



Evaluation as Leadership

Michael Quinn Patton

October 4, 2018



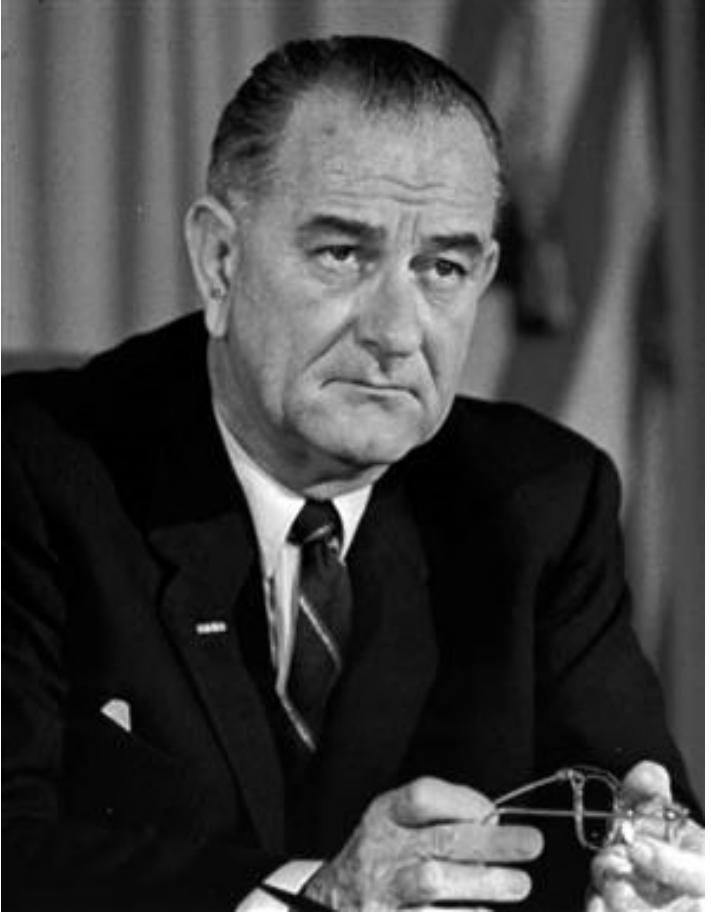
The Board of Directors and Staff
of Moses Taylor Foundation
invite you to our second biennial
meeting & luncheon!

~~2017-2018~~

Biennial Meeting & Luncheon

Thursday, October 4, 2018
11:30 a.m. - 1:30 p.m.

Hilton Scranton & Conference Center

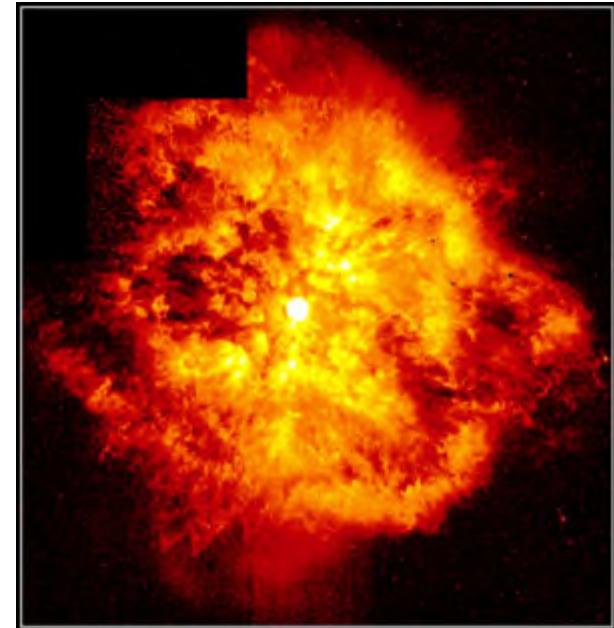


LBJ





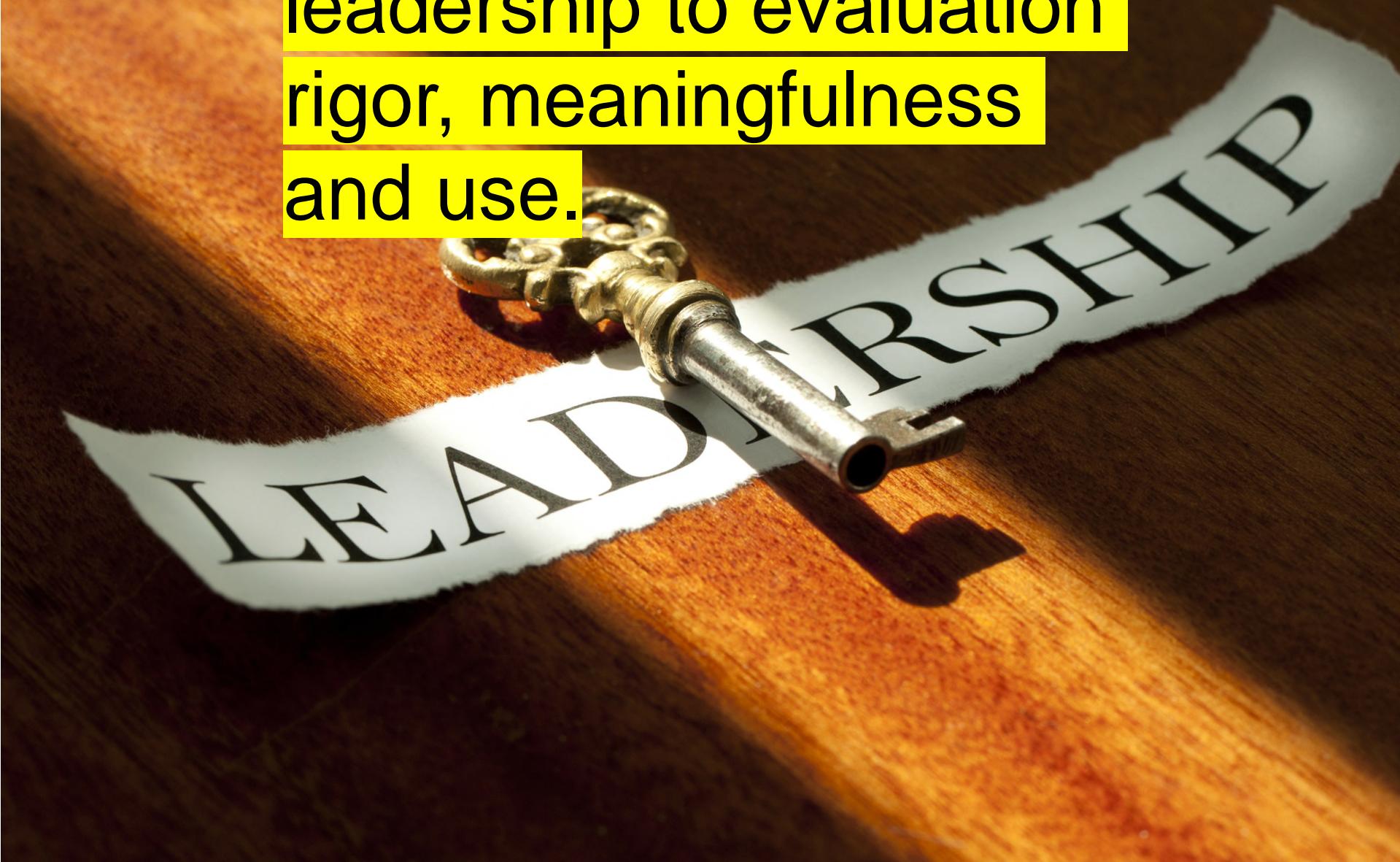
***In the
beginning...***



Use of Evaluation Matters



The importance of
leadership to evaluation
rigor, meaningfulness
and use.



