

# THEORY OF CHANGE AND COMPARATIVE ANALYSIS



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The Miami Foundation

**Miami** **Open**  
**for Business**

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# THEORY OF CHANGE

REMINDER: Alignment is key

PROBLEM	SOLUTION	IMPACT
<p><b>What main problem do you seek to solve?</b></p> <p><i>Why does this problem matter?</i></p> <p><i>What evidence do you have to prove that this is a problem?</i></p> <p><i>What are the root causes of this problem?</i></p>	<p><b>What specific strategy will you implement to solve the root cause(s) of this problem?</b></p> <p><i>Why is this strategy likely to solve the root cause(s) of the problem?</i></p>	<p><b>By implementing your strategy, what will be different about the world?</b></p> <p><i>Consider using impact statements such as</i></p> <p><i>"Through X outputs, we will achieve Y outcomes"</i></p> <p><i>or</i></p> <p><i>"Through X outputs, program participants will achieve Y outcomes."</i></p>

Notes

# PROBLEM (EXAMPLE)

## PROBLEM

**STATEMENT:** Indicates what main problem you seek to solve and why that problem matters.

## EXAMPLE:

MAVEN LEADERSHIP COLLECTIVE

<p><b>Main Problem Statement:</b></p> <p>Limited leadership visibility of LGBTQ people of color</p>	<p><b>Root Cause 1:</b></p> <p>Biases and discrimination</p> <p><b>Evidence:</b></p> <p>27% of trans people report being fired, not hired, or denied a promotion due to their gender identity</p>
	<p><b>Root Cause 2:</b></p> <p>Limited mentorship and skill building opportunity</p> <p><b>Evidence:</b></p> <p>Of all LGBT funding, only 11% goes to capacity building and training</p>
	<p><b>Root Cause 3:</b></p> <p>High rates of dropout, depression, suicide, etc.</p> <p><b>Evidence:</b></p> <p>40% of transgender adults reported having made a suicide attempt; most are under the age of 25</p>
<p><b>Notes:</b></p>	

# THE PROBLEM YOU'RE TRYING TO SOLVE

The first step in articulating your Theory of Change is clearly defining the exact problem you're trying to solve.

<p><b>Main Problem Statement</b> What issue are you solving?</p>	<p><b>Root Cause 1:</b></p> <p><b>Evidence:</b></p>	<p><b>Root Cause 2:</b></p> <p><b>Evidence:</b></p>	<p><b>Root Cause 3:</b></p> <p><b>Evidence:</b></p>
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**REMEMBER THE COMMON PITFALLS**

- 1. Lack of alignment
- 2. Insufficient evidence

# YOUR SOLUTION(S)

The second step in articulating your Theory of Change is clearly defining what you'll do to solve the problem you've identified.

Continue building on your Theory of Change. Align to the root causes, ensure that your solution will solve the whole problem, and that it is the best route in terms of time, resources, etc.

Main Problem Statement:	Solution 1:	↑
	Solution 2:	↑
	Solution 3:	↑
Root Cause 1:	Root Cause 2:	Root Cause 3:

**REMEMBER THE COMMON PITFALLS**

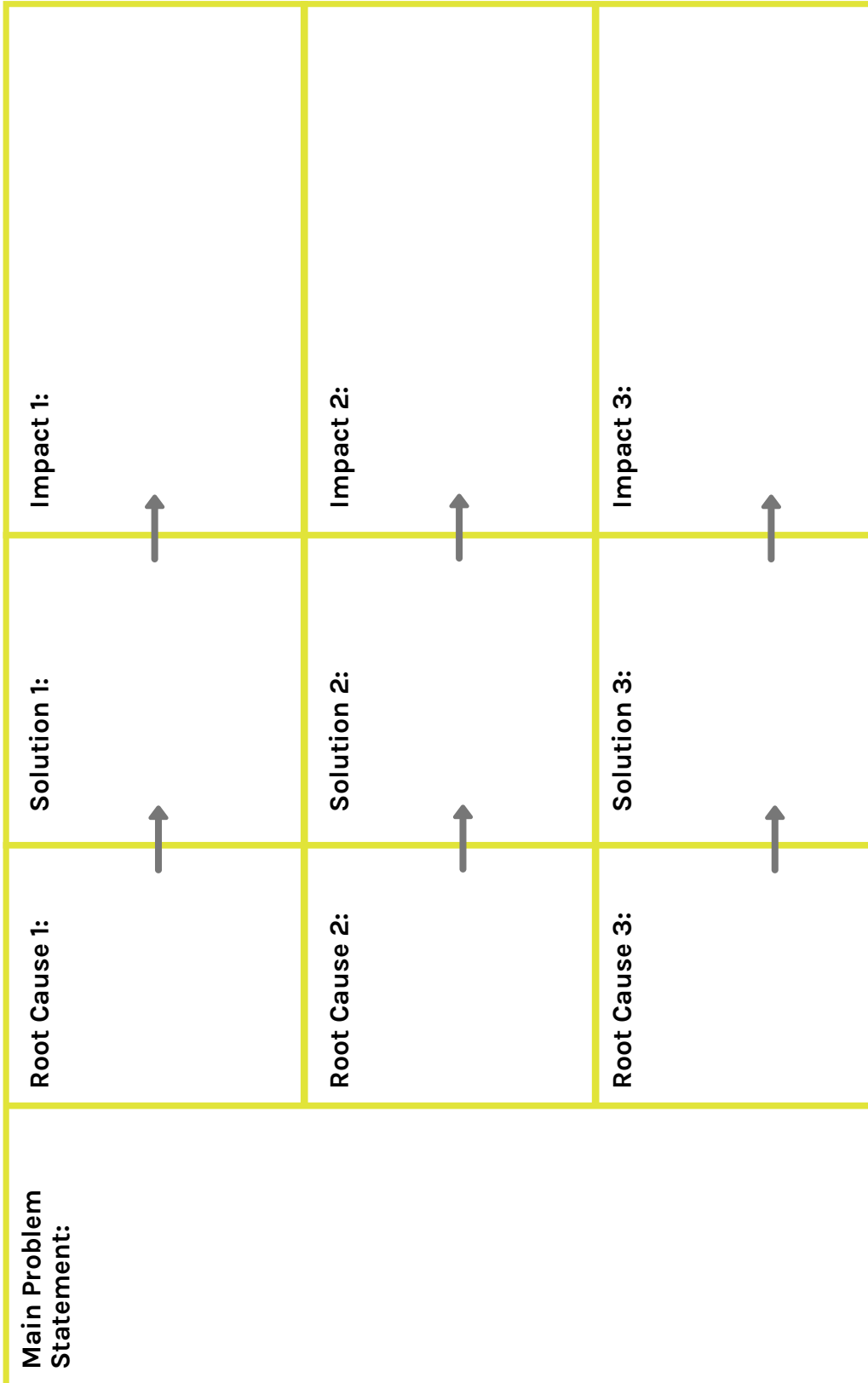
1. Lack of alignment to root cause(s)
2. Doesn't solve the whole problem
3. Not the best route in terms of time, resources, etc.

What do you hope to achieve after implementing your solution?

Identifying the changes that you wish to accomplish will guide you on your impact evaluation and storytelling.

<b>Main Problem Statement:</b>		
<b>Root Cause 1:</b>	<b>Root Cause 2:</b>	<b>Root Cause 3:</b>
<b>Solution 1:</b>	<b>Solution 2:</b>	<b>Solution 3:</b>
<b>Impact 1:</b>	<b>Impact 2:</b>	<b>Impact 3:</b>

Here it is again in case you want to clean it up ;).



# MARKET AWARENESS

Capture your answers below.

## Types of Alignment

### Direct:

Have the same business model as your organization. Simply put, they do what you do in the same place with the same people.

### Substitutable:

Meet the same needs for the consumer that your organization meets in a different way.

### Resource:

They do not compete for your consumer but they do compete for resources.

i.e., funding, board members, volunteers, paid staff, media attention, office space, leadership development, partners, awards and recognition.

Your Major Services:

Geographic location:

Customers/Audience:

Direct alignment:

Substitutable Alignment:

Resource Alignment:



# MARKET AWARENESS

Identify your top two aligned organizations and answer the following questions.

<p><b>Aligned Organization Name:</b></p>          <p><b>What do they do well?</b></p>          <p><b>What exactly do they compete with you for?</b></p>          <p><b>What do they do better than you?</b></p>          <p><b>What is your edge compared to them?</b></p>	<p><b>Aligned Organization Name:</b></p>          <p><b>What do they do well?</b></p>          <p><b>What exactly do they compete with you for?</b></p>          <p><b>What do they do better than you?</b></p>          <p><b>What is your edge compared to them?</b></p>
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# COMPILE YOUR ECOSYSTEM

Fill out the chart below based on the competitors you have identified.

1. Add your organization's name on the first green box on the left.
2. Add your services provided on the pink boxes
3. Add your competitors on the green boxes
4. Mark with an "x" on the empty boxes when your competitors offer the same service as you do.

Total				

# UNIQUE VALUE ADD

## Types of Unique Value Add

### Unique Asset:

Producing social value by having a strength that no other organization in your geographic area has.

### Outstanding Execution:

Producing social value by providing the best service possible.

What are your unique value adds?	What are you doing with your unique value adds?
	<ol style="list-style-type: none"><li>1. What assets are you currently not leveraging?</li><li>2. What are your most powerful unique advantages in the market?</li><li>3. What assets could you leverage differently to create more impact?</li></ol>



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# THANK YOU



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