



Transform Your Theory of Change *Practice of Change*

BRICOWORKS

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2024 NONPROFIT
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May 8, 2024
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Hello,

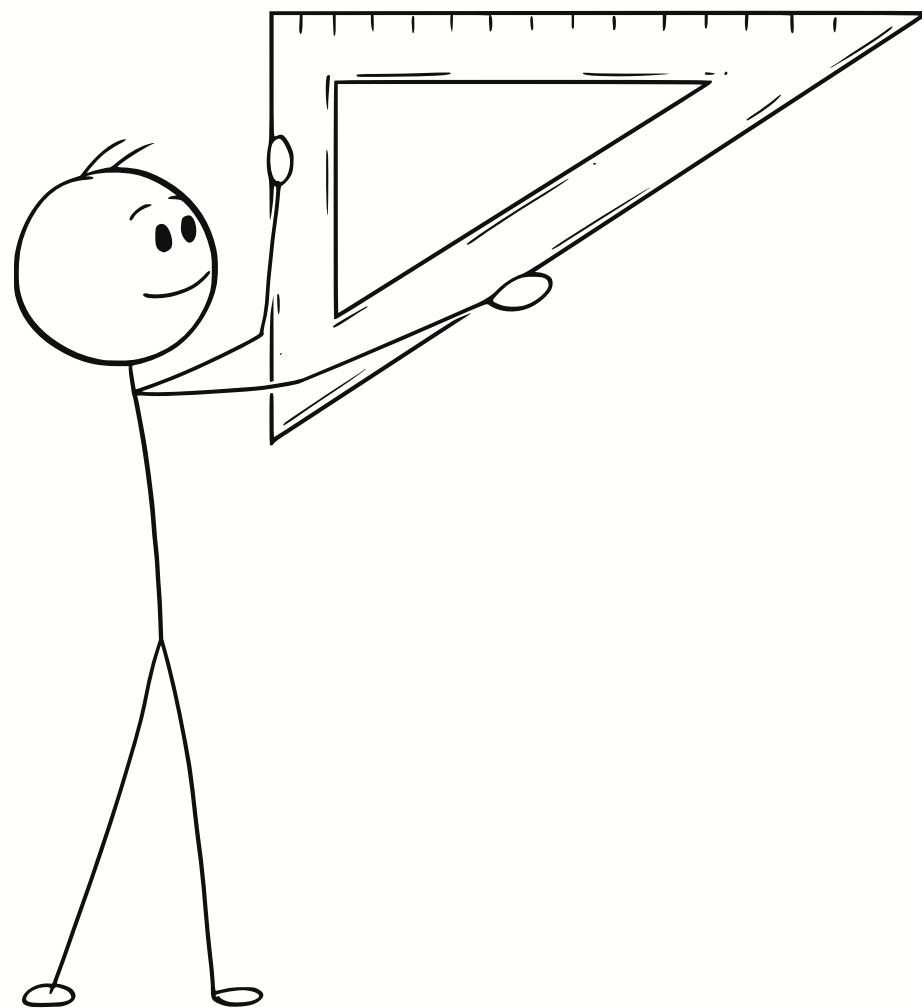
I'm Janie Moore

I'm on a mission to help unleash the potential in changemakers to solve the seemingly unsolvable.



The Impact Measurement Scene

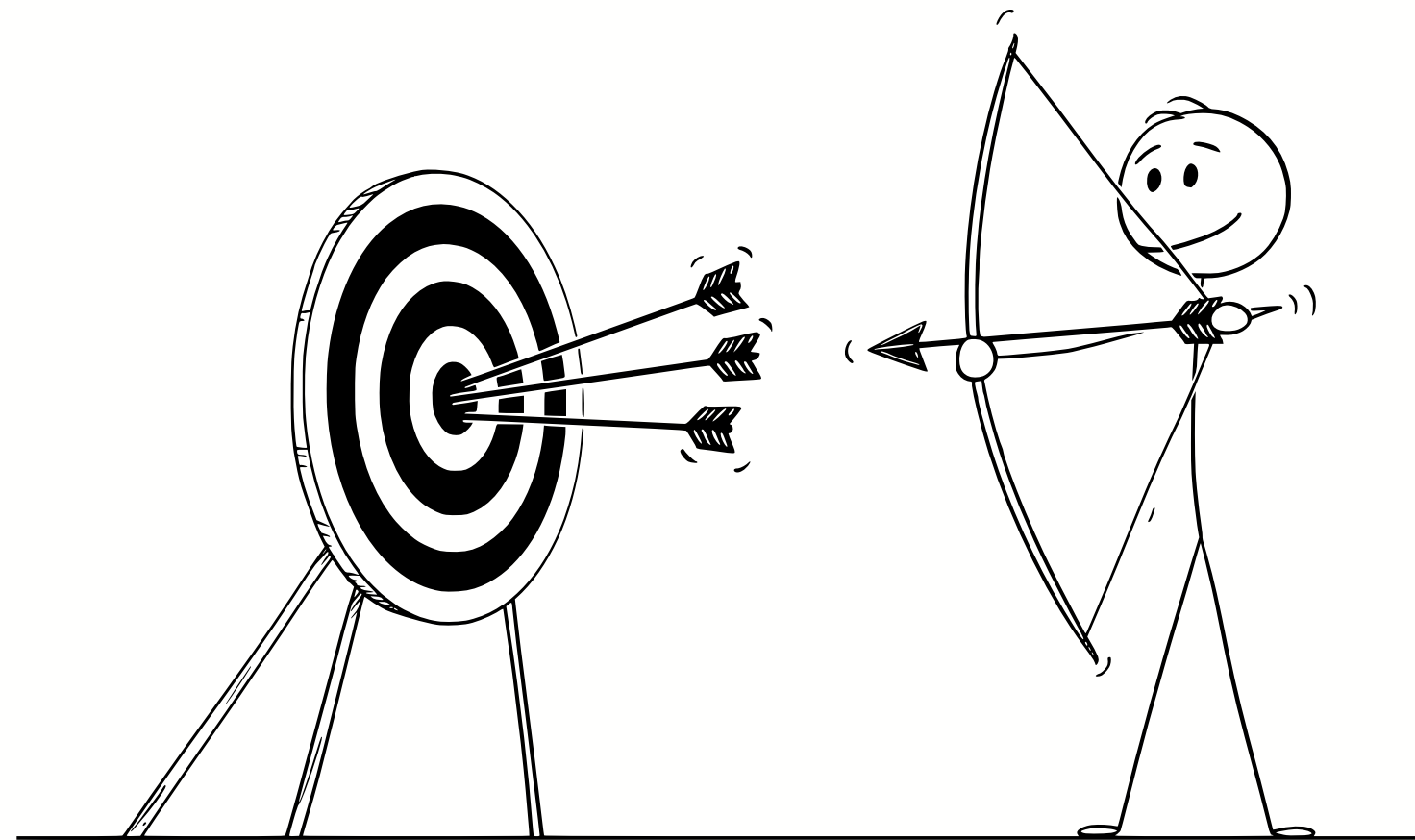
- We are often caught up "*proving*" our impact rather than improving it.
- It's often *externally* motivated and can feel disconnected from the actual work.
- Tools for impact measurement can become overly complicated.
- We have data, but often struggle to gain insights from the data.