Leadership Development

Reality-Testing,
Results-Oriented,
Learning-Committed
Leadership

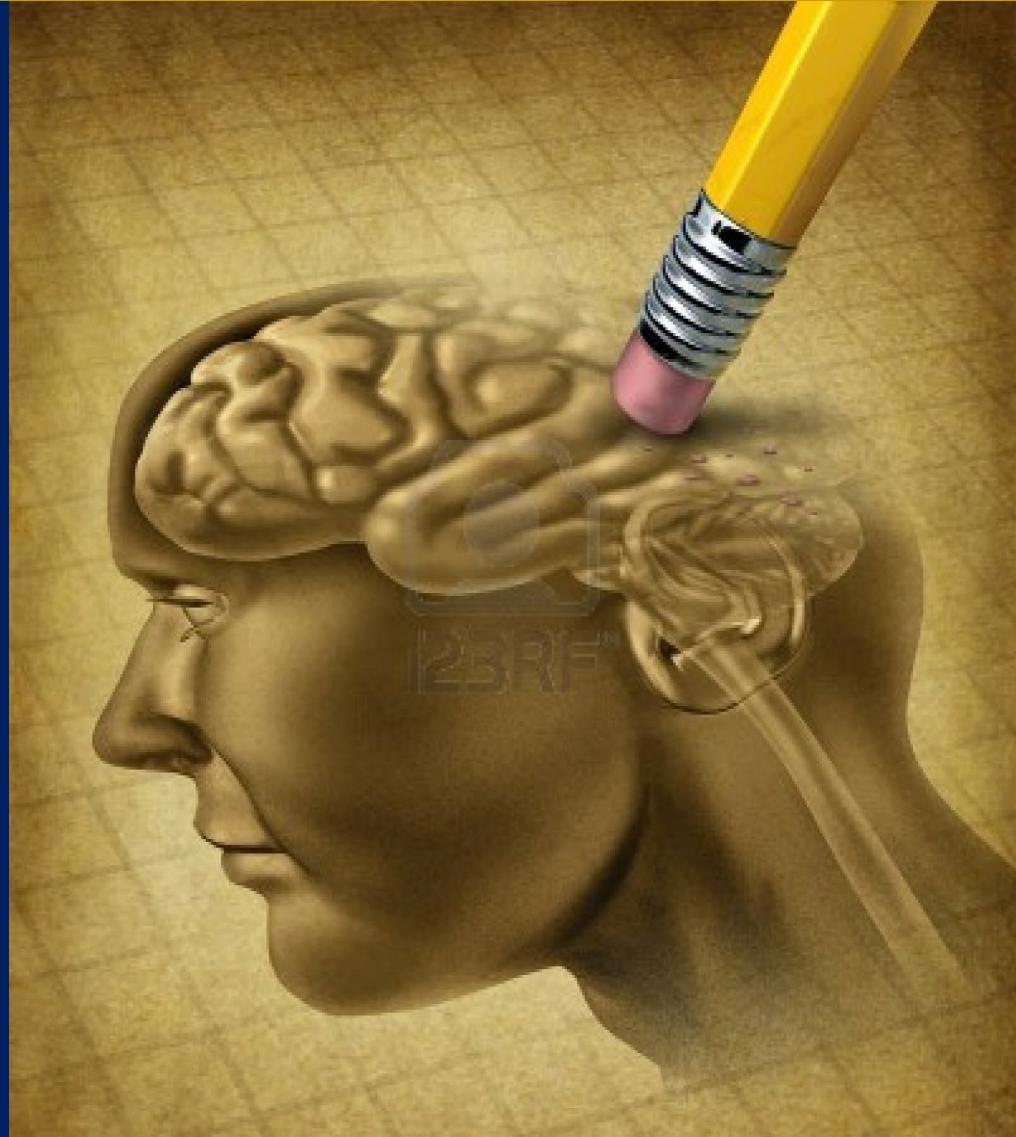
SPEAKING TRUTH TO POWER

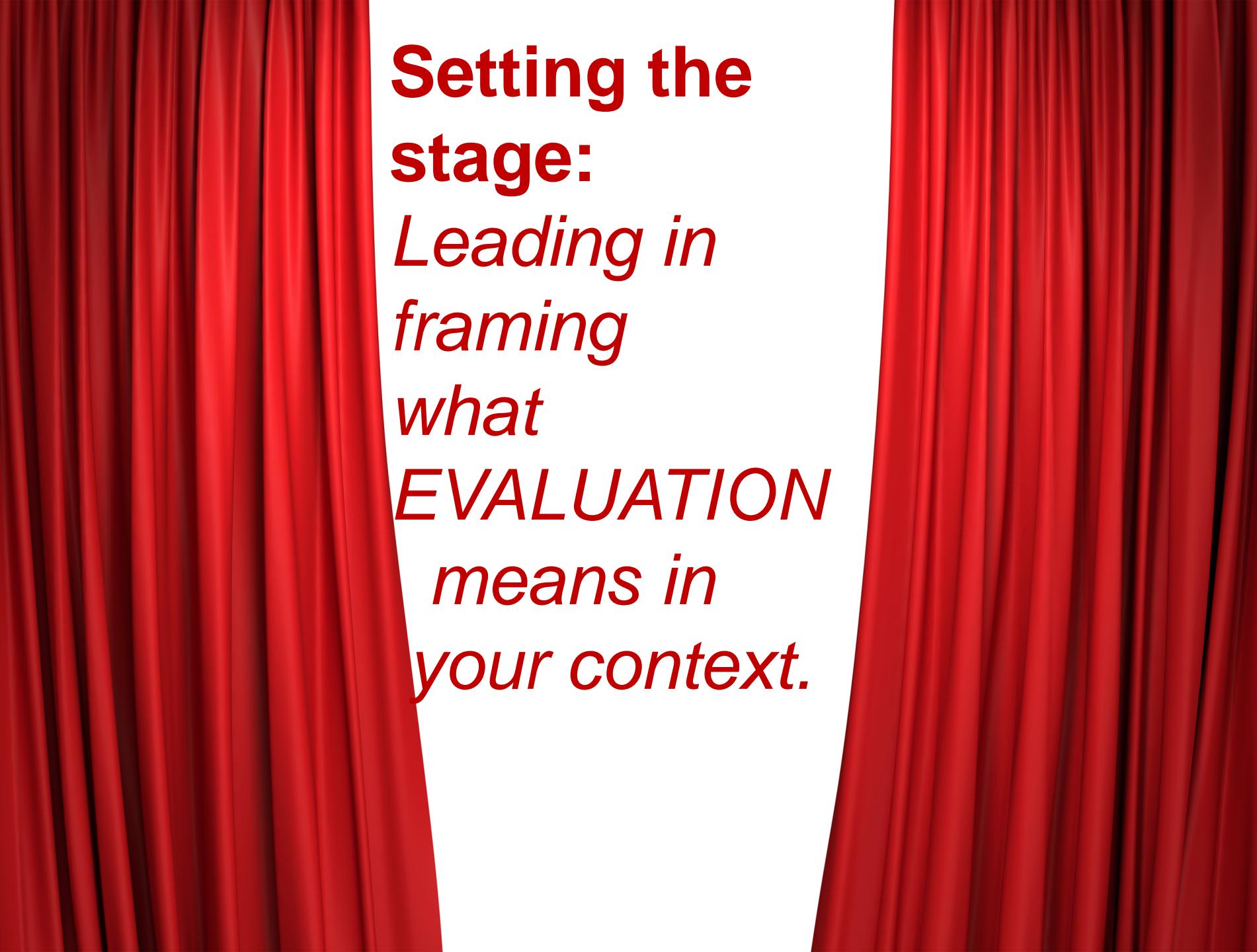




Reality-testing

- Selective perception
- Neurological processing
- Behavioral finance



The background of the slide features a pair of heavy, red, stage curtains. The curtains are drawn back, creating a central white space where the text is placed. The left curtain is on the left side of the slide, and the right curtain is on the right side. The text is positioned in the center of this white space.

**Setting the
stage:
*Leading in
framing
