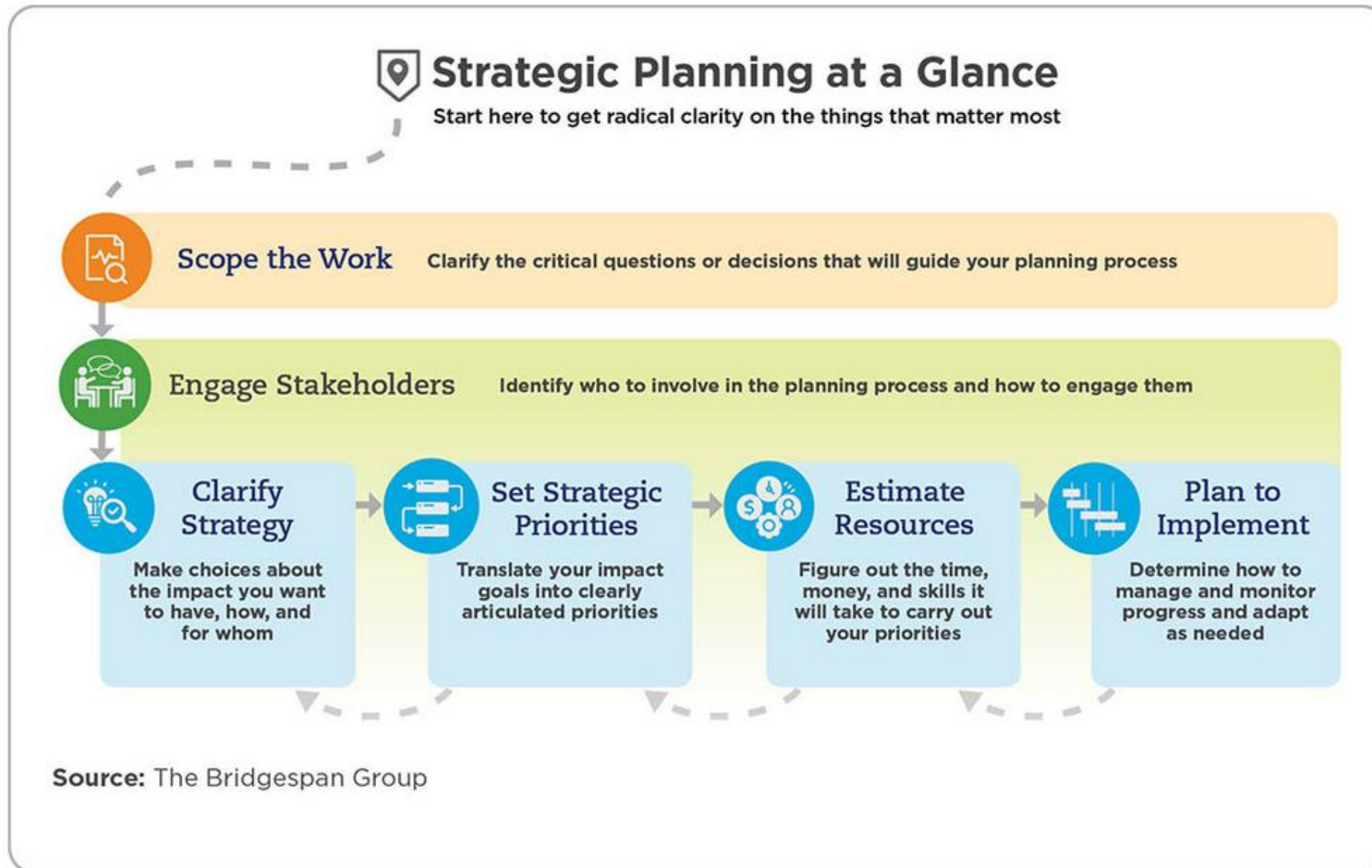


**Please complete the
post-webinar survey**

We value your feedback!



Where we're going



Why are we all here today?

What sparked your interest in intended impact and theory of change?

What do you hope to gain from this webinar?

