THE PERFORMANCE PRACTICE

LEARN. IMPROVE. REPEAT.

USER GUIDE

Release 2.0

October 2019

Developed collaboratively by the

LEAP OF REASON
AMBASSADORS COMMUNITY

INTRODUCTION

In early 2015, the Leap Ambassadors Community released its first product, the Performance Imperative, which offered a clear definition of "high performance" and the organizational pillars or disciplines that best support it. Since then, we've published version 2.0, and thousands of nonprofit leaders and funders have downloaded and shared the Performance Imperative, sparking thoughtful conversations among boards, leadership teams, staff, and stakeholders about what it takes to produce meaningful, measurable change on the issues they care about most.

Leaders who found value in the Performance Imperative asked for ways to make it more actionable for organizational learning and improvement. In 2016, we released the Performance Practice (formerly known as PIOSA—Performance Imperative Organizational Self-Assessment) for nonprofit leaders, board members, and staff who are internally motivated to learn and improve. In 2019, we released version 2.0 to align with the Performance Imperative 2.0. Together, the Performance Imperative and the Performance Practice make up a continous improvement pathway.

While the Performance Imperative outlines organizational pillars and principles that undergird and support high performance, the Performance Practice goes one level deeper. For each of the Performance Imperative's principles, the Performance Practice presents one or more *specific practices or behaviors that represent manifestations of that principle in action.* We call those specific practices "proof points." For each proof point, users can rate their organization's progress, give a justification for their rating, and lay out proposed improvement steps.

The Performance Practice is a vehicle for sparking reflection, fostering dialogue, and driving continuous improvement. It's not the kind of assessment you can fill out quickly and generate a composite score. And it definitely isn't a ruler for rapping anyone's knuckles.

Users have consistently highlighted one benefit above all others: The Performance Practice sets organizations up for meaningful and objective discussions about what matters most. It helps them set aside past grievances in favor of future-oriented discussions about getting better in the disciplines that help them fulfill their missions.

The Performance Practice is available free of charge to nonprofits who want to improve, funders who want to help their grantees get even better at what they do, and consultants who support organizations' continuous improvement. This user guide is designed for leaders and the individuals who will support and facilitate the organizational learning process.

You can find the complete Performance Practice suite of materials at https://leapambassadors.org/continuous-improvement/performance-practice/

If you give the Performance Practice a try, please let us know. We want to hear about your experiences and benefit from your suggestions so we, too, can learn and improve.

HOW TO USE THE PERFORMANCE PRACTICE

The journey to high performance begins with a commitment to improvement and an honest assessment of your organization's current state. The Performance Practice offers seven modules, which may be used independently of each other, because most organizations prefer to work through one or two at a time. Start with the area that's most urgent or relevant to your organization.

We structured the Performance Practice to make you reflect, push you out of your comfort zones, and consider different ways to do things. It should help you and your team learn and improve.

Yes, these discussion-based approaches can take time, but we believe the benefits are worth the effort. The journey to high performance isn't easy or linear. It's usually filled with detours, challenges, victories, and, ultimately, better results.

Options for Use

The Performance Practice can be used in the way that makes most sense for your organization. We have described the most common approach, aggregating individual responses followed by processing collectively, in detail below. Another approach to consider is a facilitated group discussion, which can involve bringing your team together and asking a colleague or an outside facilitator to lead a discussion focused on understanding each person's perspective and prioritizing actions to improve in key areas.

Getting Started: Step by Step

The Performance Practice is designed to support a continuous process of organizational learning and improvement through one or more learning sessions.

A learning session is a structured process based on surveying, synthesizing, and discussing views and inputs about principles and proof points for one or more modules (e.g., leadership, management, programs, financial health, culture, internal monitoring, and/or external evaluation).

While the Performance Practice can be used in the way that makes most sense to your organization, we've outlined the most common sequence of steps below. Organizational leadership should drive the process, although many steps and practical tasks may be carried out by a learning-session administrator.

1. **Define the learning session**
   Articulate the following:

   - Describe the purpose of using the Performance Practice. Do you plan a one-time deep dive or more frequent module reviews?
   - Select the organizational module(s) to use
   - Identify a learning-session administrator

- Decide which participants will be involved. Gaining a true picture of how an organization works typically requires involvement from a wide range of players. That said, you'll want to involve people with knowledge of the areas in question, which can mean including different participants for different modules. If you choose to work on the leadership module, for example, it's a good idea to involve the executive team and the board, but if you choose to work on the management module, it's more appropriate to involve managers and staff.

2. **Prepare your team**

   Introduce the process you're about to embark upon in a way that is meaningful to those who will be involved. Lay the foundation for organizational learning by presenting the following information:

   - What is the Performance Practice?
   - Why are you asking staff to complete the Performance Practice? What do you hope the organization and team will gain? Emphasize how continuous improvement leads to high performance.
   - Who will be involved, and what will the process look like?