what
EVALUATION
means in
your context.***

Nonprofit Leaders' Image of Evaluation



Evaluative Thinking
embedded in
organizational culture
and
Evaluation viewed as
a *Leadership Function*

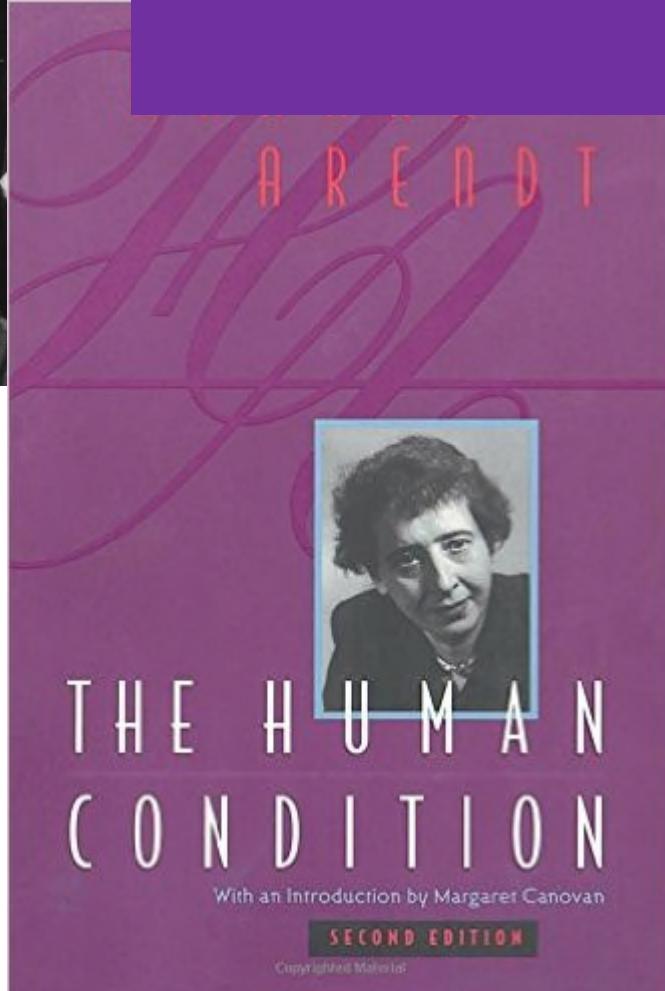
Spread of False Information

MIT
Study
March,
2018

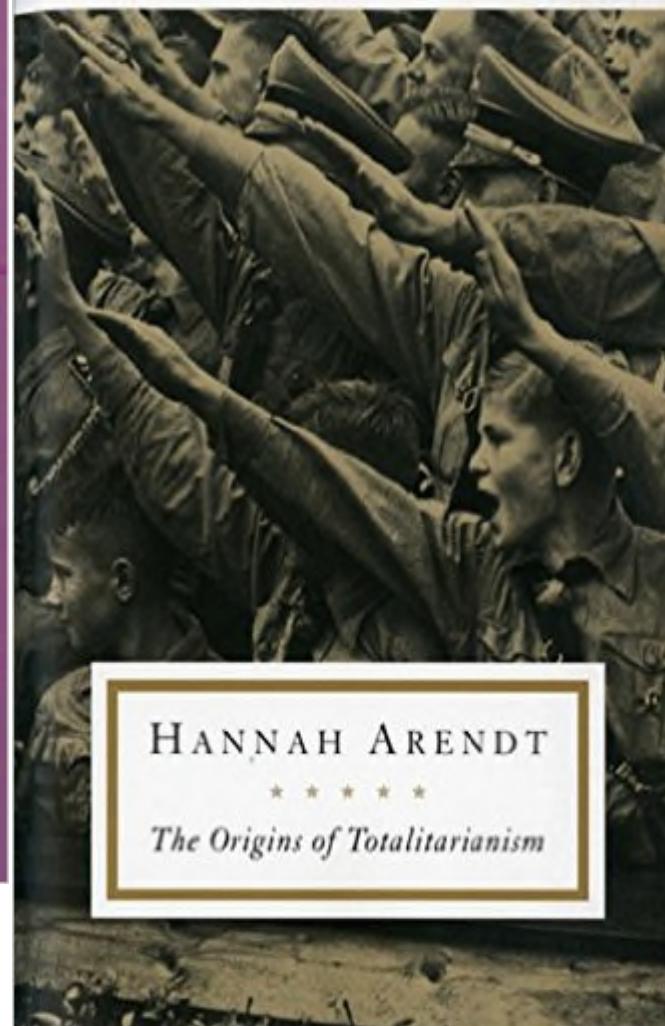


MIT Study Results

- ❑ False stories are 70 percent more likely to be retweeted than true stories are.
- ❑ Takes true stories about six times as long to reach 1,500 people as it does for false stories to reach the same number of people.
- ❑ Falsehoods reach a cascade depth of 10 about 20 times faster than facts.