Session Goals

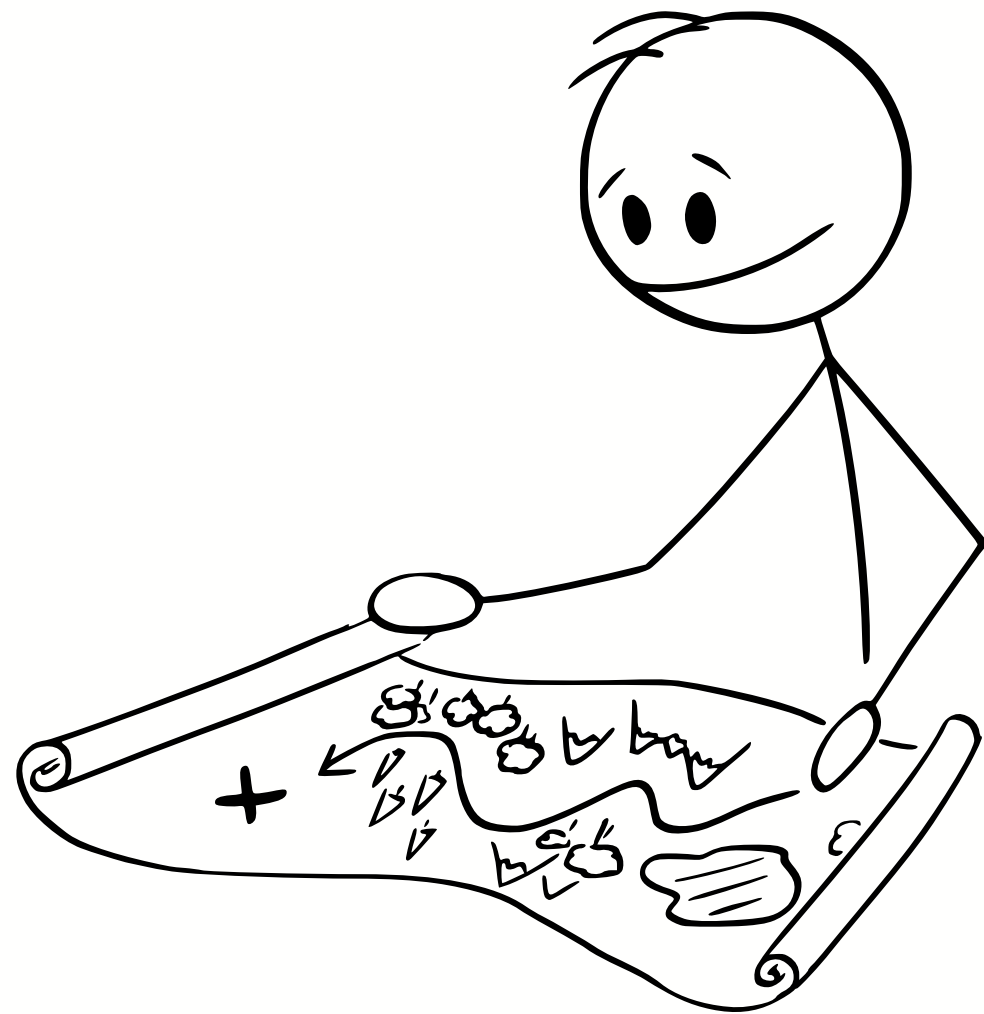
What to Expect Today

- Simplify the theory of change.
- Learn applicable practices to drive change.
- Work through tools and ideas for establishing an inclusive "practice of change."



What is a Theory of Change?

Your map and compass for how you intend to make change.
It's the vision board for impact measurement and management.



A Theory of Change outlines **how** and **why** specific actions are expected to lead to desired outcomes.

My experience with ToC

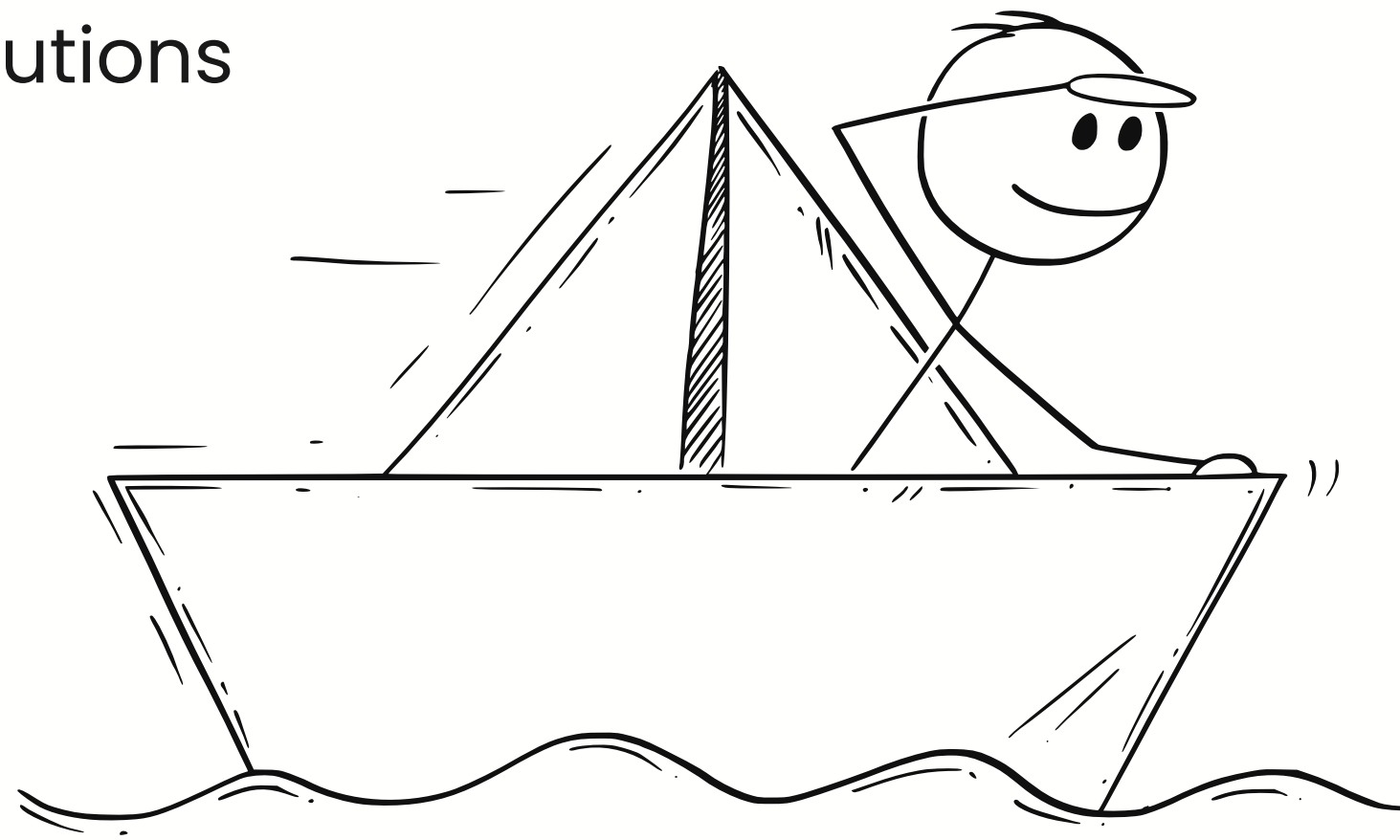
The ToC Struggle Bus



Shifting into a Practice of Change

Learn by Doing

- Look at the System
- Define the Problem
- Explore Opportunities/ Solutions
- Map it Out (ToC)
- Experimentation
- Scale or scrap



Step 1: Look at the System

System Thinking

Purpose: Clear reason why.