3. **Ask participants to complete the Performance Practice**

   Set up the learning session survey, and share it with participants.

   - Ask participants to complete the survey worksheet, stressing the primary importance of assessing the status or progress for each proof point by providing a rating (e.g., substantially meets, fully meets, not started) and, most importantly, their rationale for the rating, concerns, and/or suggestions. The ratings will provide an understanding of where opinions fall on a continuum, but the comments are critical to understanding the underlying "why."
   - Let participants know who will see their responses, whether their comments will be presented anonymously, and how they will be shared back to the group.

4. **Review the responses**

   Compile and report participant responses for each of the proof points to provide a comparative picture of assessments, reactions, views, and feedback.

   The reporting app available on each of the modules pages combines all responses into a single spreadsheet. This side-by-side comparison of participant responses allows you to highlight which proof points are met, need attention, and/or require improvement. See Tips for Analysis below. You can also delve into the responses to pinpoint:

   - Themes that emerge from the comments (e.g., clear interest in doing a better job using data to inform their work)
   - Areas of misunderstanding or confusion, where clarification would lead to better alignment
   - Poor communication, where additional elaboration or explanation would lead to improved understanding

- Gaps or differences in opinion or understanding, where resolution may lead to improved communication, execution, and/or need for process improvements
- Suggestions made by the participants that could lead to organizational improvements
- Questions that require answers for better understanding and alignment.

5. **Share the data with staff**
   Share the data with participants in preparation for discussion. It can be useful to share the following:

   - Summary of the data, including themes, highlights, strengths, improvement areas, and areas of misalignment. Substantiate your conclusions by sharing the comments or rationale that led you to them.
   - Share the raw data (to the extent it makes sense). You may want to remove identifying information as much as possible, depending on the comments.
   - Ask participants to think about whether they agree with your conclusions, see additional themes, or have other questions about the data.
   - Give staff some time to review before your group discussion.

6. **Learn and improve**
   Facilitate one or more sessions to discuss the findings, identify the most pressing problems, analyze the root causes, and make a plan for improvement. Sharing findings with the participants and facilitating discussion sessions as the basis for organizational learning will help:

   - Celebrate organizational progress and achievements
   - Get everyone on the same page
   - Contribute to staff development and improved understanding
   - Lead continuous improvement.

   The Leap Ambassadors Community's Knowledge Center includes resources to help you understand problems and define approaches to solving them.

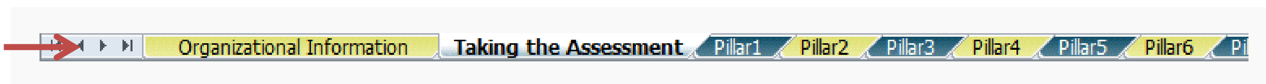
7. **Repeat**
   This process can be repeated with the same group at a later date. Reassessment allows you to assess the extent to which you have successfully made changes, a critical part of the continuous improvement cycle.

   The process can also be done with different participants, and/or different focus (e.g., another organizational discipline). The efforts can be as big or small in scope as needed. The use of Performance Practice learning sessions can be applied to an immediate need (e.g., financial health) or a more comprehensive organizational development effort (e.g., where leadership, management, and culture disciplines are the focus over a longer period of time).

Setting Up the Survey

1. Download the applicable Performance Practice Workbook file to your computer (you can download a separate workbook for each module or one workbook that includes all modules).

   Save a MASTER file of the workbook (e.g., PerformancePractice_YourOrg_Date.xlsx).



2. Complete the Organizational Information.

   On the Organizational Information tab, enter your organization, a description of how you're using the self-assessment (e.g., board retreat, planning session), the respondent's name, and date. You can use this tab as a cover page when you're ready.

3. Create the file(s) to use with your organization.

   For a group discussion, save one file, writing all the participants' names in the Performance Practice Participants section of the Organizational Information tab. If individuals are filling out the self-assessment and bringing their copies to a team discussion, you'll need a file for each user. In that case, each person can enter his/her own name to the Performance Practice Participants section of the Organizational Information tab. Consider adding a date and user name to individual files (e.g., PerformancePractice_YourOrg_Date_JohnDoe.xlsx) to avoid overwriting files or version-control issues.

4. Save early; save often!

   We can't count the number of times that a technical glitch has caused us to lose information so we're big believers in frequent file saving.

Reporting App for Windows

Prerequisite: Must have Microsoft Excel

1) Gather all of the Performance Practice spreadsheets that your organization has completed (e.g., Module1….) and store them in one folder. You may include spreadsheets for multiple modules, if you want them all to show up in the same report.

2) In preparation for running the Performance Practice report application, make sure all Excel files in this folder are closed.

3) On the Leap Ambassador website, navigate to the Performance Practice section and go to any one of the module pages (the same app is available on all the pages).