The banality of evil



ON THE
LIFE AND DEATH
IMPORTANCE
OF THINKING

ELIZABETH
MINNICH

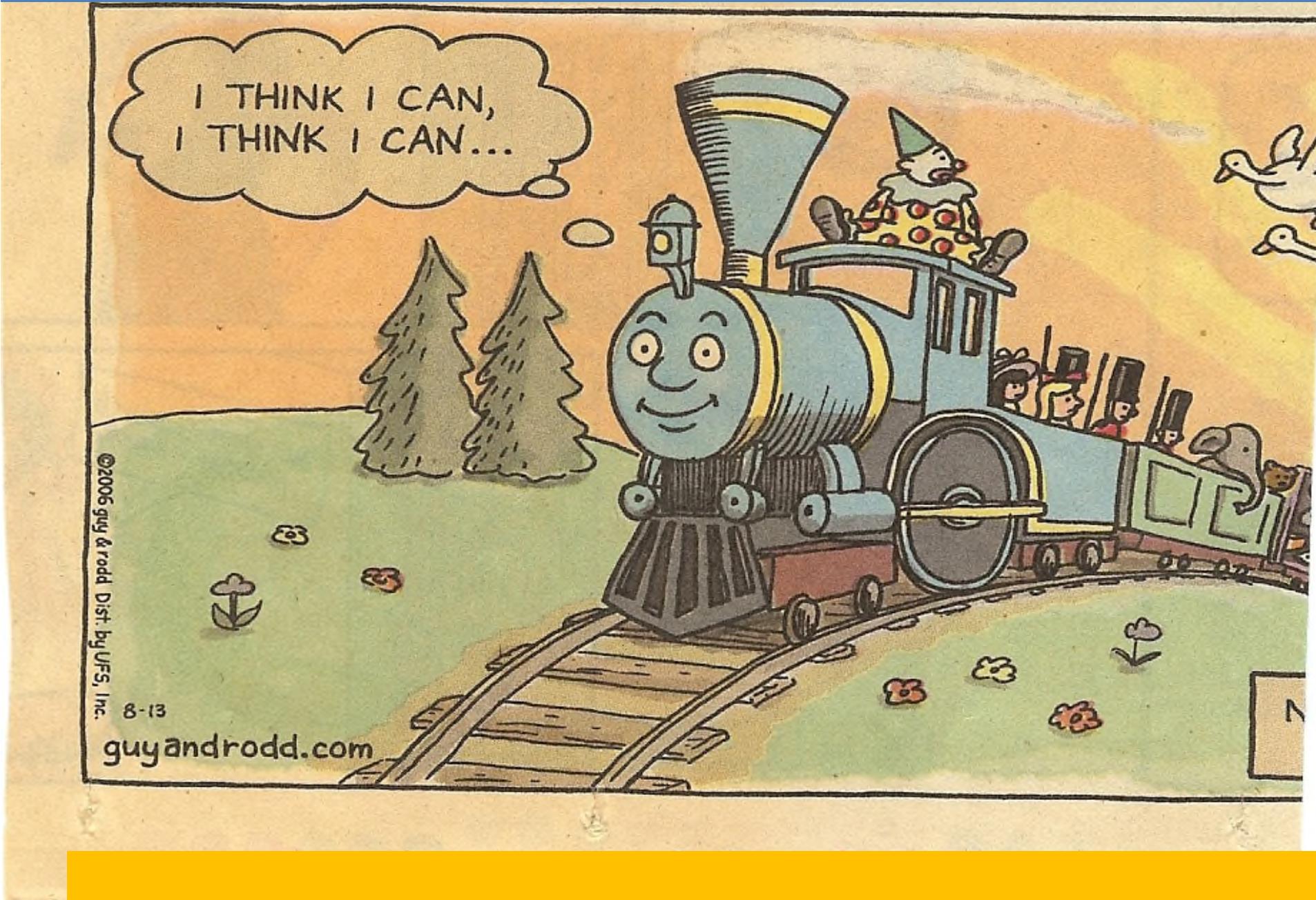
the evil of banality



Leadership & Evaluation

*Reality-Testing,
Results-Oriented,
Learning-Focused
Leadership*

The Little Engine That Could



Leadership Development

Reality-Testing,

Results-Oriented,

Learning-Committed

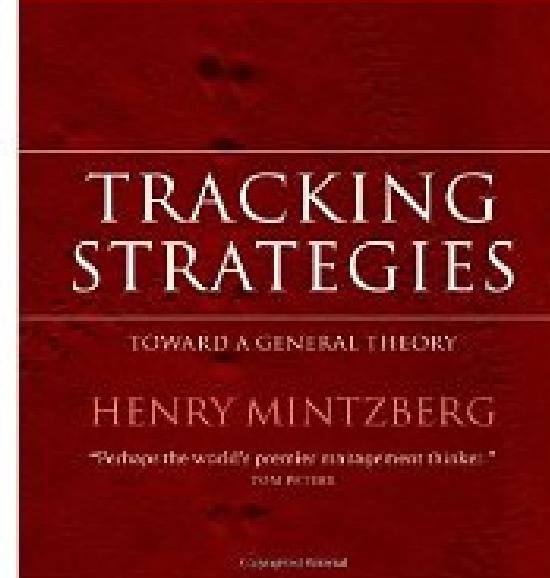
