



WORKSHOP OUTLINE

Performance Measurement 101

A plain-language introduction for anyone who has never been taught the words

THREE SESSIONS

60 MINUTES EACH

VIRTUAL

NO EXPERIENCE NEEDED

SERIES OVERVIEW

Start With the Words.

“Nobody in the room wants to be the person who asks what an outcome is. So nobody asks, and the confusion gets built into the report.”

Measurement has a vocabulary, and almost nobody working in a small nonprofit was ever taught it. Funders write outcomes, logic model, baseline and indicator as though everyone agrees what they mean. Staff nod, because asking feels like admitting something. The result is reports assembled from whatever was countable, by people who privately suspect the numbers do not answer the question.

This course is the plain-language fix. Three hours across three weeks, no prior knowledge assumed, no software, no framework. The first session is entirely vocabulary. By the end a team can use the words correctly, tell an output from an outcome without hesitating, and name the three things their organization would measure first.

Who it is for

- Anyone who has nodded along to the word outcomes and hoped nobody asked
- Program and frontline staff who collect data and never see it used
- Executive directors of small organizations with no data person
- Board members who receive numbers and do not know what to ask

How the sessions work

- No prior knowledge, no software, and no framework assumed
- Every term defined in one sentence, with a nonprofit example beside it
- A sorting game using real lines from real nonprofit reports
- Questions welcome at any point, including the ones that feel obvious
- A glossary you keep and can hand to the next person who joins

THE THREE QUESTIONS

What do the words mean? · What is the difference that matters? · What would we actually do?

VOCABULARY

01

What These Words Actually Mean

If we are going to talk about this, what are we saying?

60

minutes

What this session covers

- Input, activity, output, outcome and impact, defined one at a time with examples
- Measure, metric and indicator: three words for nearly the same thing, and when each is used
- Baseline, target and benchmark, and why a number means little without the first one
- Quantitative and qualitative, and why a small organization needs both
- Data, evidence and proof, which are not the same and are often used as though they are

YOU LEAVE WITH

A one-page glossary in plain English that you keep and can hand to anyone

Bring with you

These are working sessions. The time is spent on your own documents, not on examples.

- | | |
|--|---|
| ■ Nothing at all for this first session | ■ A willingness to ask the obvious question |
| ■ Optionally, any funder language you have found confusing | ■ Everyone who touches the numbers, including part-time staff |

READ BEFOREHAND

Outputs vs. Outcomes

campbellconsults.com/blog-outputs-vs-outcomes

02

THE DISTINCTION

Outputs and Outcomes

What is the difference everything else rests on?

60

minutes

What this session covers

- How much we did, against whether anything changed, with many worked examples
- Why organizations report outputs: they are easy to count and already captured
- What a funder is actually asking for when they ask about impact
- Sorting real lines from real nonprofit reports into one column or the other
- Short, medium and long-term outcomes, and which ones you can honestly claim

YOU LEAVE WITH

Your own current reporting, sorted, with the gaps visible

Bring with you

These are working sessions. The time is spent on your own documents, not on examples.

- | | |
|---|--|
| ■ Your most recent report to a funder, exactly as it was sent | ■ One program everybody in the room knows well |
| ■ Your most recent board report | ■ No analysis needed beforehand, just bring them |

IN PRACTICE

03

What a Simple System Looks Like

If we started on Monday, what would we actually do?

60

minutes

What this session covers

- Where numbers come from: forms, registers, and conversations you already have
- Why every measure needs one person's name against it
- What a one-page view looks like, and who reads it
- How often to look, and what a review meeting actually does
- The three measures a small organization should start with, and what to ignore for now

YOU LEAVE WITH

The first three measures your organization would start with, and the first step

Bring with you

These are working sessions. The time is spent on your own documents, not on examples.

- The sorted reporting from session two
- Your leadership or board meeting schedule
- A rough sense of what gets collected today, and by whom
- No templates or systems required

READ BEFOREHAND

What a Nonprofit Dashboard Should Actually Show

<https://www.campbellconsults.com/blog-what-a-dashboard-should-show>

THE GLOSSARY

Every word, in one sentence

Handed out in the first session and kept. Most confusion about measurement is confusion about these ten words, and it is almost never admitted out loud.

Input	What goes in. Staff time, money, a room, volunteers.
Activity	What you do with the inputs. Running the class, making the calls.
Output	How much you did. Forty sessions delivered, ninety people served.
Outcome	What changed for someone as a result. Sixty-one employed at ninety days.
Impact	The longer, wider change you contribute to but rarely cause alone.
Indicator	The specific thing you count to show an outcome is happening.
Baseline	Where the number stood before you started. Without it, change cannot be shown.
Target	Where you are aiming, agreed in advance rather than after the fact.
Qualitative	Evidence in words. What people said, in their own language.
Quantitative	Evidence in numbers. How many, how often, how much.

HOW EACH HOUR RUNS

Sixty minutes, on your own documents

The same shape every week, so teams know what to bring and what will be asked of them. Instruction is kept short because the value is in the twenty-five minutes where a team works on the thing it actually has to produce.

FIRST 5 MINUTES

Questions from last week

Anything that did not land, asked openly. This is the most useful five minutes in the course and it is protected deliberately.

NEXT 25 MINUTES

The words and what they mean

Taught slowly, one term at a time, each with an example from a real nonprofit. Nothing assumed and no jargon used before it is defined.

NEXT 25 MINUTES

Trying it on your own reports

The group applies what was just defined to documents they brought. This is where the vocabulary stops being abstract.

LAST 5 MINUTES

What to bring next time

Something small and specific, usually a document you already have rather than work you have to do.

The participant toolkit

- The plain-English glossary, one page
- An outputs and outcomes sorting set with an answer key
- A worked example from a real nonprofit program
- A blank one-page view to sketch on
- Three questions to ask at your next board meeting
- A short reading list, all free

What you finish with

A vocabulary the whole team shares and uses correctly, your own current reporting sorted into outputs and outcomes with the gaps visible, the first three measures your organization would start with, and a glossary you can hand to the next person who joins. This course deliberately stops before building a system.

Knowing the words is the start, not the finish

This course deliberately stops once a team can use the vocabulary and name what it would measure. It does not build anything. That is the right place to stop for an introduction, and it is also where most organizations stall, because the next step needs time and tools that a small team does not have spare.

That part is what CAMPBELL builds. A dashboard designed around the decisions your leadership actually makes, connected to the data you actually hold, that updates itself and still works a year later. Where your website is also carrying the job of explaining your impact publicly, the two get built together.

Dashboard builds

A measurement system and the view that carries it, designed around decisions rather than around whatever data happens to exist.

Website builds

A site that reflects the organization you are, including the impact story the measurement finally lets you tell honestly.

Built to hand over

Documented, owned by a named person on your team, and maintainable without us.

The next conversation is a short one: what does your leadership need to see, and how often. Those two answers shape everything after them.

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