4) Under "Reporting App," choose "Reporting App for Windows."

5) Depending on your browser settings, you may be prompted on where to save the zipped version of the application. If so, we suggest saving to your Desktop but you may choose any location you like. If not prompted, the zipped version of the application will be saved in your browser's default download location.

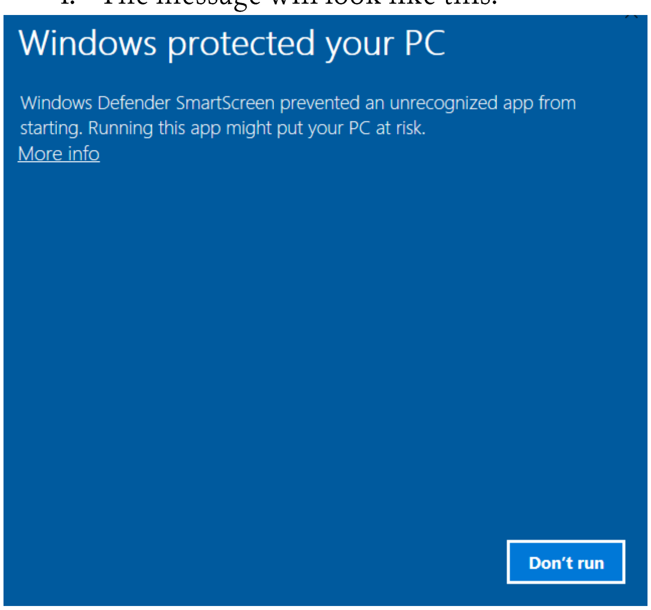
6) After saving the downloaded file, your system may display a warning message (i.e. "Performance_Practice_Report....zip is not commonly downloaded and may be dangerous"). If so, click on the up-arrow next to the discard button and click on "Keep."

7) Now navigate to the zipped file (i.e. Performance_Practice_Report.exe) and double-click. This will produce an unzipped version of the application.

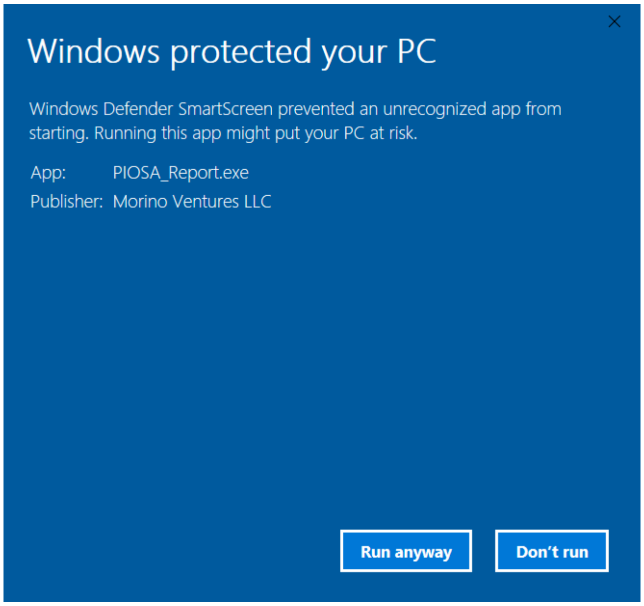
8) Double-click on that unzipped file (i.e. Performance_Practice_Report) to start the Performance Practice reporting application.

9) You may receive a security message questioning whether the application is safe to run.

    a. In Windows 10
        i. The message will look like this:

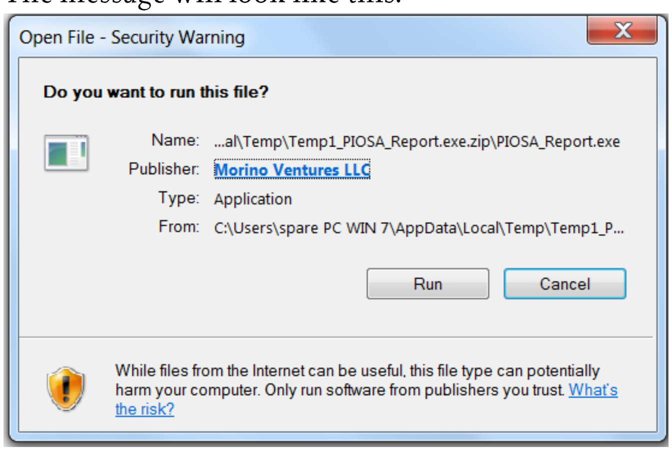


ii. Click on the “More info” link.
iii. The next screen will look like this:



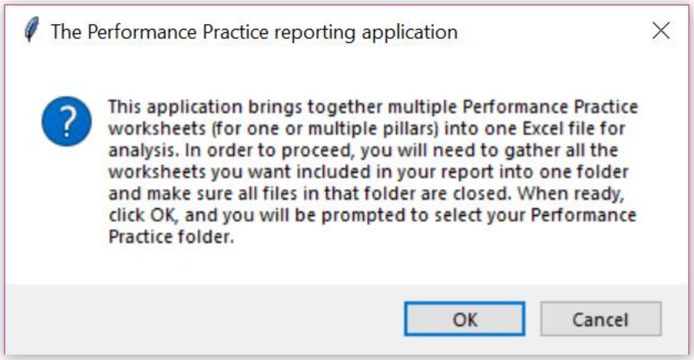
iv. Click on “Run anyway.”

b. In Windows 7
   i. The message will look like this:



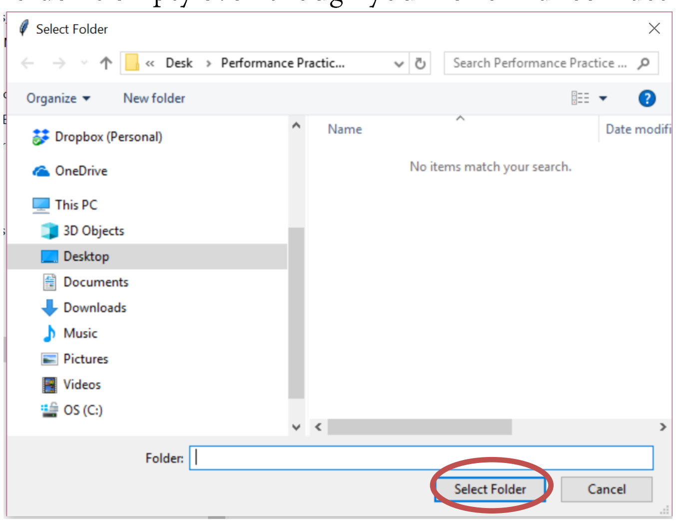
   ii. Click “Run.”

10) The application will start by displaying a pop-up window with brief instructions. If you don’t see this pop-up, you may need to minimize other windows on your system as it may be behind something else. The pop-up will look like this:



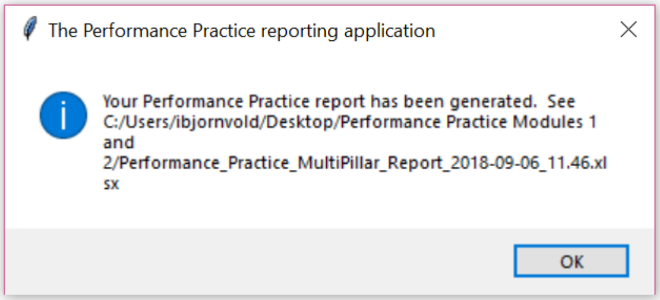
i. Click "OK."

11) Select the folder where you've stored those Performance Practice spreadsheets you'd like to report on. Note that this selection screen only shows folders (not files) so it may appear that your folder is empty even though your Performance Practice spreadsheets are actually stored there:



12) Click "Select Folder" button.

13) Once all files are successfully processed, you will see the following pop-up window:



14) Note the location and name of the new Performance Practice report that has been generated (same folder as your other Performance Practice files) and click "OK" to end the application.

Reporting App for Mac

Prerequisite: Must have Microsoft Excel

1) Gather all of the Performance Practice spreadsheets that your organization has completed (e.g., Module1….) and store them in one folder. You may include spreadsheets for multiple modules, if you want them all to show up in the same report.

2) In preparation for running the Performance Practice report application, make sure all Excel files in this folder are closed.

3) On the Leap Ambassador website, navigate to the Performance Practice section and go to any of the module pages (the same app is available on all the pages).

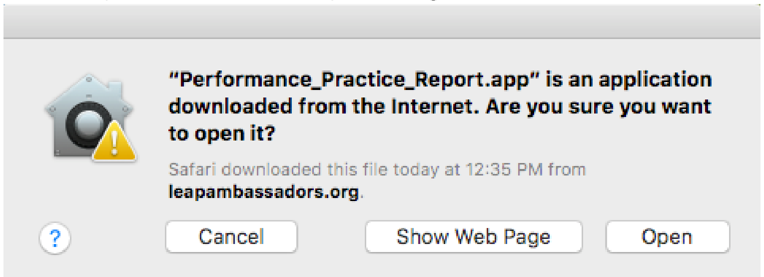
4) Under "Reporting App," choose "Reporting App for Mac," being sure to choose the appropriate version for your Mac operating system.

5) Depending on your browser settings, you may be prompted on where to save the zipped version of the application. If so, we suggest saving to your Desktop but you may choose any location you like. If not prompted, the zipped version of the application will be saved in your browser's default download location.

6) Depending on your system, the zipped version of the application may or may not have been automatically unzipped by your system. If you still see ".zip" at the end of your downloaded file, you'll need to unzip it by double-clicking on it. This will produce an unzipped version of the application.