Leadership

Henry Mintzberg

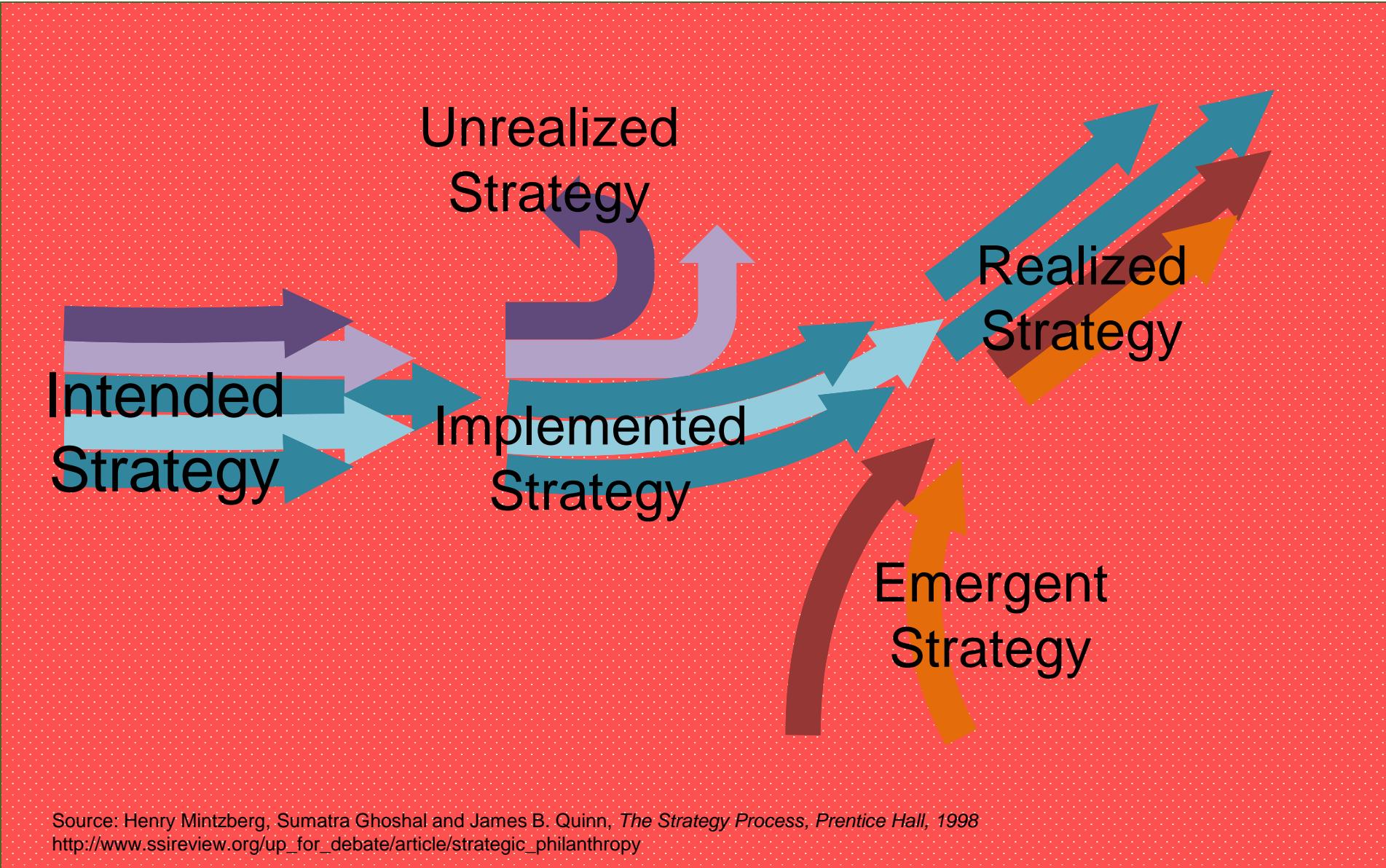
Strategic Thinking



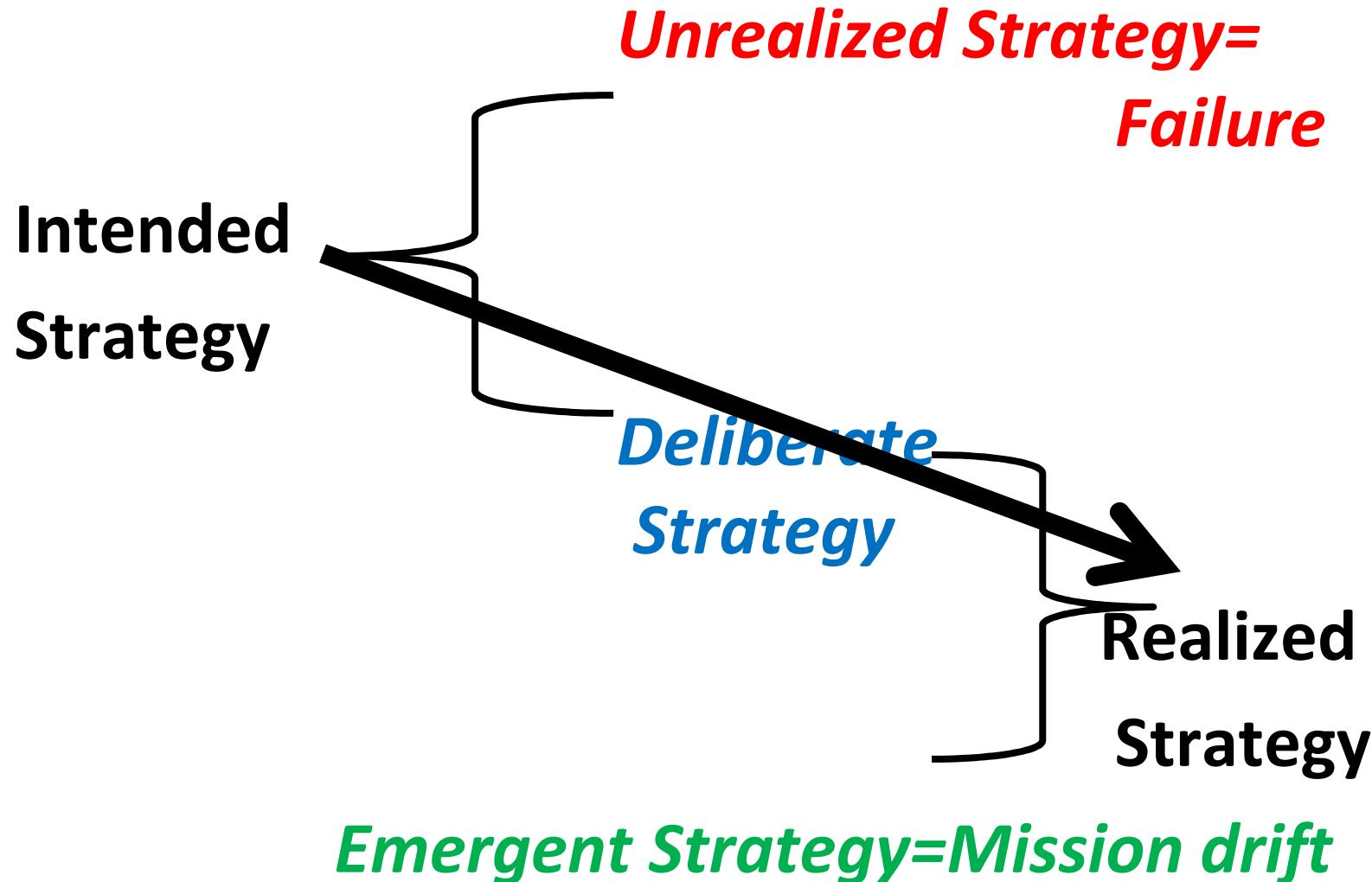
Evaluation of strategy Implementation



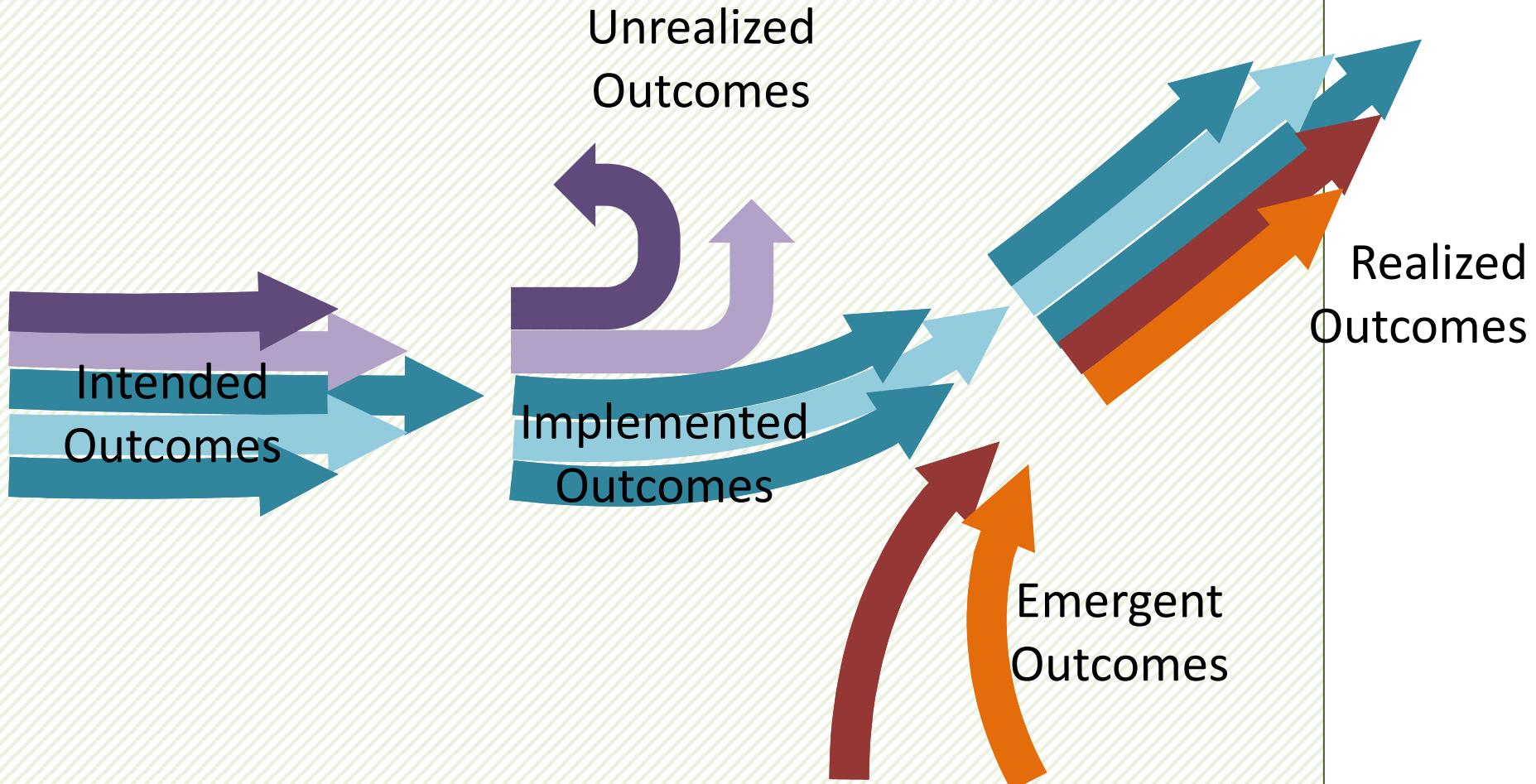
Adaption-Focused Strategic Evaluation



Traditional Accountability Focus



How adaptive outcomes evaluation works



#1 NATIONAL BESTSELLER
OVER 10 MILLION SOLD

