

Getting to What Matters

The art and practice of evaluation

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Evaluation is leadership

Watch effect, not just effort

The story we tell ourselves is often just that

Simple and elegant is best

All evaluation is educative

Beware of vanity metrics

Participation is powerful

Making people critics of themselves is better

Metrics are people too

Avoid the naturalistic fallacy

There is no short-cut to insight

Evaluation is a human endeavor

Key Idea #1

Why do we evaluate?

To Prove

To Improve

Key Idea #2

Two Modes of Evaluation

“Dear Dr. Husak”

Václav Havel

(April 1975)

Letter addressed to Dr. Gustav Husak, who was then the general secretary of the Czechoslovak Communist Party--Vaclav Havel's first major public statement after being blacklisted in 1969.

“One must ask seriously, at this point, whether all this does not confirm your success in achieving the tasks your team set itself—those of winning the public’s support and consolidating the situation in the country.

The answer must depend on what we mean by consolidation.

Havel

Insofar as it is to be measured solely by statistical returns of various kinds, by official statements and police accounts of the public's political involvement, and so forth, then we can hardly feel any doubt that consolidation has been achieved.

Havel (cont.)

But what if we take consolidation to mean something more, a genuine state of mind in society? Supposing we start to inquire about more durable, perhaps subtler and more imponderable, but nonetheless significant factors, such as what, by way of genuine personal, human experience lies hidden behind all figures?

Havel (cont.)

Supposing we ask, for example, what has been done for the moral and spiritual revival of society, for the enhancement of the truly human dimensions of life, for the elevation of man to a higher degree of dignity, for his truly free and authentic assertion in this world?

Havel (cont.)

What do we find when we thus turn our attention from the mere outward manifestations to their inner causes and consequences, their connections and meanings, in a word, to that less obvious plane of reality where those manifestations might actually acquire a general human meaning?

Havel (cont.)

Can we, even then, consider our society
'consolidated'?

I make so bold as to answer, No.”

Havel (cont.)

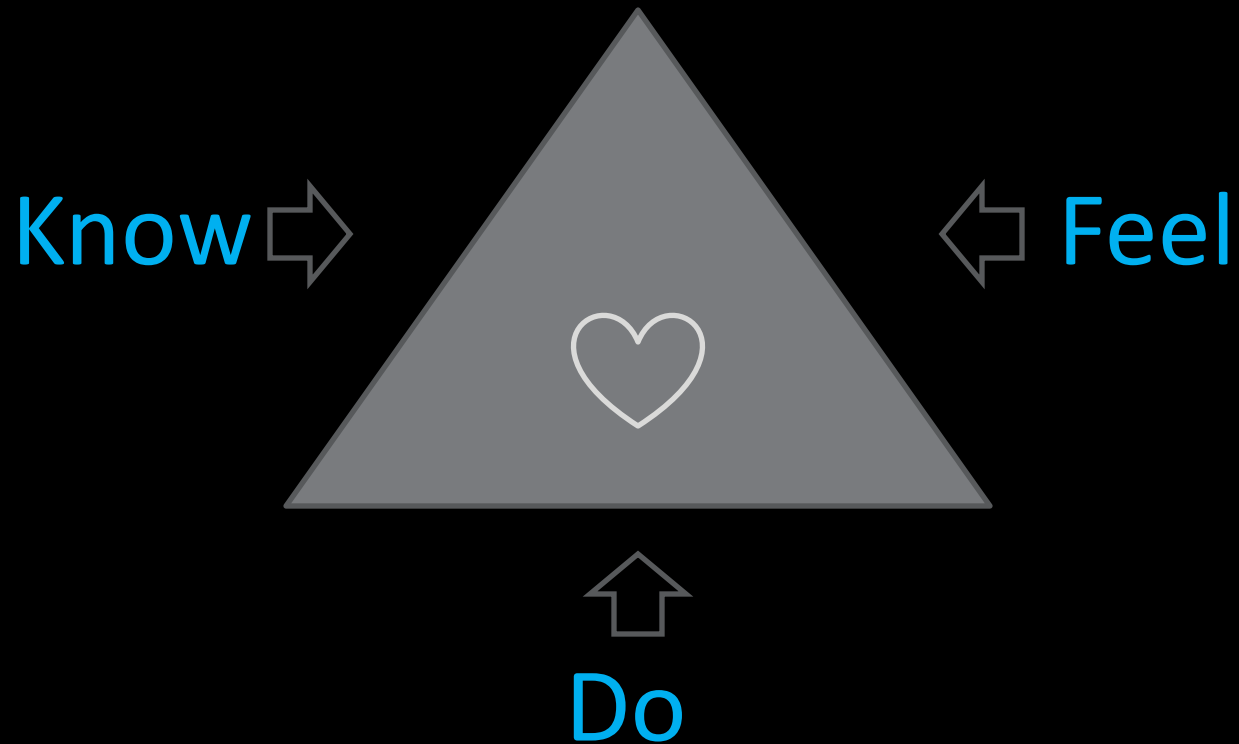
Modes of Evaluation

	Quantitative	Qualitative	Anecdote
<i>data</i>	Numbers	Conversations, Observations	Stories
<i>instrument</i>	Tool	Self	Hearsay
<i>method</i>	Standardized	Exploratory	“Treasure hunt”
<i>purpose</i>	Measure	Appraise	Illustrate
<i>application</i>	Compare & Contrast	Discern & Discover	Inspire & Warn
	Credible	Credible	Not Credible

