



Outcome Frameworks: An Overview for Practitioners

Dr. Robert M. Penna; William J. Phillips

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This book was written to help practitioners, both those managing nonprofit groups and those financially supporting them, to understand how best to go about selecting and using an outcome approach within the context of this new reality. It does so by addressing these questions: • What is Outcome Thinking, and how is it different from other approaches to funding, planning and management? • What are its roots and how did it develop? • What are the primary outcome models currently in use? • What are their commonalities? What differentiates them? • How do nonprofit and government leaders decide what model is the best for their situation? We should add some clarification about terminology here. Throughout this work, we will use the term social sector to refer to the governmental, philanthropic and nonprofit communities. This term, originally coined by Peter F. Drucker in the 1990's to refer to nonprofit organizations specializing in community, social and human services, is used in the spirit of brevity. We acknowledge that we have expanded upon Drucker's original definition, but believe we have kept to the spirit of his meaning. We also recognize that while there are differences among the three sectors we include within the phrase, at their core they are supporting services that enhance the social fabric that binds us together. Similarly, we also use the term Outcome Thinking to encompass a wide range of similar outcome related terms. Again this is done to save time and space. Finally, a word on our choices of outcomes models included, and those that we may have missed. We consciously included those that emerged through our research as the most frequently used along with several that presented a new or different perspective or orientation. We apologize for those we might have missed and recognize that strong practice approaches can often elude publication. We hope readers will let us know of other systems or models they find valuable. It is our intended outcome this book serves as a learning tool for a wide range of outcome practitioners and we look forward to hearing from you.

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