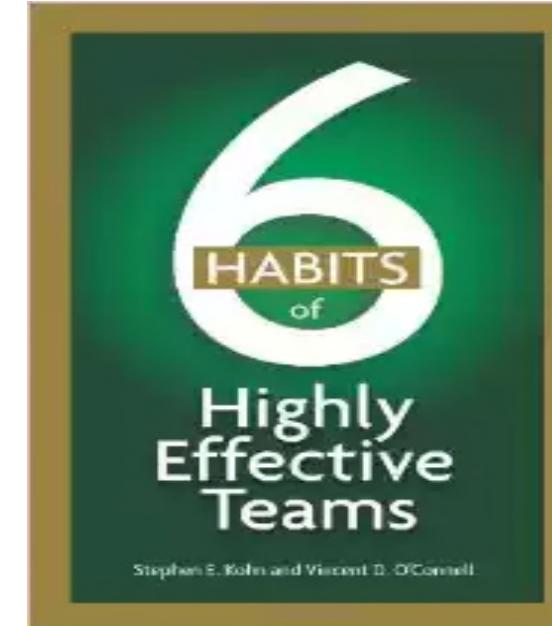
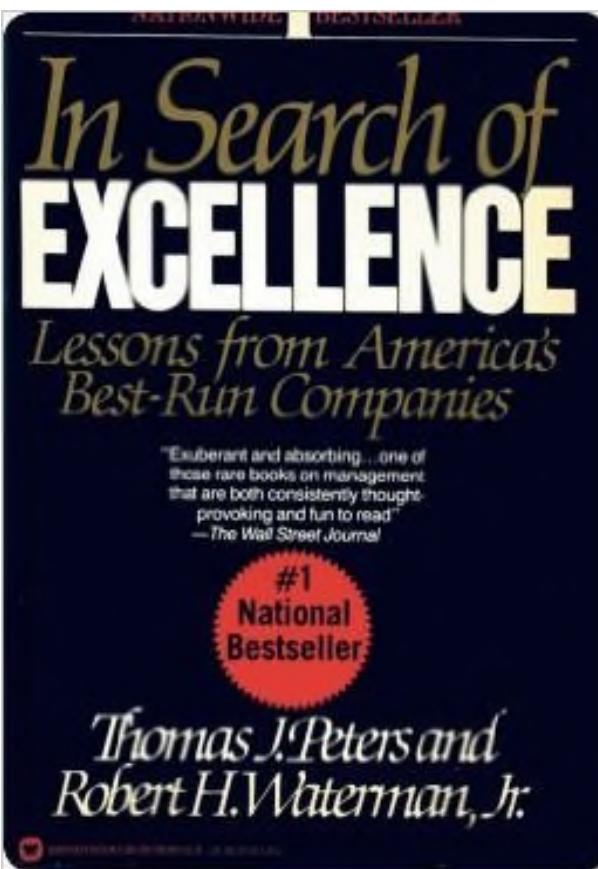
THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

Powerful Lessons
in Personal Change

"Destined to be the personal leadership handbook of the decade." —Scott DeGarmo, Editor-in-Chief, *Success magazine*

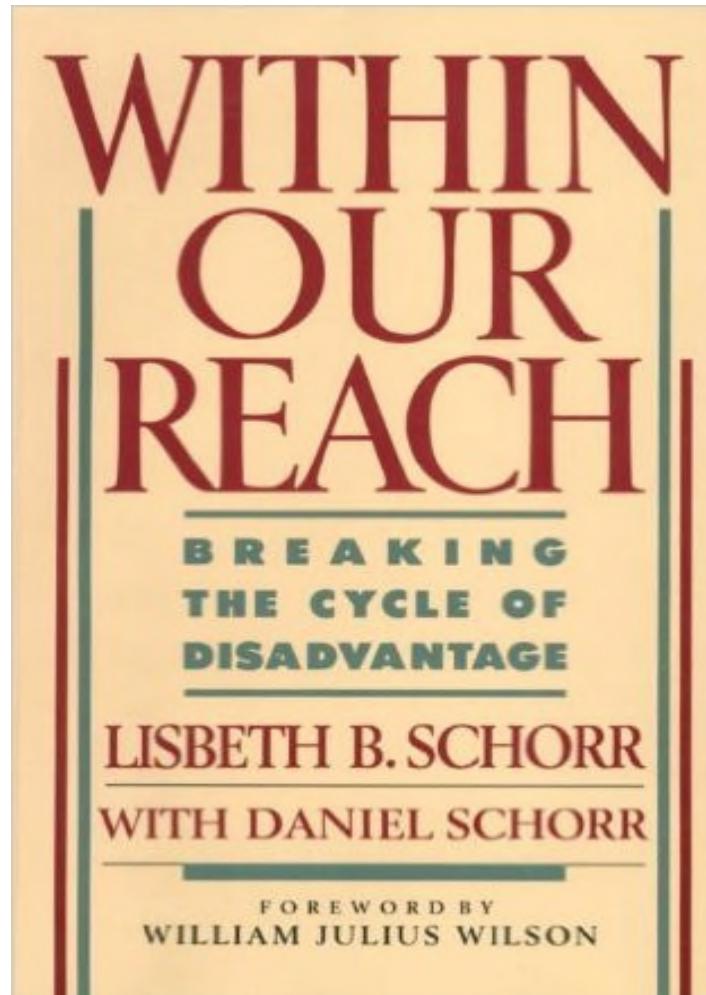
Stephen R. Covey

FRANKLIN COVEY CO.