People: Team, Board, Stakeholders, Funders, Donors, Volunteers, etc.

Tools: Tech, methods, etc.

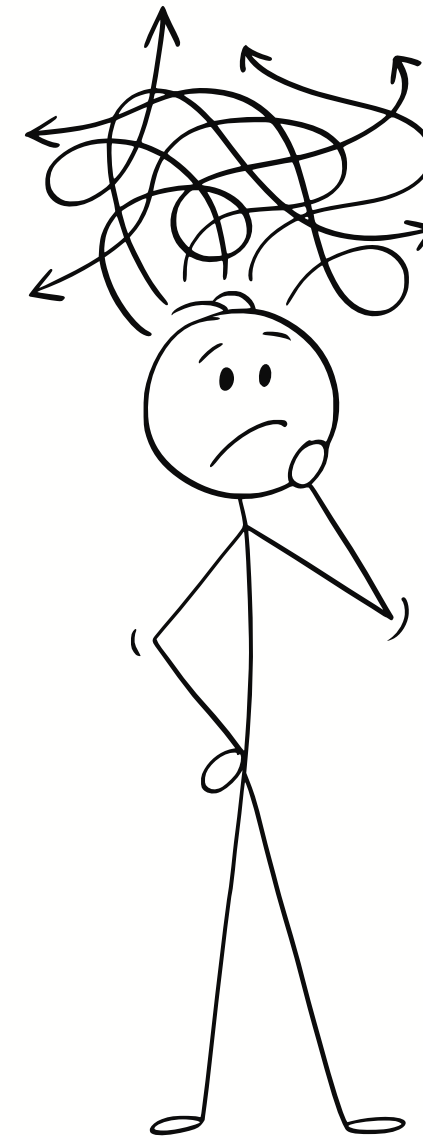
Practices: Intentional work on process, rituals, teaming, etc..

Insights: Taking data and stories to learn as a team and grow.

Step 2: Problem Illumination

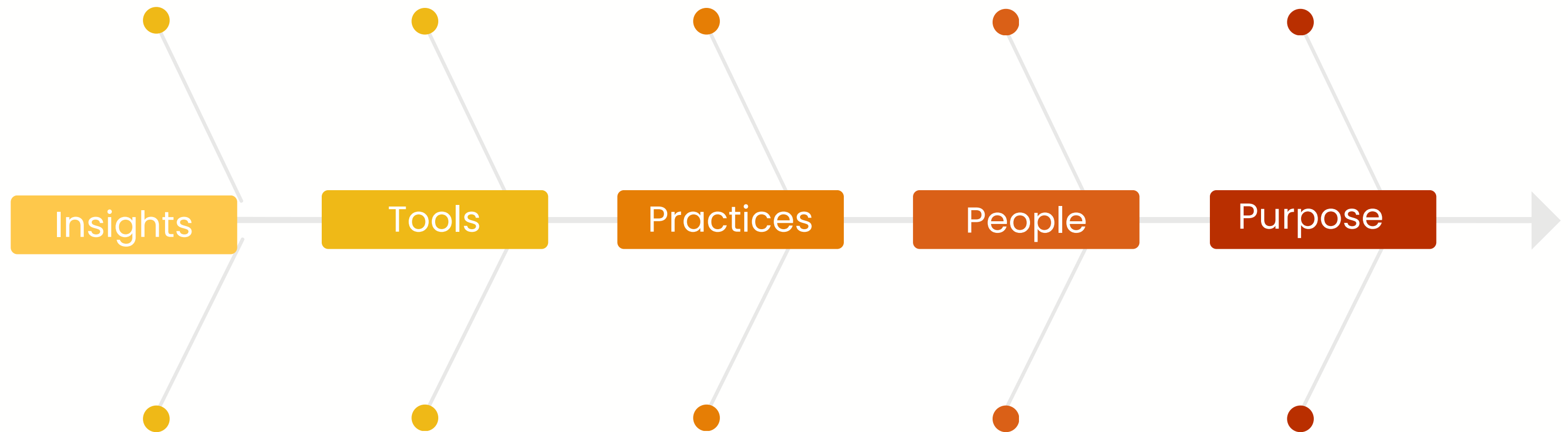
Clearly Define Your Problem

- Is the problem the real problem or a symptom of something else?
- Activate your inner Olaf and ask, “Yeah, why?” 5 times.
- Get to the root cause.



