



Results-Based Accountability

"If you do what you've always done, you'll get what you always got." Mark Friedman

We've all heard a great deal of discussion about **Results-Based Accountability (RBA)** in recent years. Developed by Mark Friedman of the Fiscal Policy Studies Institute, RBA offers a straightforward, easy-to-understand approach to framing discussions about the quality of life results of various human services programs. RBA is a disciplined way of thinking that starts with the ends and works backwards to the means. What do we want? How will we recognize it? What will it take for us to get there? These are some of the important questions that are asked as part of the RBA method.

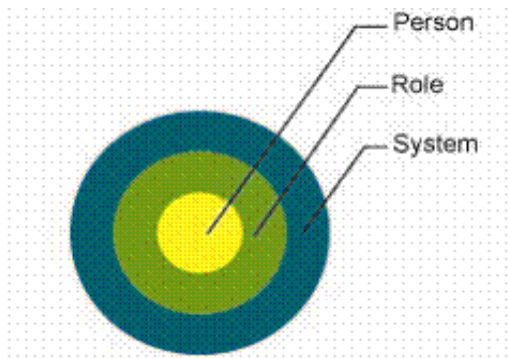
Results-Based Accountability is a new way of thinking about our programs. One of the keys to this method is the distinction between the ends and the means. RBA begins by looking at results or desired outcomes. Results are conditions of well-being for consumers of human services programs provided by nonprofits. Meanwhile, performance measures are measures that demonstrate how well public and private programs are working. The most important performance measures indicate whether or not our consumers are better off after receiving our services. Results are the ends that we hope to see for our consumers, while performance measures are the means to get there. Success is first defined in measurable outcomes and those measures are then used to gauge success or failure.

RESULTS BASED FACILITATION (RBF) AND RESULTS BASED LEADERSHIP (RBL)

Results Based Facilitation (RBF) utilizes the premise that leaders can help groups move from talk to action, and practicing lifting up the skills in the context of the real work will help participants learn how to lead groups from talk to action. RBF is a practice and a competency. Results Based Leadership (RBL) is an application of that competency.

Three Hypotheses of RBF

- Work of meetings occurs through conversations
- Group conversations can be designed, prepared for and flexibly supported by someone with a set of listening and speaking skills
- A facilitator holding a neutral role, using a set of listening and speaking skills to support the work of a group is a key element for success



Person-Role-System (P-R-S) Framework

Each person picks up their work in a different way, but it is really about the person in role in the bigger system. One's role is informed by the system as a whole. The system will dictate what the authority and tasks are within one's role. In the context of leadership, always start with role, and who you are as a person dictates how you pick up your role. Person, role, and system all impact each other and affect what you do and how you act. The clearer you are about who you are as a person, in your role, and in the system, the bigger impact you can make.

Action Commitments

To move strategies forward, members must commit to action. At each meeting, members are provided an opportunity to document their commitments using an Individual Action Commitment Form. In assessing members' ability to move to action, the following factors will be considered:

- Clearly defined action commitment(s) submitted at each meeting
- Ability to explain how the action contributes to the result
- Collaboration with internal and external stakeholders
- Completion of action commitment(s)