



4. Manage Outcomes

Not Output

Output, Outcome, Impact

- Output: the software we build. The materials we produce.
Easy to trace. Example: A new log-in page.
- Outcome: the change in the world after we deliver output.
Harder to trace. Example: increase user log-in rate.
- Impact: the change we see over time.
Very hard to trace. Example: Our service is profitable.

4. MANAGE OUTCOMES



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Don't manage output.

Instead, focus on **outcomes.**

Don't make teams responsible for impact.

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Case Study: TheLadders

14%

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Case Study: TheLadders

63%

EXERCISE

Brainstorm Outcomes

10-15 minutes