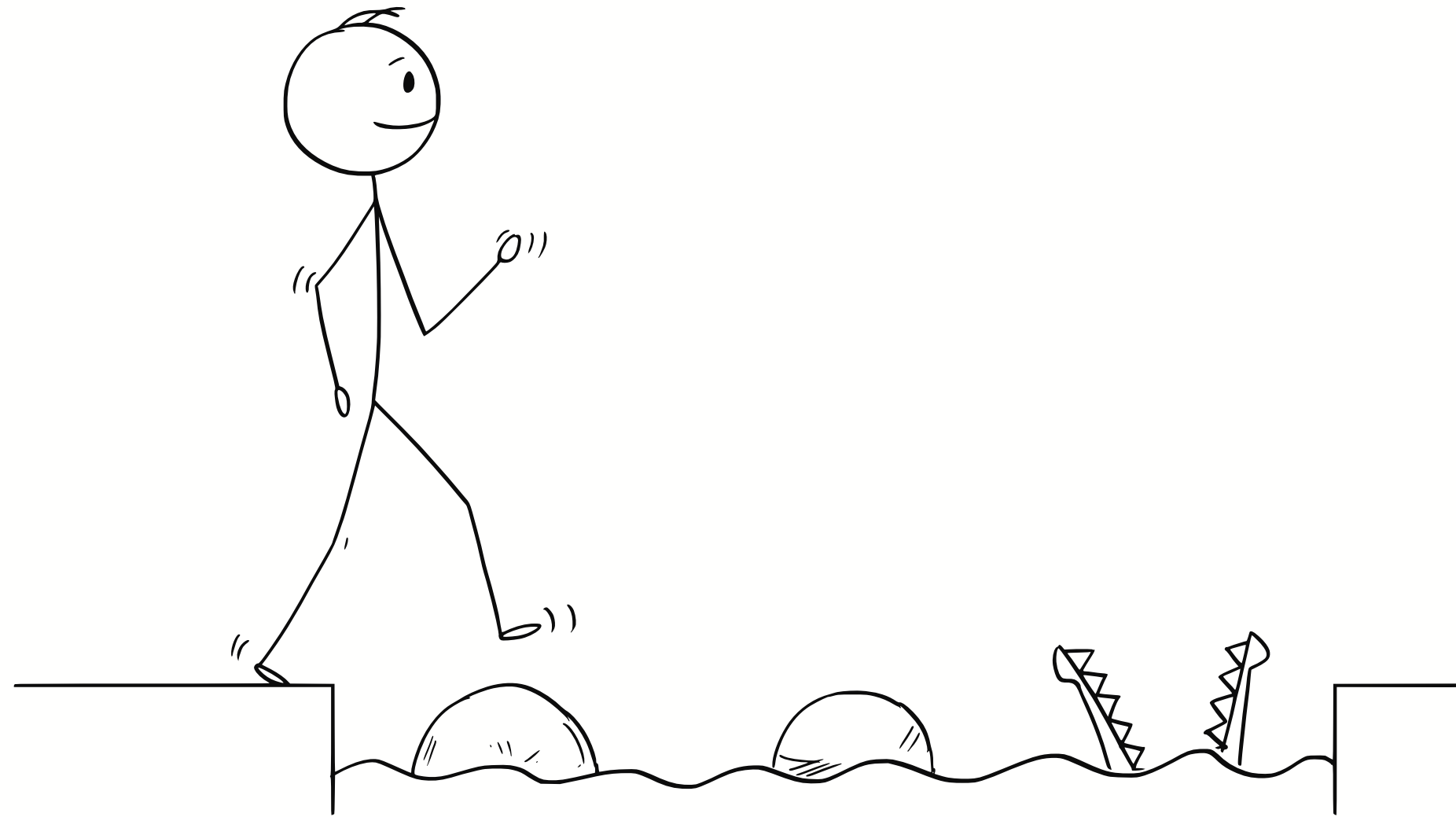
Step 2: Problem Illumination

Do a systems check.



Causal Chain

Thinking through the sequence



Your Turn – Define a Problem & Path

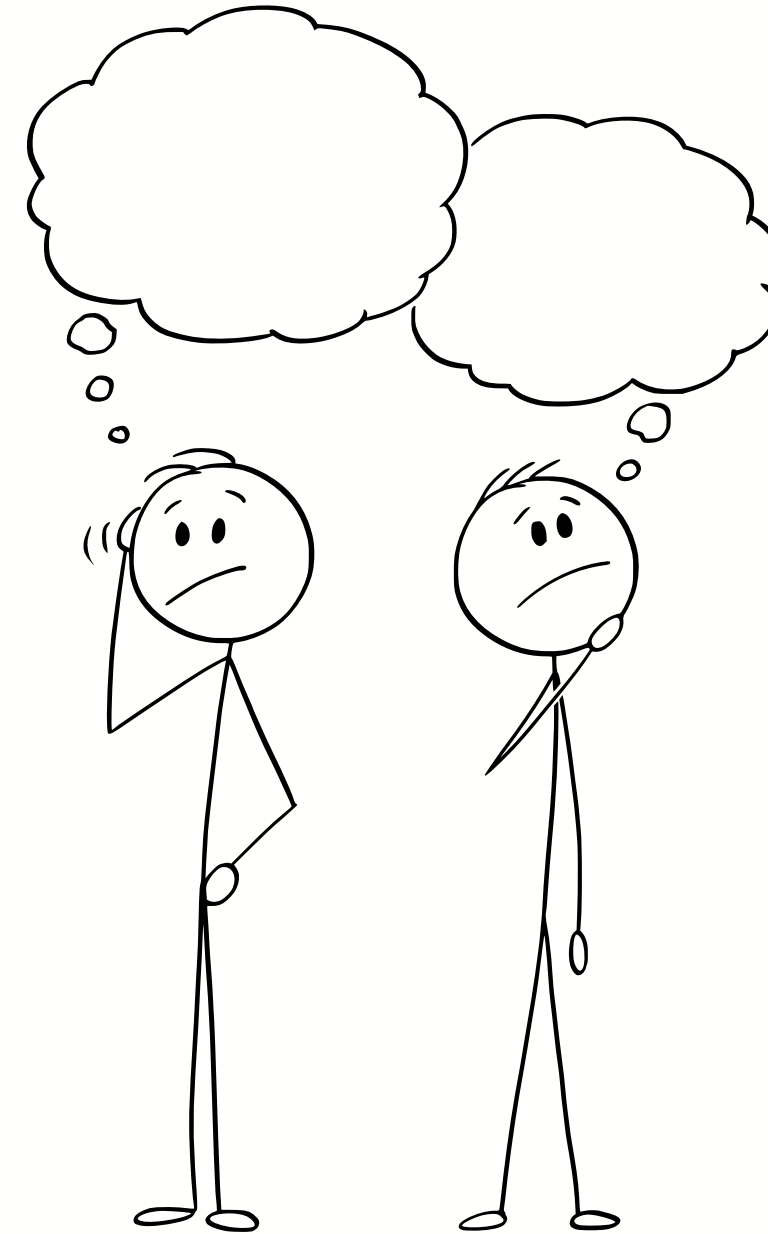
Start with a personal or professional tension.

1. Do group introductions – Name and Org
2. Go through the tensions list on your table.
 - a. Rank your individual top 3 tensions & share with the group.
3. Find the top tension that is shared.
4. Define the root cause/problem
5. Outline the causal pathway

Let's reflect

What were your ahas?

Each group share your problem & any ahas you had during the process.