The lessons of successful programs

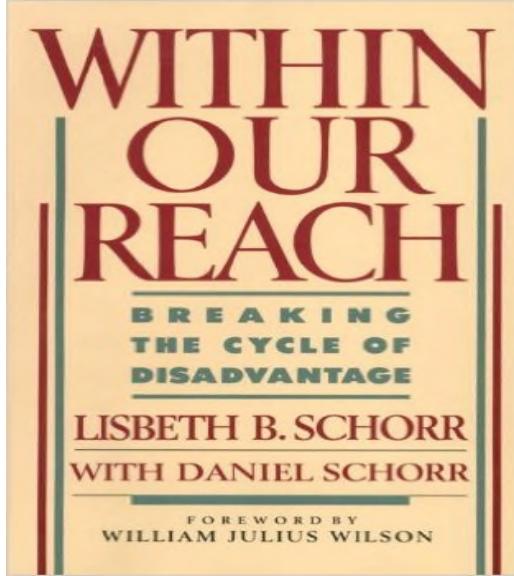
- Regularly crossing traditional professional and bureaucratic boundaries.



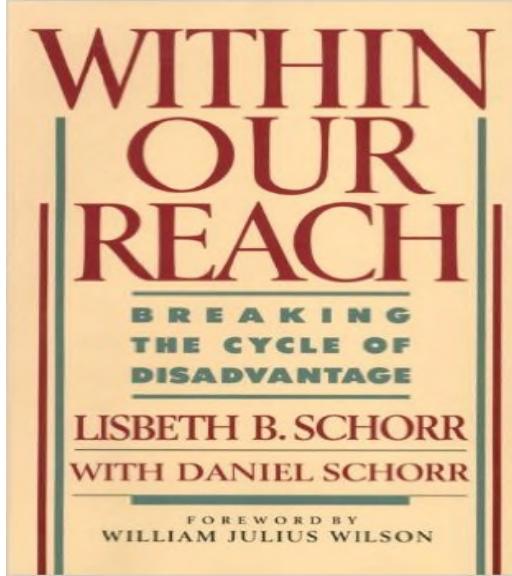
1988



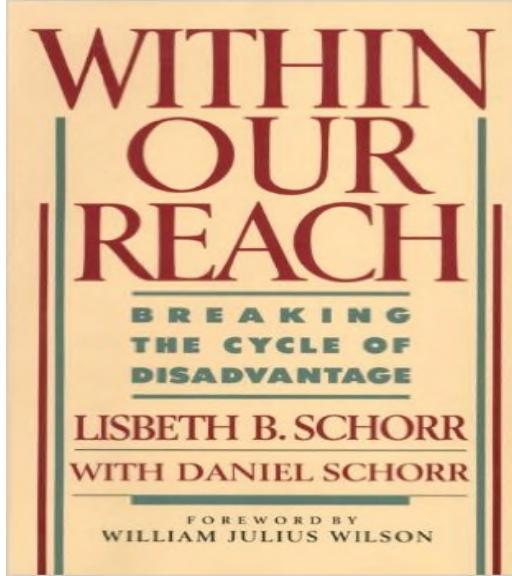
Successful programs adapt -- or circumvent traditional professional and bureaucratic limitations when necessary-- to meet the needs of those they serve; professionals are able to redefine their roles to respond to severe, but often unarticulated needs.



- **Successful programs see the child in the context of family and the family in the context of surroundings.**
- **Services are coherent, easy to use, and provide continuity of service and relationships.**



- **Program staff are skilled, highly committed, establish interpersonal relationships with clientele, and are perceived by those they serve as people who care about them and respect them, people they can trust.**



- Staff members and program structures are fundamentally flexible, adaptive, and learning-oriented.

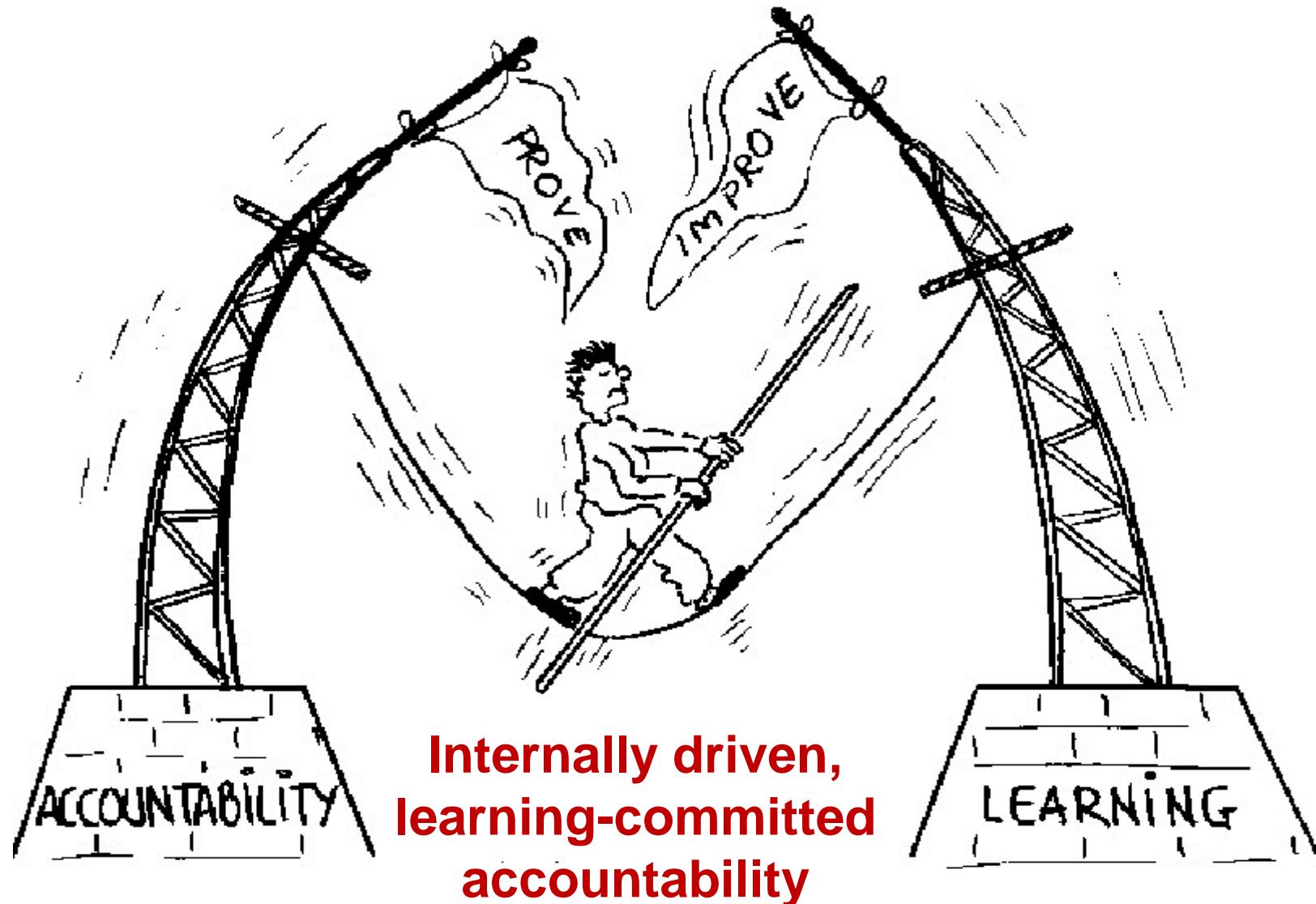
The importance
of
Organizational Culture
in
supporting use & learning

Baseline Situation Analysis

What are the critical organizational culture factors that affect evaluation use for learning in your organization?

