

# The Power of Story for Measuring Impact

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Foreword by *Richard Straub*  
Founder, the Global Peter Drucker Forum

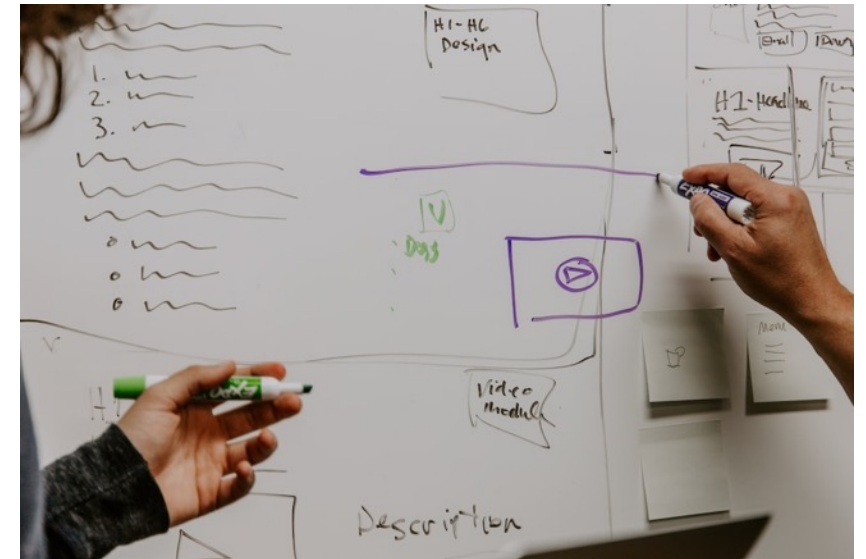
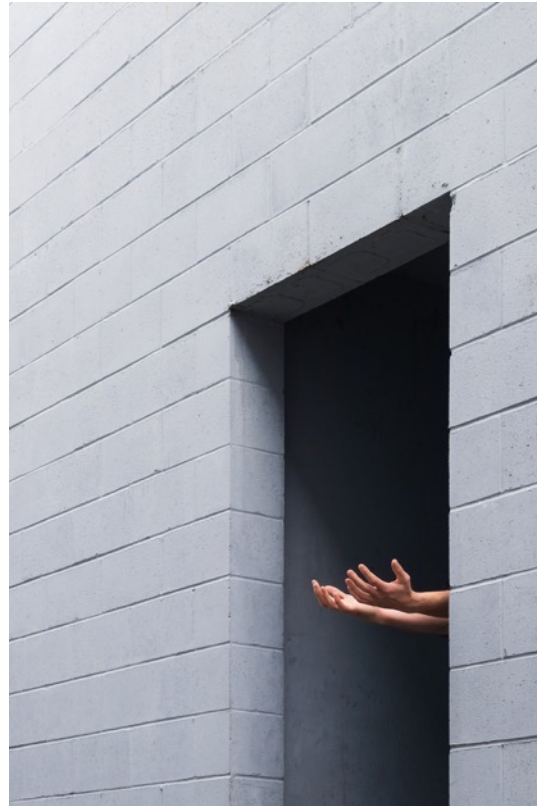
# STRONG *Together*

BUILDING PARTNERSHIPS ACROSS CULTURES  
IN AN AGE OF DISTRUST



ANDREA NELSON TRICE, PhD

# 1. Opportunity for Humility





## 2. Opportunity to Recognize Assumptions



## 2. Opportunity to Recognize Assumptions





### 3. Opportunity to Measure Empowerment





a. Are Westerners proximate?