Step 3: Opportunity Mapping

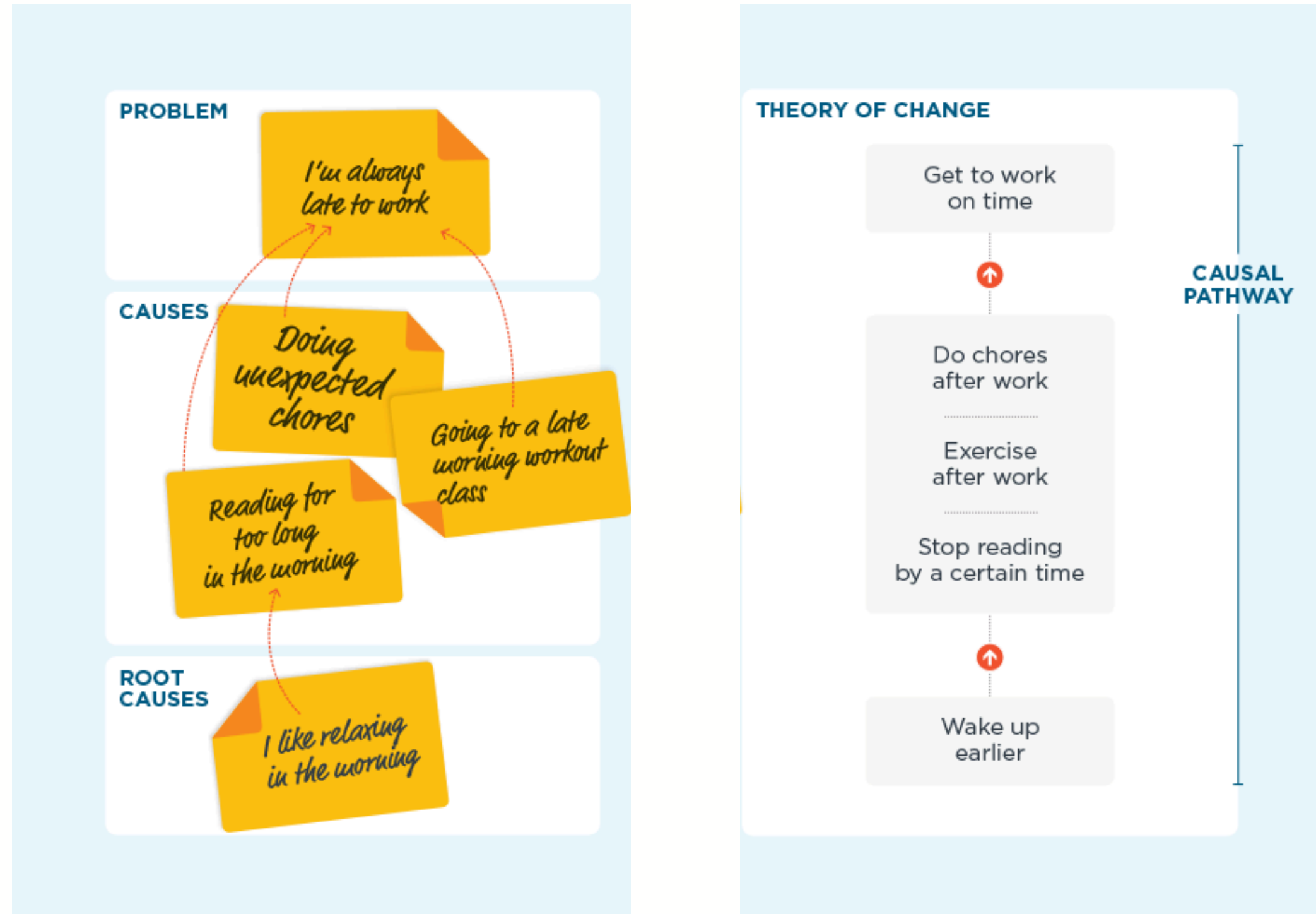


Image Credit: Chemonics <https://chemonics.com/blog/theory-change-easier-think/>

Step 3: Opportunity Mapping

Using the 1:3:1 Method

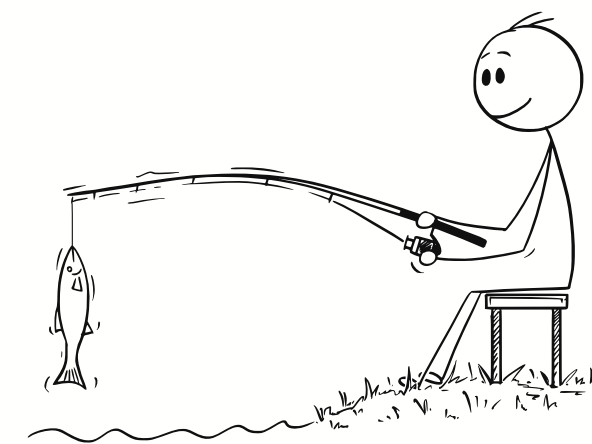
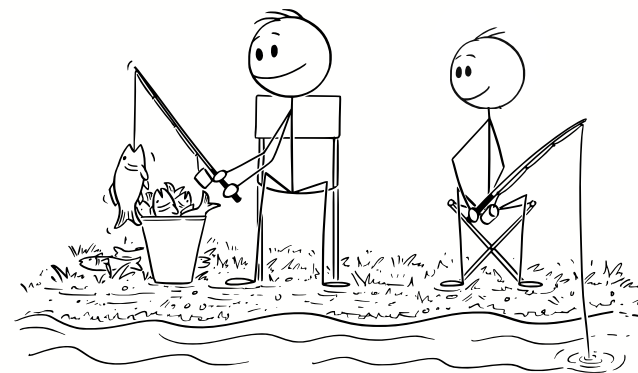
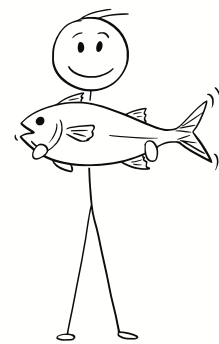
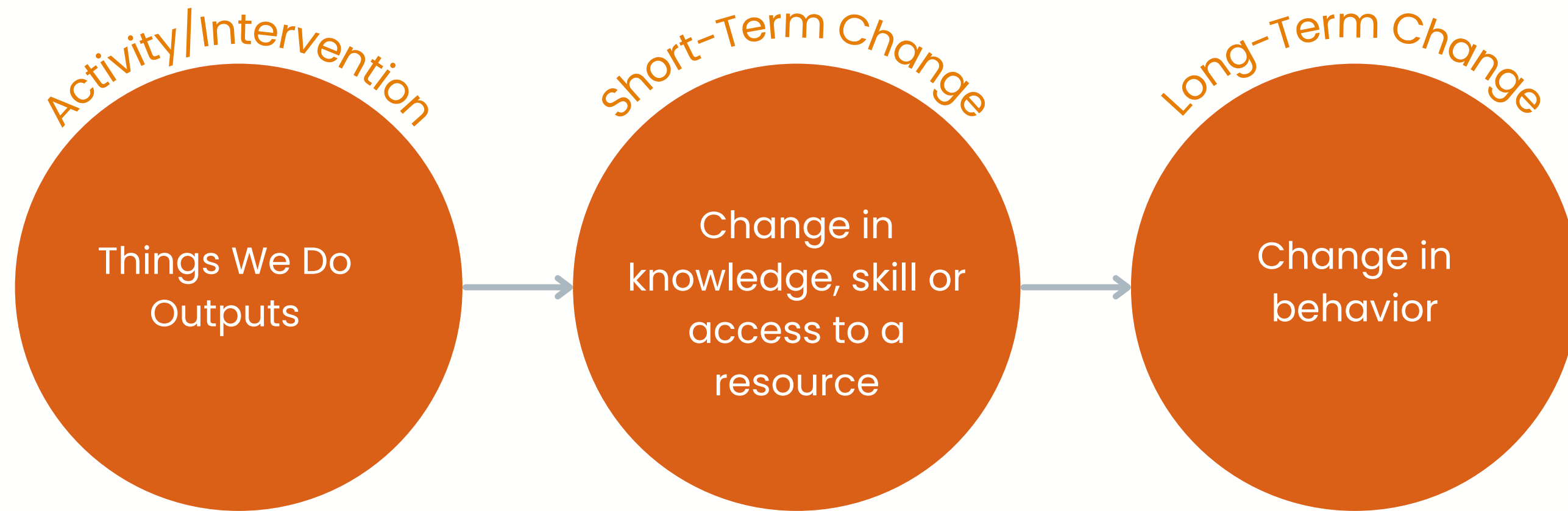
✓ 1	Define Your Problem
3	Brainstorm solutions. Narrow it down to the top 3.
1	Select the option that is most feasible, viable, and desirable

Your Turn – Create your Opportunity Map

- As a group, use either the causal chain or 1:3:1 method (or both) to brainstorm solutions.
- Then pick one you want to test.

