



# Results Capacity Assessment

Where is your company when it comes to results and impact?  
Answer seven simple questions to determine your current organizational results capacity.

← Write your answers here

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## 1. What *level of importance* is placed on results at your company?

- a. We talk about results, but there's not much action.
- b. We highly value results and ask all partners to tell us what results they will achieve.
- c. We ask partners to tell us their results and to a great extent we use their proposed results when we make decisions.
- d. We link results to our social impact and business strategies.
- e. We leverage results achieved through our grantmaking to inform our social impact and business strategies.

## 2. How would you rate your company's expertise in *finding programs that get results*?

- a. We look for a mission match and donor/employee interest to make decisions, and do not ask about results.
- b. We make sure we have a mission match and donor/employee interest, and we ask the partners to tell us their results. Sometimes they have clear results and sometimes they don't.
- c. We insist our partners are using best practices in their programs and we think our success is interdependent.
- d. We utilize best practices in our work and so do our partners. We consider our partners experts in their fields and we do not micromanage what they do. We are more interested in their results, not how they get them.
- e. We look at ourselves as facilitators and conveners. We bring our partners together to learn best practices from one another and improve on what they are doing. We also facilitate, encourage and reward peer collaboration where it leads to improvements for the field, issue or sector.

### 3. How would you *describe your company's role* in relation to your program/project partners?

- a. We are a funder of programs and projects.
- b. We are a funder of programs and projects, some of which have clear results.
- c. We are a funder of programs and projects, and all our partners have clear results, which are tied to ours.
- d. We see ourselves as investors in results. Each program, project and partner is clear on their results.
- e. We are investors in results, and we approach and manage our work via program portfolios, with a strong focus on partnering with organizations to achieve the strongest results possible.

### 4. When does your company *ask for results*?

- a. We sometimes get results information after the program or project has ended.
- b. We get results from all partners in the final report.
- c. Some of our partners clearly project their results prior to engagement and then clearly report on them at the end.
- d. Every partner clearly projects their anticipated results and reports actual results at the end.
- e. Partners clearly project anticipated results against specific and targeted program portfolio results, based on prior program results. They also identify ways to deepen those results and report actual results and lessons learned at the end.

### 5. What role do results play in your company's *decision making*?

- a. We prefer programs and projects that align with our mission, whether or not they have results.
- b. We select programs and projects with results over those that do not have them.
- c. We select programs and projects based on potential results.
- d. Results inform all program and project review, selection and performance.
- e. Results inform all program and project selection, performance and future funding.

### 6. How does your company *communicate success*?

- a. We rarely share the results of our social programs.
- b. We sometimes share individual partner examples of program results.
- c. We regularly share our strongest partner examples of good results.
- d. We regularly roll up results information and share it with the board, staff, partners and key external audiences.
- e. Not only do we regularly roll up aggregate results data, but we publish results stories and publicize all of it on our website, in annual reports or in other marketing materials.

### 7. How does your company *measure success*?

- a. Social program success is based only on whether partners state they are meeting community needs.
- b. We measure success via an outside evaluator to confirm results were achieved.
- c. We measure success both by partner results and learnings (making needed changes to achieve stronger results).
- d. Partner results and learnings are transferred among different partners — from high performers to low performers.
- e. Partner results and learnings are integrated into our work and used to continuously improve practices and adjust our giving strategy.

# Results Capacity

## Journey to building your organization's capacity to get to results

Look at your answers to the questions above. Were they mostly a's, b's, c's, d's or e's?  
Now you know your starting point as you begin your company's journey on the Roadmap to Results.



**Michelle DiSabato**, founder and president of Community Impact Consultants, Inc. (CIC), is a philanthropic impact subject matter expert with more than 20 years of experience developing, designing and implementing multi-million-dollar philanthropic initiatives and programmatic social impact analyses. Michelle has worked with a wide array of clients in industries ranging from health care and finance to consumer products and entertainment providers, helping them align their giving strategies to meet their business and social responsibility goals, while leveraging and optimizing technology to maximize efficiency. Prior to founding CIC, Michelle was a CSR manager at a Fortune 10 global organization, where she managed one of the largest installed grants management systems (200+ users in more than 15 locations) and led their measurement initiative to determine the impact of their community engagement.



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