## b. Are local leaders engaged?





**c. Are locals offered training they prioritized?**

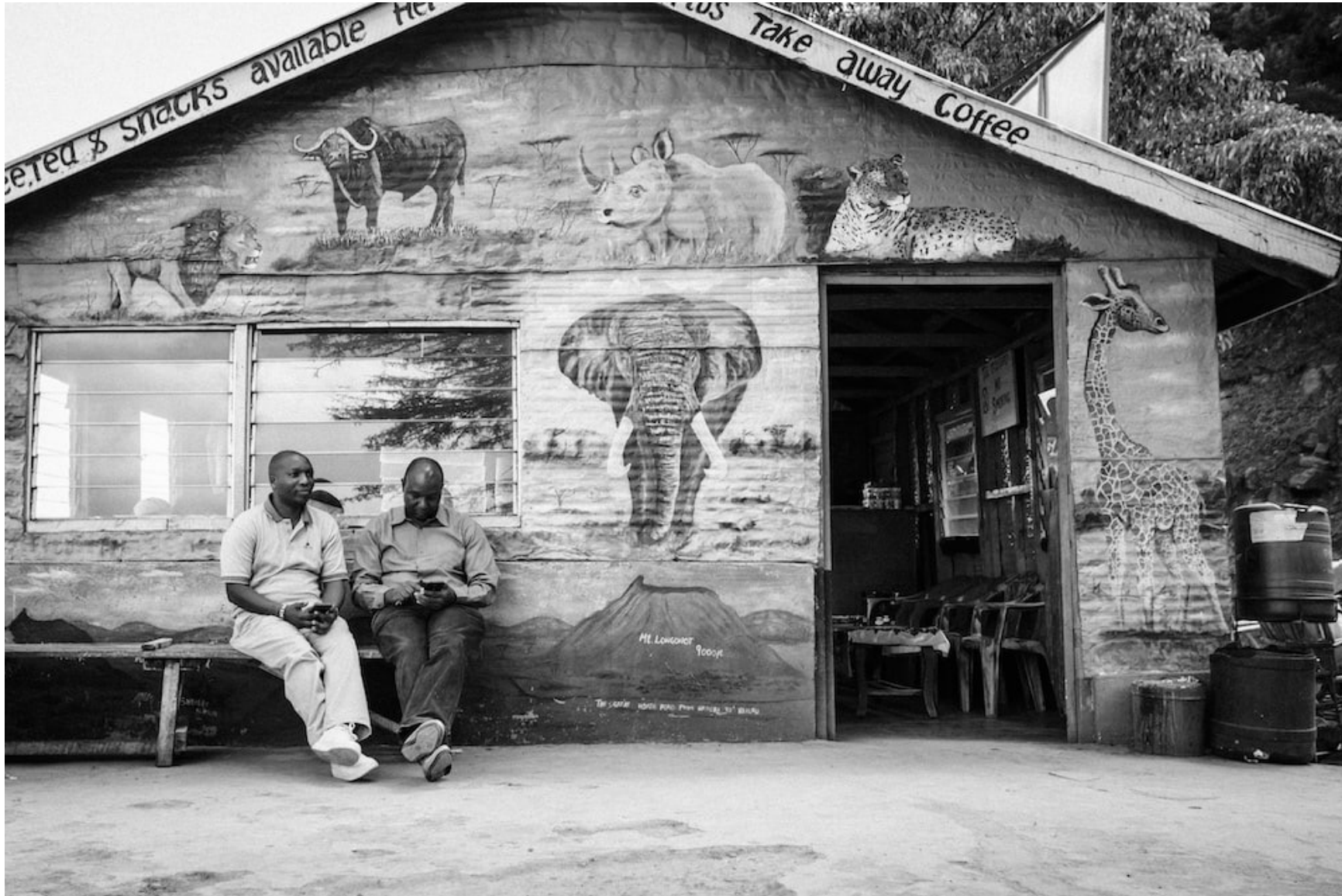




## d. Are locals providing regular feedback?



e. Is word of mouth marketing occurring?





## 4. Opportunity to Learn from Others



# Integrating Story

- Keep a story library
- Goal – every report includes stories
- Commit to measure abstract concepts





## Simplified Contrasts of Development Projects

### American-Led

### National-Led

#### Goals

- |   |   |
|---|---|
| ▪ Success defined in economic terms           | ▪ Success defined in human development terms (e.g., empowerment, dignity) |
| ▪ Focused goals, numbers as evidence          | ▪ Holistic goals, lives as evidence                                       |
| ▪ Focus on scaling, growth, widespread impact | ▪ Focus on community development, local impact                            |



## Simplified Contrasts of Development Projects

American-Led

National-Led

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### Relationships

- |  |  |
|--|--|
| ▪ Power concentrated; strong, guarded leadership     | ▪ Power shared; submission to employees not uncommon |
| ▪ Isolated from nationals they are trying to support | ▪ Proximity to nationals they are trying to support  |
| ▪ Self-sufficient                                    | ▪ Interdependent                                     |

## Simplified Contrasts of Development Projects

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National-Led

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### Pace

- |   |   |
|---|---|
| ▪ Move quickly, action-oriented           | ▪ Patient, grow business more gradually |
| ▪ One- to five-year time horizon          | ▪ Time horizon rarely specified         |
| ▪ Proactive American marketing strategies | ▪ Word of mouth dominant                |



# Simplified Contrasts of Development Projects

American-Led

National-Led

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## Role of Local Context and Culture

- |  |   |
|--|---|
| ▪ Bring in Western innovations   | ▪ Improve local technologies  |
| ▪ Focus on individuals   | ▪ Focus on both individuals and the community                             |
| ▪ Emphasize external culture through introduction of American technologies, business methods, values | ▪ Emphasize liberation of local culture to reach its suppressed potential |

# Discussion

- Implications of hero, victim, villain sensemaking
- Differing values and program goals
- Integrating story into more evaluations