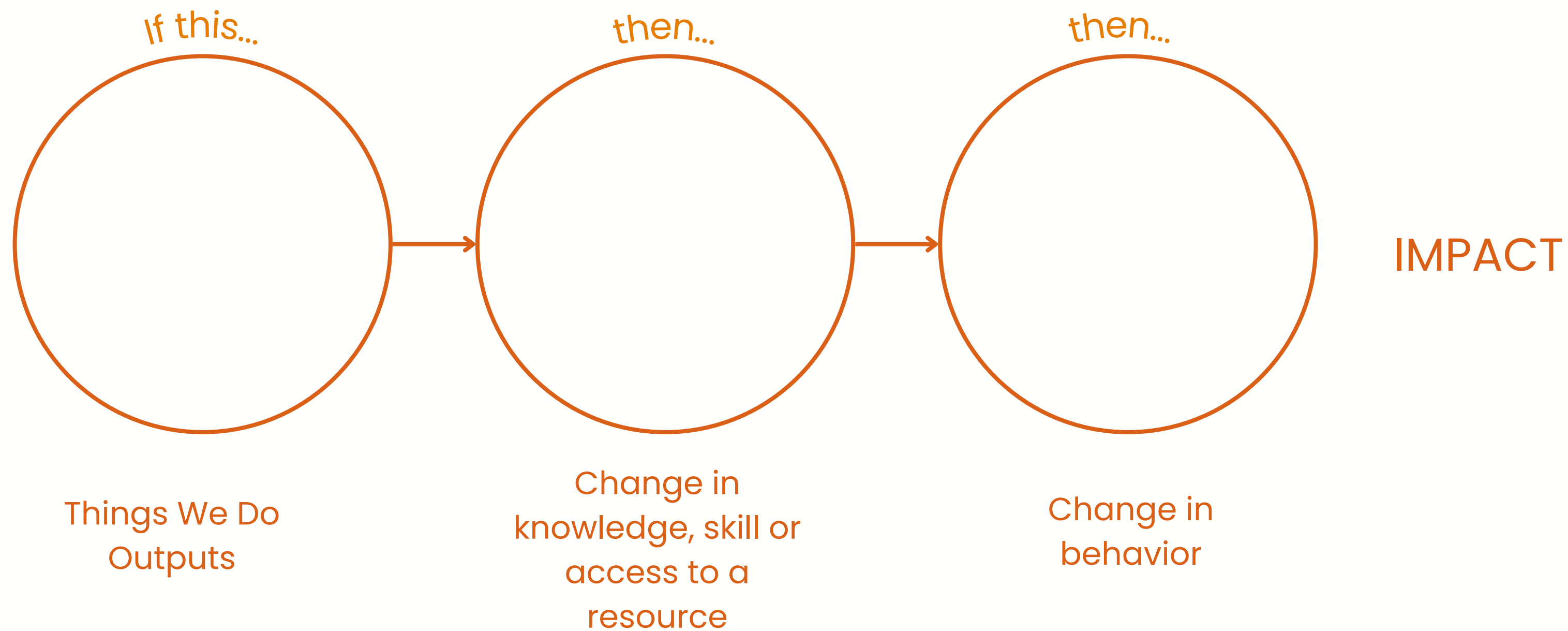
Step 4: Map it Out

Linking Theory to Actions



Your Turn - Create a ToC

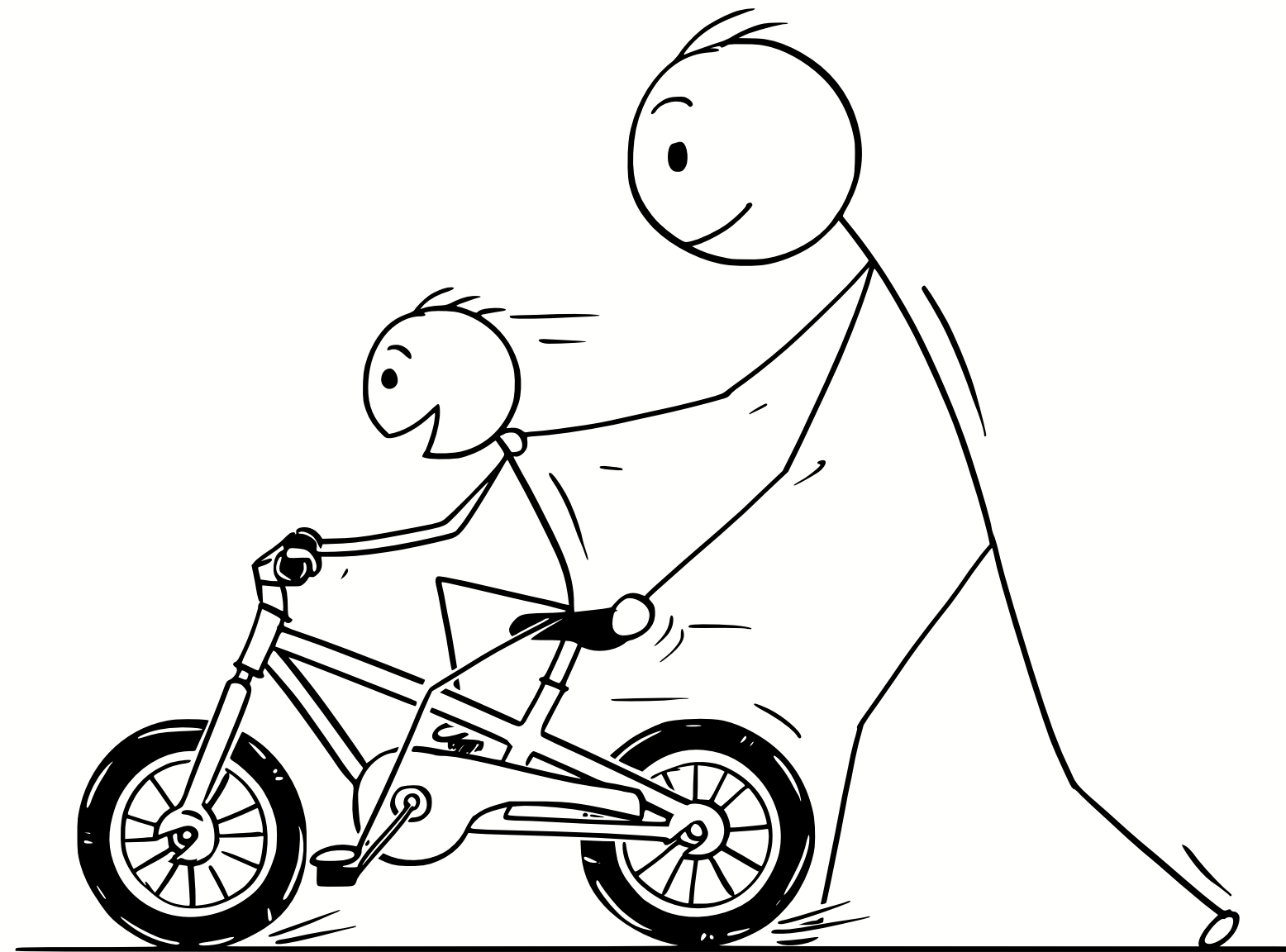
Practical Application



So now you have a Theory of Change

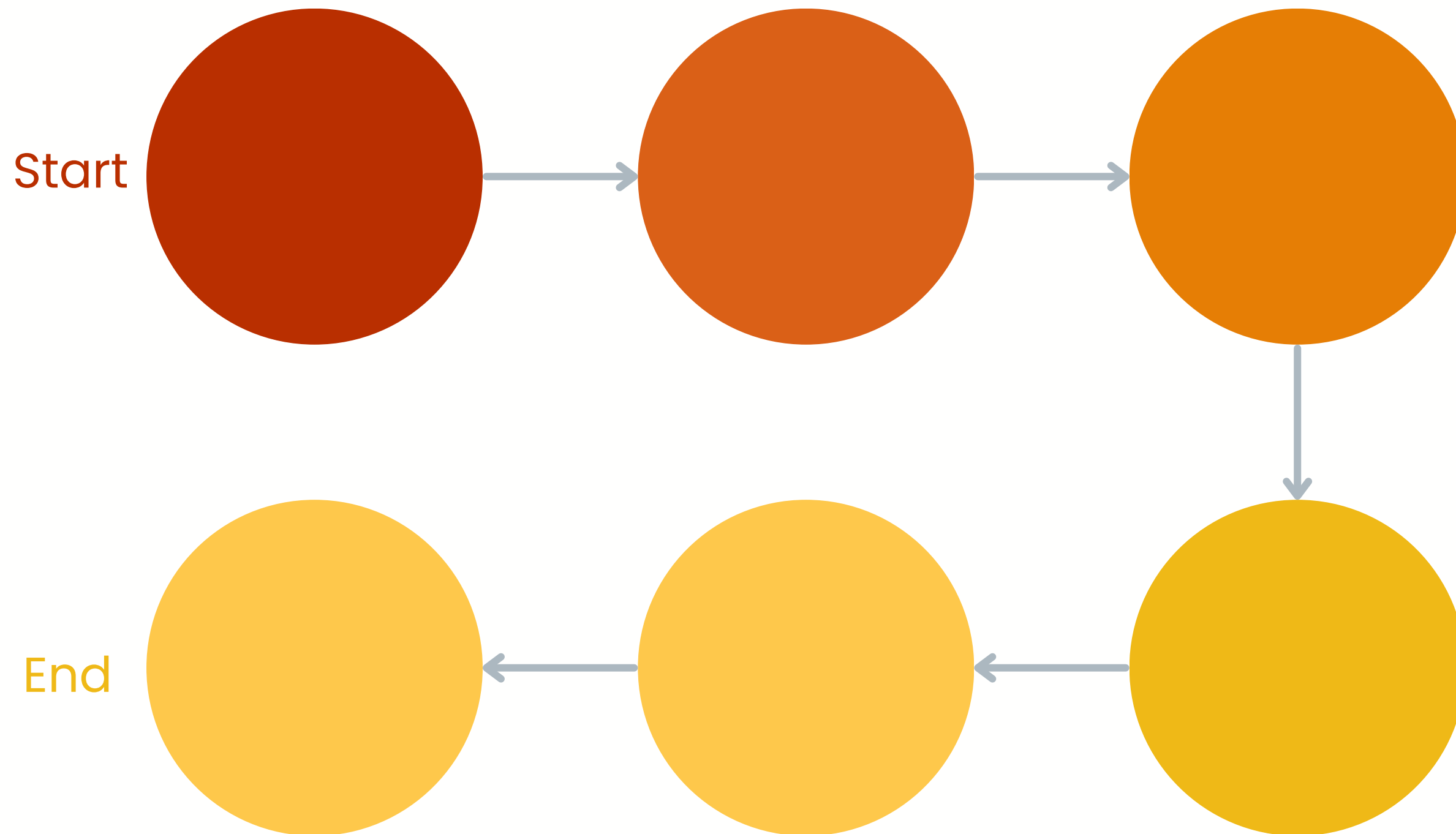
So what?

Now it's time to practice and test our theory



Embracing Experimentation

Learn by Doing



Successful Experimentation Outline