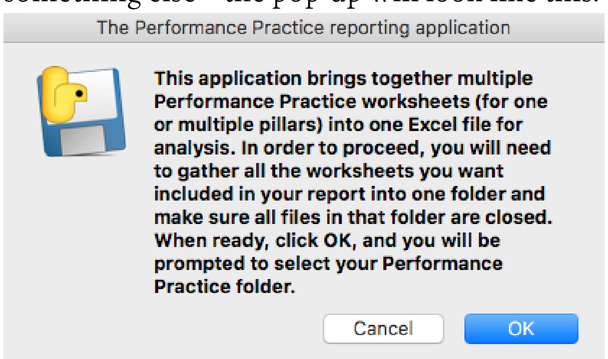
7) Double-click on the unzipped file (i.e. Performance_Practice_Report.app) to start the Performance Practice reporting application.

8) You may receive a security message like the one shown here:



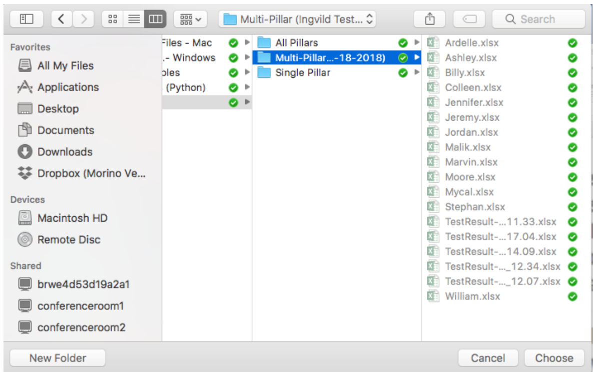
If so, click "Open."

9) The application will start by displaying a pop-up window with brief instructions. If you don't see this pop-up, you may need to minimize other windows on your system as it may be behind something else – the pop-up will look like this:



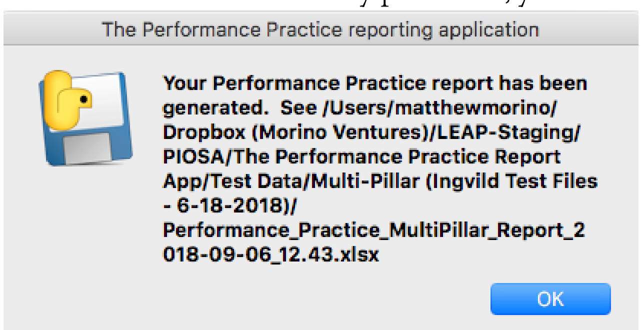
10) Click "OK."

11) Select the folder where you've stored those Performance Practice spreadsheets you'd like to report on:



12) Click “Choose” button.

13) Once all files are successfully processed, you will see the following pop-up window:



14) Note the location and name of the new Performance Practice report that has been generated (same folder as your other Performance Practice files) and click “OK” to end the application.

Tips for Analysis

Once you’ve used the reporting app to compile all Performance Practice worksheets into a single file, it’s time for you (as the administrator or individual facilitating the conversation) to analyze what respondents have shared. Here are some approaches leaders have taken to look at compiled data and prepare for a team dialogue:

Review the combined ratings/comments for each of the proof points:

- What are areas of alignment? Are there proof points where you mutually agree that you have “substantially met” the behavior or practice? If so, are these practices that might be highlighted and celebrated? Are there proof points where you mutually agree that you still have work to do?

- What are areas of misalignment? Do these areas require conversation to understand why people have given disparate ratings? Do they indicate a need for discussion to get everyone on the same page?
- What ratings/comments indicate a need for further education/explanation among your team? Do you see a lot of “Don’t Know/Not Sure” ratings? This could signal an opportunity to schedule training sessions or bring the team up to date about an activity or initiative that may not be widely known.

Dig deeper into the comments/rationales for the proof points.

- IMPORTANT CAVEAT: WAIT UNTIL ALL DATA IS INCORPORATED INTO THE REPORT BEFORE STARTING THIS PART. The reporting sheet has a column included for themes (and feel free to add additional columns if you need them). This is where you can add notes about themes or categories that you see across the responses. For example, are there frequent mentions of the need for professional development, better understanding of how data is used, or more transparent communications? Flagging these comments to begin to see patterns/trends will likely help you and your team have richer dialogue and prioritize “what’s next” in your ongoing process for continuous improvement.
- You might also add columns for notable quotations, questions and suggestions, and anything else that will help spark conversations among your team.
- Devise your own creative ways to look at the data (and let us know so we can share)

You may find that your analysis is more directional than specific and that’s OK. Several leaders have suggested that what they learned through the process allowed them to have conversations that wouldn’t have been possible otherwise.