Use the Zoom chat function
to share your reflection with the other attendees

At the most basic level, all nonprofits face the same central challenge



BAD NEWS

“Cannot do everything” – resources are limited while social needs seem endless

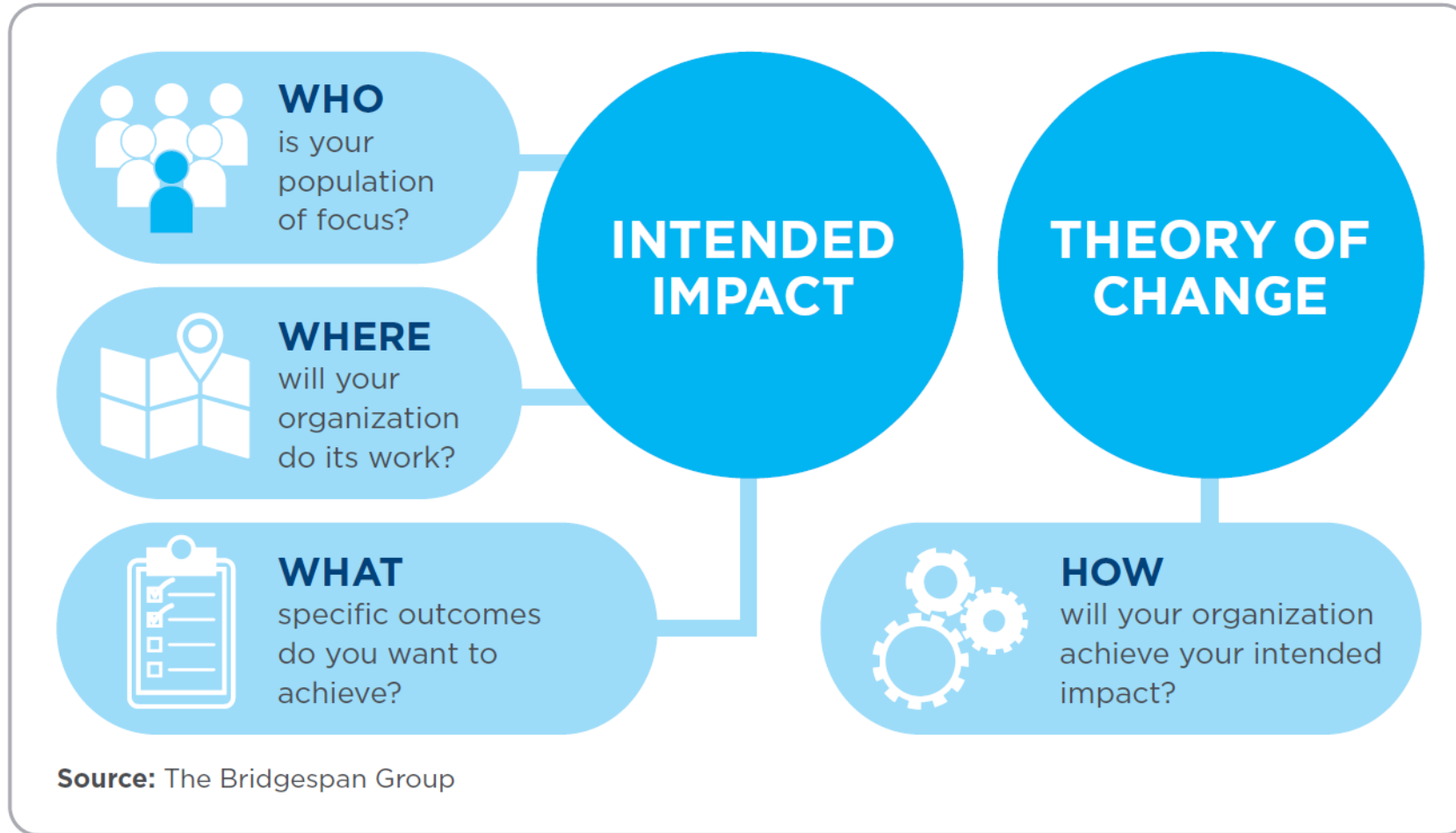
GOOD NEWS

“Everything is not equally worth doing” – possible courses of action yield different levels of impact