It's not the Wild West out here...

Basic Guide for an Experiment:

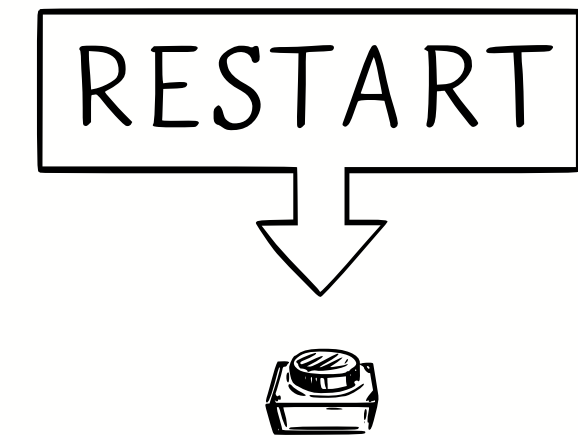
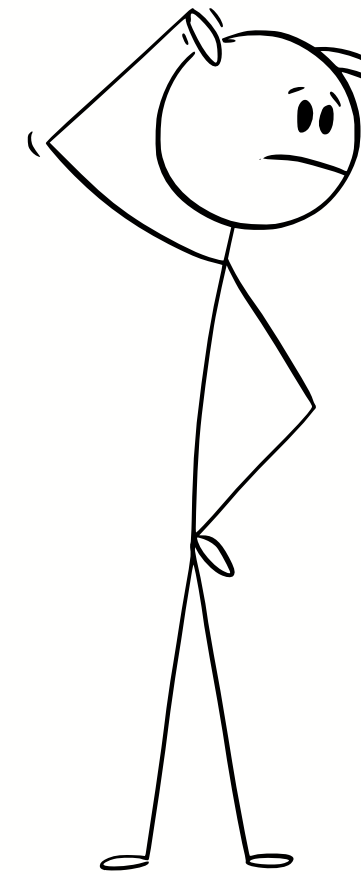
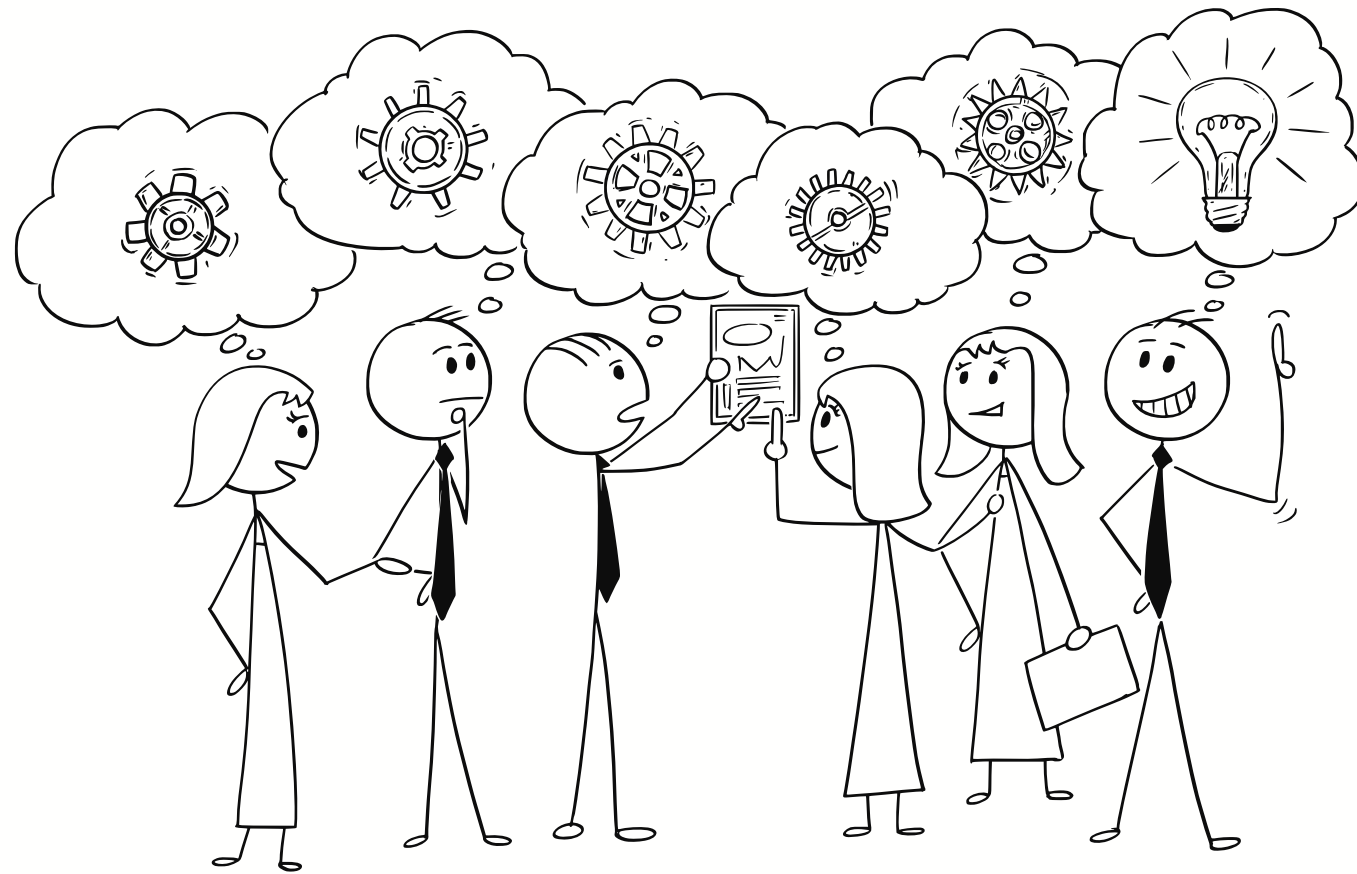
- Can be completed within 8 weeks or less.
- Entirely within the team's control
- "Safe to try"
- Financially and culturally feasible
- Aims to address a recognized organizational challenge