Once the data is analyzed, you can move on to crafting a discussion agenda and beginning the conversations to reflect, learn, act, and improve.

Support

Performance Practice Support is available to users free of charge. We provide guidance on implementation and application, collect and share user experiences, and assist users interested in compiling results, tailoring, and custom branding. To learn more, email us at performancepractice@leapambassadors.org.

DEVELOPMENT

Development Methodology

The Leap Ambassadors Community and key external partners collaboratively developed the Performance Practice's proof points based on a disciplined and iterative process that involved 62 members of the community, 11 external reviewers, and scores of beta-testers across ten organizations. Following the sage wisdom of Peter Drucker, the community chose to focus its efforts on collaborating to get the "right" content for the Performance Practice. We will make periodic updates as we learn more from leaders putting the Performance Practice into action.

Stages included:

- Proof-point development and iterative pillar-by-pillar reviews
  - Three to four content-area experts, each bringing deep knowledge and relevant experiences, drafted an initial set of proof points for the principles in a pillar.
  - A micro-community of ambassadors, the Leap Ambassadors support team, and a small set of external/special reviewers provided multiple reviews and revisions.
  - Editorial review at each stage augmented and aided this iterative review-and-revision process.
- Full document review and refinement
  - Proof points from all seven pillars were compiled into the Performance Practice —168 proof points, for 66 principles, across the seven pillars of high performance.
  - The Leap Ambassadors support team thoroughly reviewed the full document—the "alpha" version—followed by an overall editorial review to minimize redundancy and ensure clarity and consistency.
  - The micro-community, content-area experts, and special/external reviewers provided feedback on the alpha version. Feedback was assimilated and integrated to produce a "beta" version.
  - The full Leap Ambassadors Community provided feedback on the beta version and advice for how to best package, launch, and use it in the field.
  - Selected organizations completed the beta version and provided feedback and advice for how to best package, launch, and use it in the field.
- Public release
  - The Performance Practice Prototype, then referred to as the PIOSA, was made publicly available in January 2017.
  - It was repackaged and presented in modular form in late 2017, renamed the Performance. Practice in September 2018, and aligned to the Performance Imperative 2.0 in September 2019.
  - The Performance Practice User Guide provides an introduction, acknowledges the great work of contributors, suggests various application scenarios, and describes our development methodology.
  - The Performance Practice Presentation introduces and explains the Performance Practice to leaders, organizations, and networks.

- The Performance Practice and the supporting documents are available for download from the Leap Ambassadors Community website at https://leapambassadors.org/continuous-improvement/performance-practice/.

Two Important Considerations

In the course of the development, we considered two important, interrelated issues: the overall number of proof points and the complexity of proof points.

Number of Proof Points: We didn't want to end up with a burdensome self-assessment with an excessive number of proof points. And no one wanted to leave important high-performance practices on the cutting-room floor.

We struck a balance by establishing a guideline of an average of one to three proof points per principle. This forced contributors to take a careful look at the initial proof points and determine which are *essential practices for any organization that aspires to achieve high performance.*

Sticking to this threshold had implications for the form and content of proof points. As described immediately below, it led us to accept multi-variable proof points rather than insisting on simple, single-variable proof points in all cases.

Complexity of Proof Points: Survey designers often discourage multi-variable questions, because it can be difficult for users to know how to answer a question that requires consideration of more than one element. Therefore, we encouraged the contributors to aim for single variables. But it was not always possible—or desirable—to winnow down to a single variable for every proof point.

In some cases, crafting a single-variable proof point simply dumbed down a practice too much. For example, under Pillar 1 ("Courageous and adaptive executive and board leadership"), we started with a single-variable proof point like this: "*Every three to five years, my organization's executives and board revise as necessary the mission of the organization*." Reviewers decided that this formulation left important details out of the equation—leading to an anemic proof point not reflective enough of what great organizations do. After receiving additional input, we landed on the following language: "*Every three to five years and at other critical junctures, my organization's executives, board, and key staff thoroughly review, question, and revise as necessary the mission of the organization and the core assumptions upon which the mission is based*."

One could argue that it's possible to capture all the additional detail by adding additional proof points. But contributors found that doing so meant moving quickly beyond three proof points per principle. Unless we opted to go well past the target, we were leaving too many essential practices off the table. In other words, the pillar's proof points taken as a whole would not be fully representative of what an organization needs to focus on for high performance.

In sum, we optimized for proof points that do justice to hard, complex issues and push for difficult self-reflection over facile responses.

Guidelines for Proof-Point Development

Drawing from lessons learned from early drafts, developers encapsulated the following guidelines for those involved in contributing to and reviewing proof points:

1. **Proof points should not dumb down important concepts**. When it's possible to distill down to a single variable without sacrificing meaning or busting well beyond three proof points per principle, that's what we should do. But we should not sacrifice meaning on the altar of speed or simplicity.