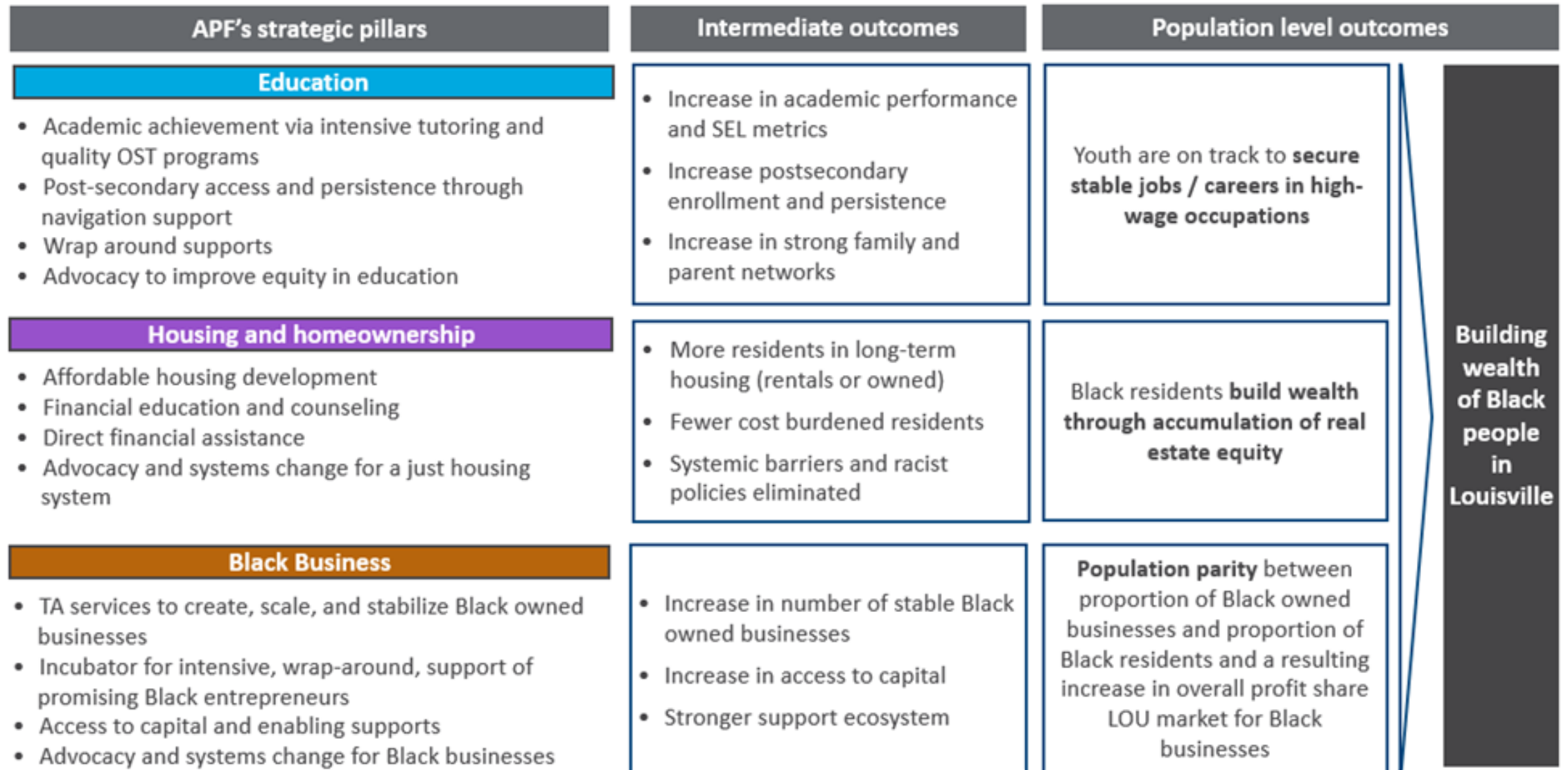
“Strategy” is...

Getting critical resource decisions right—allocating time, talent, and dollars to the activities that have the greatest impact

Intended impact and theory of change can pave the way to an effective strategy and help leaders get critical decisions right