Your Turn – Outline a Safe to Try Experiment

1. Use the first 2–3 minutes brainstorming different experiments.
2. Select 1 experiment
3. Outline experiment based on prompts
4. Does it meet the "successful experiment" outline?

Feedback Loops

And other essential tools for teaming well while experimenting...

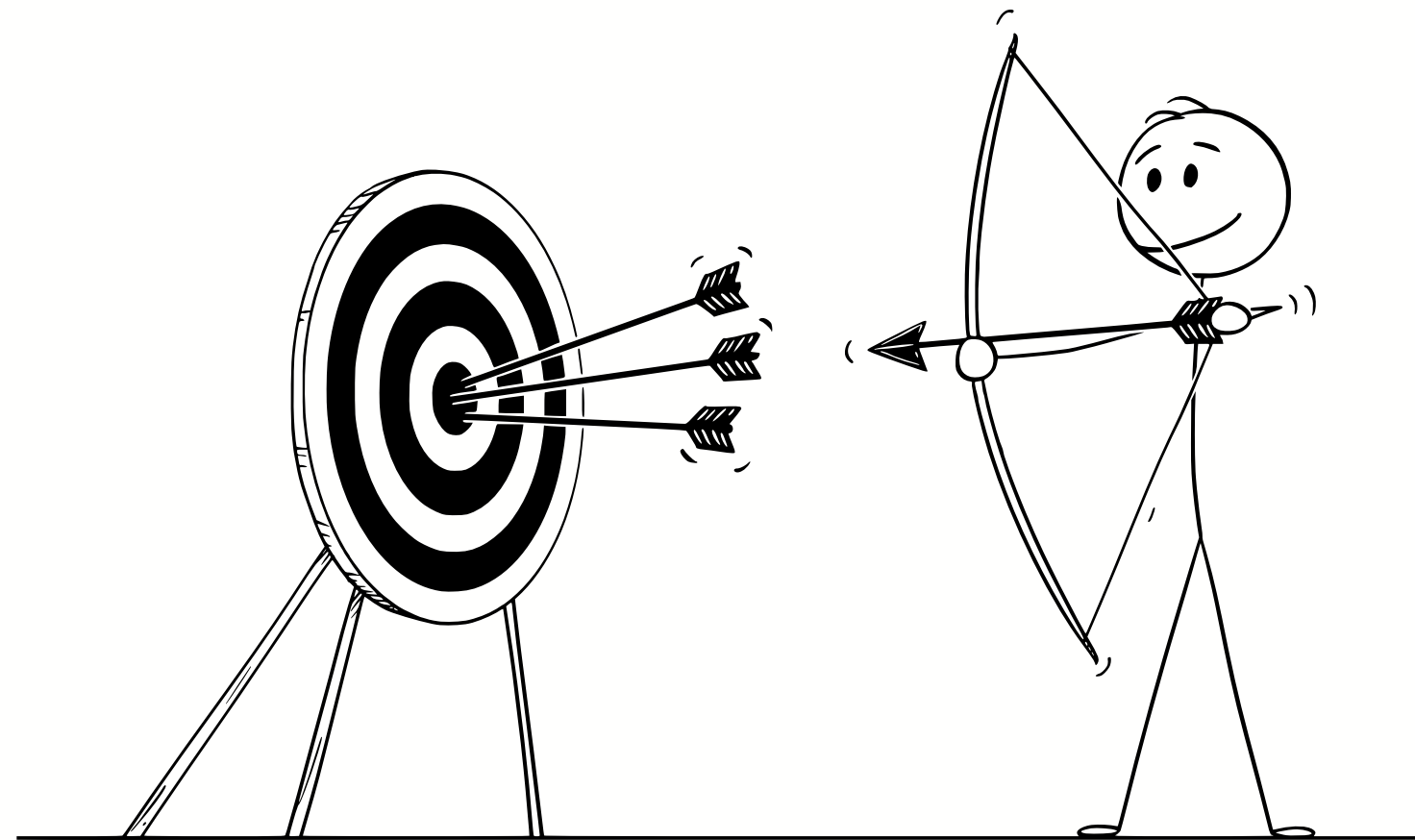


Wrap-up & Reflect

- This tool and process can be applied on various levels.
- Just like a sport or hobby, practicing will help build your skills in this.
- It won't necessarily become easy, but easier and it will allow you to tackle harder challenges.
- Find ways to involve others in your organization or those impacted by or impacting.

Session Goal Recap

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Thank you

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