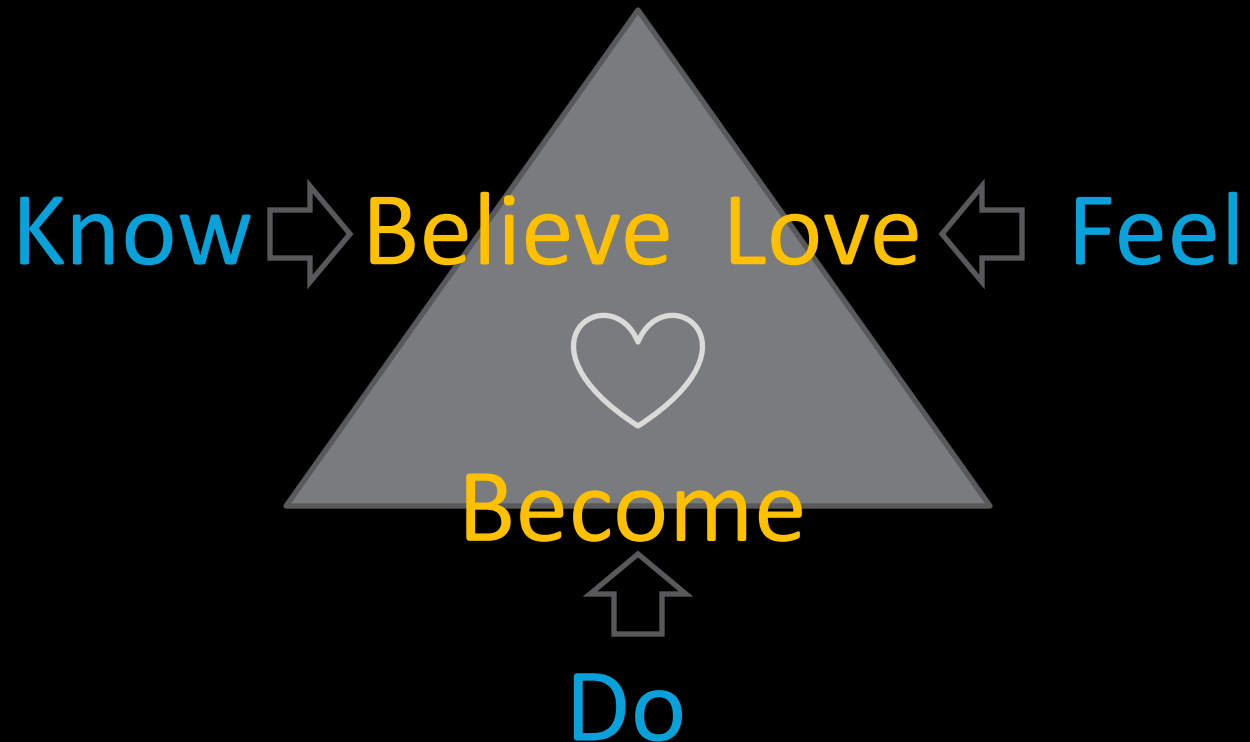
Key Idea #3

Heart Triangle

Human Dimensions



Human Dimensions



Nonprofit Association of Oregon

Equity and Diversity Cohort

What have been some of the most significant insights you've received from participating in this program? → **How have those affected your value system and how you think about issues of diversity and equity?** (know-believe)

What assumptions did you hold that you had to change or reformulate during the course? → **How did you wrestle with those shifts of perspective along the way?** (know-believe)

What about how we handle diversity and equity doesn't make sense? What about the principles are most difficult to comprehend? → **What parts of your belief systems have been challenged the most through this?** (know-believe)

Equity and Diversity Cohort

What fears or insecurities affected your ability to lead well in the areas of equity before you took this course? How have those changed over these past few months? → **In what ways are you more settled and centered now than you were? How has that been developing through this course?** (feel-love)

As you've worked on this over the past few months, what has unnerved you the most? What has been most frustrating to see in yourself? → **How are you resolving those as you have been going along?** (feel-love)

In what ways are you more concerned about diversity and equity than you used to be? What appalls you about what is happening in our society (and in our sector) more now than it used to? → **How has that affected your commitment for inclusion and equity?** (feel-love)

What were some of the most important skills that you learned through this course? → **How has that made a difference in how you show up as a leader?** (do-become)

What habits have you had to unlearn? → **How has that affected your sense of who you are as a leader** (identity)? (do-become)



What do you consider to be your greatest achievement/accomplishment in your work for equity and inclusion? → **What changes do you see in yourself as a result of this work? What changes in you have others noticed and commented on, inside or outside of work?** (do-become)

What do you still struggle to apply? What do you think will be the most difficult to do going forward? → **What has developed in you as a result of this course that you anticipate will serve you well in the future? What do you still need to develop to be true to this work?** (do-become)

Key Idea #4

Evaluation Windows

Evaluation Windows

	Activity (Effort)	Impact (Effect)
<p>Outside the triangle</p>  <p>Quantitative Know, Feel, Do</p>	E1	E3
<p>Inside the triangle</p>  <p>Qualitative believe, love, become</p>	E2	E4

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Getting to What Matters:

*How to Design and
Develop Evaluation*