2. **Proof points should identify specific practices and behaviors**. For example, "*Because the urgent often squeezes out the important, my organization's leaders, managers, and staff members periodically set aside uninterrupted time on their calendars to read and think. They use this time to reflect on their own performance and on our people, processes, culture, and results*" is preferable to "*My organization's managers encourage staff to reflect on their performance.*" Proof points should enable organizations to envision what it would look like to operationalize the PI's pillars and principles.

3. **Proof points should be essential practices for all high-performance organizations**. To avoid overwhelming our intended audience, we should prioritize the essentials.

4. **Proof points should not require users to get inside the head of anyone else**. For example, we should avoid defining proof points that ask a user to assess what beliefs others hold (e.g., "*My organization's executives care deeply about achieving strong results.*") Instead, we should favor proof points that identify specific manifestations of beliefs (e.g., *"Through a formal process, my organization's executives and board assess themselves individually and collectively, at least once a year, to hold themselves accountable for delivering strong results."*).

5. **Proof points should dovetail with the principle they are intended to flesh out**. Even if a proof point does a good job of identifying an important practice of high-performance organizations, it must also align well with the principle under which it falls. If it does not align well, it should be moved or eliminated. The PI's pillars and principles are the core of the Performance Practice. We do not want the Performance Practice to drift away from the PI's moorings.

6. **Proof points should not merely restate the principles**. This is redundant and will hinder the identification of specific practices and behaviors.

7. **Proof points should be presented in clear English**. We should only use a piece of jargon if absolutely necessary to illuminate the specific practice or behavior. (In those rare cases in which jargon is necessary, it will be explained in the Performance Practice's glossary.)

8. **Proof points should be "MECE" (mutually exclusive and collectively exhaustive)**. Looking at all proof points across all pillars, we should make sure we identify essential practices/behaviors of high-performance organizations—without unnecessary overlap or repetition (except where such overlap allows users to look at a topic through multiple perspectives).

Why There's No Automated Version of the Performance Practice

The Leap Ambassadors Community didn't want to short shrift its content development processes. Nor did we want to invest significant resources in a technology platform until we could determine how successful the Performance Practice approach proves in the "marketplace" and learn more about what (or if) data compilation and analysis needs are required.

If we consider automating the assessment (web interface or another cloud solution), it would likely require exploring partnership opportunities with field-neutral institutions that have a vested interest in doing so and the technical support, storage hosting, and distribution capacity of the scale required.

The Performance Practice workbook is a basic Excel file that meets the core requirements to assess an organization, stimulate discussion, and contribute to organizational and staff learning and improvement. An administrator simply needs to place all workbooks in one folder and run the reporting app, which automatically pulls the data from all the sheets into one convenient report.

Members of the Leap support team have formal product development experience, and we knowingly approach the Performance Practice as the start of a learning and collaborative development experience with a growing community of users. The Performance Practice is not a "one-and-done" product. We welcome any and all ideas and suggestions on how to improve the usability of the Performance Practice. Let us know if you're interested in being part of the solution by emailing us at performancepractice@leapambassadors.org.

The Performance Practice asks people to wrestle with complex questions. Management is never easy. An assessment should require work, stimulate thoughtful reflection, and help an organization understand, learn, and get better.

ACKNOWLEDGMENTS

On behalf of the Leap Ambassadors support team, sincere thanks to those who dedicated time and effort to the development of the Performance Practice. For nine months, ambassadors and other special reviewers have offered their knowledge, expertise, and constructive feedback to make the Performance Practice a reality.

Thought and Action Leaders

The Performance Practice wouldn't have happened without Brad Dudding and Steve Butz. Brad adapted the Performance Imperative pillars and principles into a grid to allow his own organization, the Center for Employment Opportunities, to self-assess its organizational peformance. Steve, an ambassador and advisor to the Leap Ambassadors support team, saw the promise in Brad's approach and enthusiastically advocated for developing an organizational self-assessment along these lines. Fortunately, in a summer 2015 survey of the Leap Ambassadors Community, developing such an assessment based on the Performance Imperative ranked as the #2 priority of the community. By fall, Steve stepped up to lead the effort. His trusted relationships with many ambassadors, along with his infectious and positive enthusiasm, sparked a collaborative process where content-area experts and reviewers were able to provide the best of their best.

Leap team members Cheryl Collins and Lowell Weiss provided support through every step of the development process. As co-lead with Steve, Cheryl serves as the organizational glue for everything we produce, and she and Steve effectively assimilated the inputs throughout the development process. Lowell's editorial oversight ensured clarity and consistency. His role as editor of the Performance Imperative was key in bringing the same quality to the Performance Practice.