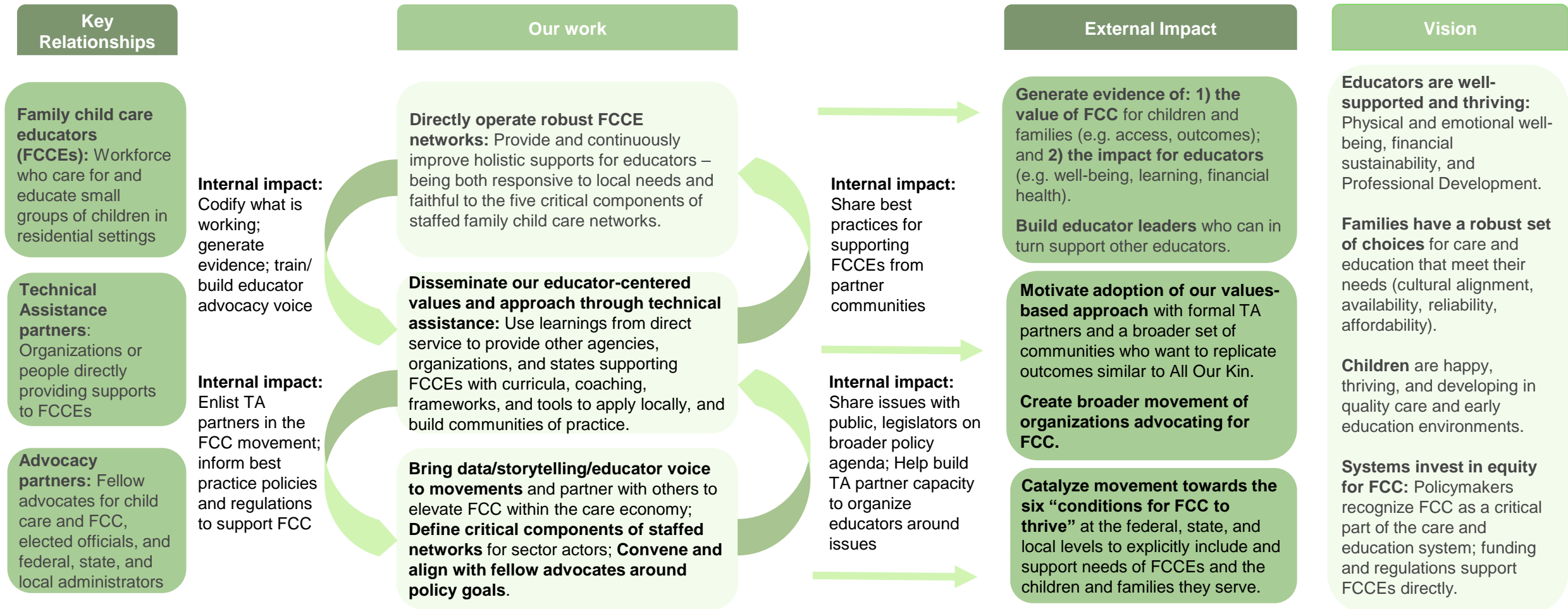


Louisville Urban League's Intended Impact and Theory of Change



All Our Kin Theory of Change

All Our Kin trains, supports, and sustains family child care educators. Through directly implementing and sharing our programs and values-based approach, child care professionals succeed as businesspeople; parents thrive within the workforce; and children gain the educational foundation that lays the groundwork for achievement in school and beyond.



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Takeaway tips: Essential Practices for developing your intended impact and theory of change



STAKEHOLDER ENGAGEMENT



PRESSURE TESTING YOUR WORK



FLEXIBILITY AND
CONTINUED LEARNING

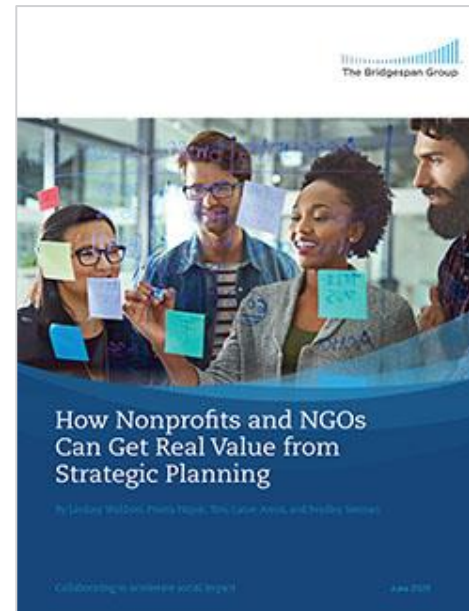
Key tips!

- Seek a **diversity of voices** and perspectives
- Remain open to **candid feedback** and new ideas
- Be **mindful of biases** that could hinder your work

- Take on the **mindset of a skeptic**
- Test **key assumptions** you made in your early drafts
- Continue to **iterate** as you learn new information

- Clarify **key questions** outstanding
- Craft a **learning agenda** to address those questions
- Be alert for **major changes**

Additional tools to support you



TEMPLATE 1a: Develop your intended impact

TEMPLATE 1b: Develop your theory of change

TEMPLATE 1c: Combine your intended impact and theory of change

Describe the elements of your theory of change

These elements may be at the program level (e.g., we support our clients with job training) or at the organizational level (e.g., we support our clients with job training).

HOW will you achieve your intended impact?

Approaches

What approaches or types of work are critical to achieving your intended impact?

WHAT

The approaches you identify should be critical to achieving the WHAT of your intended impact. List them here at a fairly high level and avoid creating a list of your individual programs.

Your organization's population of focus, key approaches and activities, and the outcomes for which it will hold itself accountable.

WHO and WHERE	HOW			WHAT
	Approaches	Linkages	Essential activities	
				Contribution to intended impact

Note: While this template only has space for three approaches, it's possible your organization has been or more approaches to pursuing its intended impact.

Learn more about Bridgespan's cohort services for nonprofit leadership teams

Leadership Accelerator

Offers four self-paced programs for leadership teams interested in addressing a specific strategy or management challenge. Programs range from 10-18 weeks in length. www.bspan.org/BLA

Achieving Strategic Clarity



Get clarity on your organization's impact goals and programs

Creating an Adaptive Plan



Create a dynamic plan to navigate uncertainty with confidence

Strengthening the Executive Team



Unlock your team's full potential

Investing in Future Leaders



Create a strategic and equitable approach for developing your talent

Leading for Impact®

Allows leadership teams to explore Bridgespan's most popular management tools while applying a subset to their own strategic priorities. This is a year-long program. www.bspan.org/LFI

In **Leading for Impact®**, executive teams learn and grow together through...



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on topics of strategy, team,
and organization



Team-led project
tailored to the
organization's success



Coaching and peer connections
to enable deeper
learning and sharing

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