**Creating an RBA Culture**

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As part of our 4-part RBA Training Series in Bennington, BBVT Trainer Kate McGowan listed steps that leaders can take to embed RBA and performance management into the structure of their organizations and their communities. This list captures actions that can be taken at the program, organizational, board, and community level.

***Program Level:***

* Educate Staff – especially program managers
* Hold meetings to allow staff to brainstorm “is anyone better off?”
* Build the process into grant applications – use RBA to identify measures, deliverables, and concrete ways to sell the program
* Use the RBA framework to dictate to or guide funders
* Apply performance measures to each program
* Take stock of measures you have
* Identify measures when implementing new programs
* Concrete data collection plans with the who, what, and when – be realistic
* Set aside new responsibilities for staff
* Clarify common language for the organization and intentionally weave the language into everyday conversation
* Adopt one program at a time
* Show analysis
* Use RBA at staff meetings
* Use “anybody better off” examples to help staff get involved
* Encourage program cross pollination
* Encourage storytelling using or enhancing RBA
* ID the person(s) who will do the work
* Use RBA in performance reviews – can use the framework itself or assess staff based on participation/usage of RBA

***Organizational Level:***

* Use language regularly and intentionally
* Incorporate RBA concepts into meeting agendas, reports, etc.
* Plan for formal presentation to staff/discussion and ways to gain buy in
* Practice in dialogue answering “why RBA”
* Get staff back to being mission-driven and their personal connection to the work by celebrating the moments of clarity – this works! They are better off!
* Each staff person/team/department do RBA exercise and get feedback
* Team meeting to review other RBA’s
* Choose/identify a program to use for RBA
* Staff retreat for development
* Bring in consultants to review annually
* Keep reference guide – basic information and handouts
* Keep of notebook of process/progress
* Quarterly reviews and brainstorming at leadership level and at staff level
* Break down silos – how can departments help each other and improve performance measures
* Boots on the ground staff understand their role in helping people to be better off
* Ties staff to mission – invite them to tell stories
* Handouts and reports throughout agency and website
* Charts on the wall

***Board Level:***

* Provide formal training – include process, language, cultural change, and their role
* Regular method to communicate with board. Transfer the culture with each board turnover/onramping of new board members
* Strategic planning includes RBA language and process
* Frame and encourage using RBA when talking money/funding
* Use RBA data in marketing materials
* Use as a way to do board assessment
* Targeted board recruitment with an eye to folks who value this type of process
* Use performance measures to aid in communication/telling the story, developing the elevator speech
* Use RBA as program evaluation and management evaluation
* Stimulate to the board to actively engage in meeting the mission
* Help the board understand programs, mission, what is meaningful and effective
* Build into the board members resources (their book)
* Consider this a board responsibility
* All reports to board are done in RBA language/framework
* Highlight the stories of “better off” including the RBA data
* Engage the board in collecting stories of impact
* Invite the board member to sit in on/participate in staff RBA discussions
* Ask a board member to be the lead RBA liaison

***Community Level:***

* Define the community/know your audience
* Identify the most important partners/stakeholders to include early on
* Use in marketing efforts (for instance the dental day flyer)
* Pool resources and coordinate efforts
* Have an RBA event
* Use RBA to understand changing relationships with partners
* Social media and traditional media
* Invite stakeholders to participate in process
* Educate community using the RBA framework to inform about programs and what they do and how people are better off. Make this a regular event
* Use RBA language or framework (remember audience)
* Share community successes and challenges
* Engage the community in community level conversations and problem solving using the RBA population process