Content-Area Experts

When we began Performance Practice development, we knew that finding the right content-area experts to define initial proof points for each pillar would be part of the "secret sauce." We are grateful that these individuals took time from very busy schedules (including several multi-hour conference calls and frequent requests for review) to sharpen and improve the Performance Practice and later update it to align to the Performance Imperative 2.0. Together, 22 individuals helped draft the initial set of Performance Practice proof points and the updates for version 2.0:

- Pillar 1: Courageous, Adaptive Executive and Board Leadership: Mario Morino, Margot Rogers, Lowell Weiss, and Denise Zeman
- Pillar 2: Disciplined People-Focused Management: Chip Edelsberg, Tiffany Gueye, Amy Morgenstern, and Denise Zeman
- Pillar 3: Well-Designed and Well-Implemented Programs and Strategies: Steve Butz, Brad Dudding, and David Hunter
- Pillar 4: Financial Health and Sustainability: Dominique Bernardo, Tom Clark, and Hilda Polanco

- Pillar 5: A Culture that Values Learning: Molly Baldwin, Anne Goodman, David Grant, and Lou Salza
- Pillar 6: Internal Monitoring for Continuous Improvement: Sam Cobbs, Bob Rath, and Denise Zeman
- Pillar 7: External Evaluation for Mission Effectiveness: Michael Bailin, Gordon Berlin, Tracy Gray, and David Hunter

Performance Practice Micro-Community

The Performance Practice micro-communty provided review and input on all aspects of the Performance Practice, especially the refinement of the proof points—done pillar by pillar to ensure keen focus. Special thanks to Dominique Bernardo, Ann Goggins Gregory, Anne Goodman, Debra Natenshon, John Read, Rick Wartzman, and Mary Winkler for providing insightful feedback on three or more of the pillars.

Other contributing micro-community members include Ken Berger, Steffen Bohni, Nell Edgington, Tom Fox, Patrick Germain, Tiffany Gueye, Rem Hoffmann, Bridget Laird, Marty Miles, Hilda Polanco, Bob Rath, Julie Russell, Denise San Antonio Zeman, Alice Shobe, and Eric G. Walker. We are thankful to the 29 members in the micro-community for their tremendous effort and the rich review, discussion, and improvements they provided. We're also grateful for other community members who took the time to provide feedback and suggestions.

External Reviewers

A small group of external reviewers strengthened the Performance Practice by bringing perspectives as thought leaders, funders, and nonprofit leaders. We are especially grateful to Jennifer Hoos Rothberg and Megan Shackleton, Einhorn Family Charitable Trust; Liz Bender, First Place for Youth; Lori Morris and Brandi Yee, ACT for Alexandria; Alicia Philipp, Community Foundation for Greater Atlanta; Anna Crabb, Social Ventures Australia; and Tod Wagner, Bober Markey Fedorovich.

Beta Reviewers and Testers

We are grateful to the group of organizations and individuals who beta tested and reviewed the Performance Practice. They provided valuable suggestions about ways to improve the beta version, many of which we were able to incorporate, some we filed away for future versions, and a few we decided were inconsistent with decisions the Performance Practice micro-community and content-area experts made during the drafting process.

In each instance, these changes made the Performance Practice a stronger product, and we are grateful to the following people for their feedback. The beta testers were Emily McCann and the executive team at Citizen Schools; Sondra Miller and the leadership team at Cleveland Rape Crisis Center; Al Frank, Board member, and Alicia Madrini, CEO, East Valley Community Health Center; Terri Sorenson and the leadership team at Friends of the Children; Dana Toppel and the leadership team at Jewish Family Service of San Diego; Lou Salza and the leadership team at Lawrence School; Elizabeth Cushing, Jill

Vialet and Joy Weiss at Playworks; Anne Goodman and the leadership team at Saint Luke's Foundation; William Attaway and the Elder Team at Southview Community Church; Kevin Shaw and the SVP Cleveland Board. And the beta reviewers were: Simon Faivel, David Pritchard, and the team at Social Ventures Australia; Karen Guskin at Wyman Center; Amy Morgenstern, Main Stream Enterprises; Lori Morris, Bruhn-Morris Family Foundation, Teddie Pierce, Decipher HMIS, and James Shepard, AchieveMission.

Early Users

Refinement of the Performance Practice process was informed by feedback from early users, including Clark Graham, CEO of Let's Go Boys and Girls; Kevin Jones, then executive director at the Urban Coalition of HIV/AIDS Prevention Services; John Read, CEO of Tri-County Cradle to Career; along with Amanda Squibb and fellow executive directors of Friends of the Children's chapters across the United States.

The Leap Ambassadors support team

The team, as usual, provides highly effective behind-the-scenes support, thanks to the breadth and depth of experience they bring to Performance Practice topics. Kudos to Margot Rogers, who assumed Steve's co-lead role when he sailed off with his family for an around-the-world adventure, and Ingvild Bjornvold who shepherded the process of aligning the Performance Practice to the Performance Imperative 2.0. Support team members also contributed to design and production of the resources.