

The Social Profit Handbook

By David Grant

Key Concepts

[The Social Profit Handbook](#) offers those who lead, govern, and support mission-driven organizations and businesses new ways to assess their impact in order to improve future work rather than merely judge past performance. The Social Profit Handbook presents assessment and evaluation not as ends in themselves but as the path toward achieving what matters most in the social sector. The result: more benefits to society and stronger, more unified, more effective organizations prepared to make the world a better place.”

Changing the way we think about Assessments:

- The primary purpose is to improve performance – to gain clarity around what we aspire to accomplish
- Sports analogy – coach assesses team on an ongoing basis – it is frequent, individualized, and ungraded
- Formative vs summative evaluation
- Planning backward – start with what success looks like- strive to take it to the next level
- Shared definition of feedback – “specific information, in the form of descriptive comments or data, that illuminates the effectiveness of current levels of performance in relation to the desired levels.”

The Art of the Rubric:

- Rubric: “a matrix that identifies criteria for success and describes levels of performance in relation to those criteria along a spectrum from poor to excellent.”
- Identify the desired outcome
- Brainstorm the criteria (aspects) of the outcome
- Choose 4-5 of those criteria that are most important in creating the conditions for the outcome
- Choose one of those traits -describe what it would look like at an exemplary level, acceptable level, minimally acceptable level, unacceptable level
- Once described – add indicators, specific examples of what would be observed/heard/experienced at that level of performance

Other Words of Wisdom from David Grant:

- Need to give time “mission time” for this to be meaningful and work
- Don’t write rubrics alone – consider inclusion of staff, board, customers
- Write draft at the top – so it is an ongoing – creates continuous reflection regarding improvement
- Indicators/stories are an important way to make the rubric personalized – specific to your organization
- Done well – rubrics can change behavior within organizations and across systems (see chapter 7-9 for examples)