

What happens when organizations and individuals put **Results 1st** into everything they do?

The answer is simple but profound: they can then intentionally organize programs, people, and resources in the best way to achieve something significant. You cannot design to hit a target you have not set. Put differently, to end with a result you have to start with one.

Results 1st does not bring new topics to its nonprofit clients and the foundations, governments, and individuals who invest in them. Rather we help groups to move each function, activity, process, and structure to a result footing. In most cases this involves a pivot, not a creation.

For example:

- Advancing **capacity building** to **achievement building**. The point is not that groups and staff have more capability. It is that they use it! What knowledge, skills, or attributes do you need that will pay off as higher achievement?
- Seeking money less on the basis of services provided and more on the **gains participants get** from programs. Groups that can speak to effective need response are now outperforming organizations that move donors solely by depth of problem.
- Moving from writing **strategic plans** to **strategic maps** that prompt and guide use of plan. Strategy lies not in documents but in shared approaches that outperform habit and traditional behavior.
- Shifting from **work plans** that state what people will do to **milestones** that tell everyone in a project whether they are on track with time and money to hit their targets. Groups can deliver all the content in the right order and fall short of accomplishment. They mistakenly track what staff does rather than what participants get.
- Shifting from defining work by **job descriptions** that say what people do to **result descriptions** that say what they are to achieve. Results bring far more collaboration than do jobs.
- Recasting evaluation and metrics from an external function to **verification of accomplishment** imbedded in programs. Only in this way does the database become data use—and in real time by everyone who can use information to improve what they achieve.
- Board development premised on boards as **stewards of results**. This is more consequential and energizing than boards limited to **oversight of finance and compliance**.



One way to look at Results 1st is that we are the action arm of planning, structure and process, most of which lies too passive in organizations. We help groups to put into motion all of what they have

RESULTS



Three points of approach guide all of our work. They integrate our values and our practice:

1

Results are not a component of plans or programs or organizations. They are its essence.

Many organizations include outcomes as one “piece” of their structure. In strategic planning, for example, outcomes are one component of the plan—along with assessment of strengths and weaknesses, mission and vision, finance, and programs. The glue is literally the document binder. In our view, results are the core. For achievement-driven groups this is not just a new sequencing but a new way of thinking, feeling, and acting. For example, the change upends the sequence of first we plan, then we act. Instincts kick in to try some prototypes and build on tests of assumptions and new insights held by people who feel the heat and hope of 10 kids learning to read or 20 persons getting a job or a home.

2

Services and results are different.

Most organizations talk about the number of persons served by their programs. We are far more interested in counting the number of people who achieve the gains from programs. Alas, most nonprofit websites feature those served and how positive the experience is for all. One adage in this view is that it is the process that counts. We often see that advanced when the results are thin. Missions and beliefs...strategic plans...job descriptions...databases. These are among the items included in that stolid list of nonprofit practices. This list is hallowed by tradition far more than by effectiveness. Why? It speaks to what goes in rather than what comes out.

3

Energy is the scarcest resource.

Unlike information or skill development, you can't buy energy. You have to make it. Net positive human energy is the lifeblood of passion, and tenacity. Regretfully, many of the practices used in organizations (including job descriptions, budgeting, and strategic planning) seem to take out more energy than they put in. How sad.

RESULTS



More information about how **Results 1st** came to be can be found at Results1st.org. You can also meet the **Results 1st** team: Hal Williams, Creator, and Robyn Faucy, Chief Executive Officer—who specializes in guiding leaders and Boards of non-profit organizations, foundations, and government entities to achieving the greatest gains for those they serve. **If you are ready to start your journey to act with intentionality in the pursuit of results, contact Robyn Faucy at 941-320-9348 or Robyn@results1st.org.**