- Enablers/facilitating factors
- Barriers to use

Learning-committed

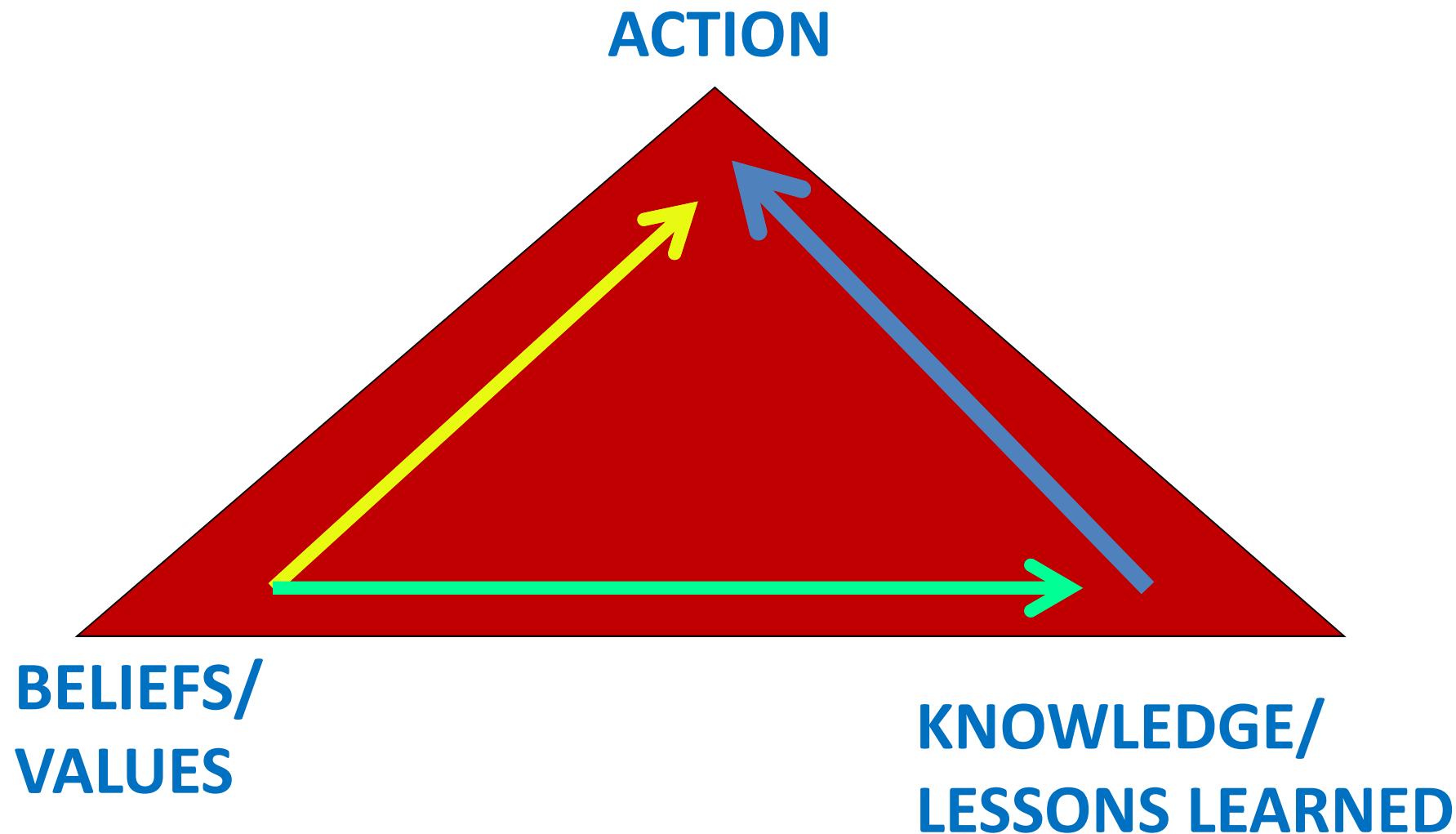


Four Leadership Functions

1. Create, support, and nurture a results-focused, reality-testing, learning-committed culture.

TRIANGUALTED LEARNING FRAMEWORK

KNOWLEDGE



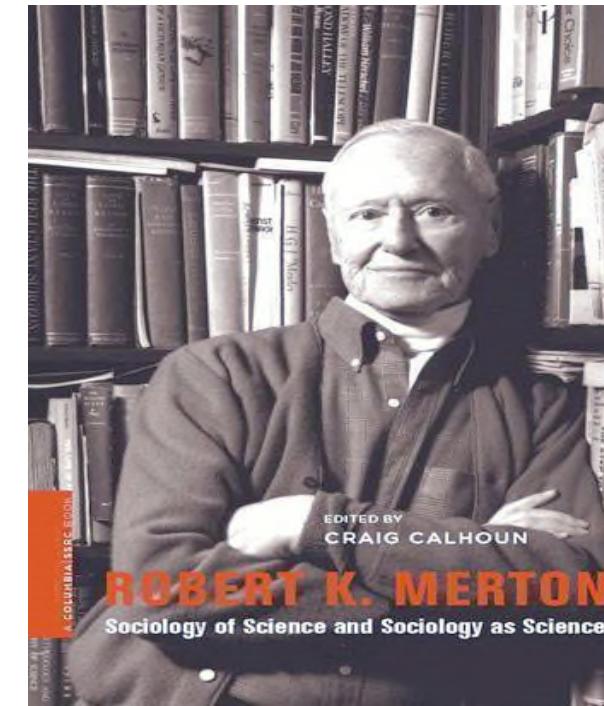
Thomas Theorem

“What is perceived as real
is real in its consequences.”



Merton corollary:

“What is real and not perceived,
is real in its consequences.”

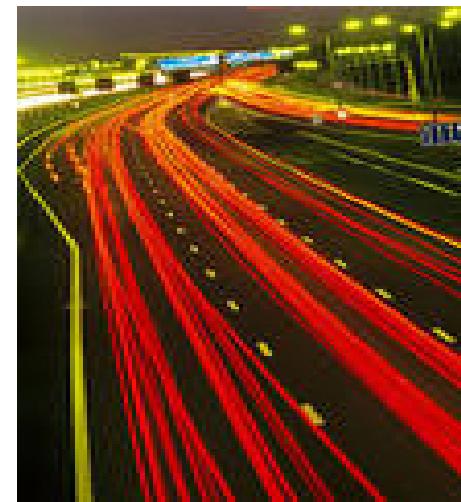


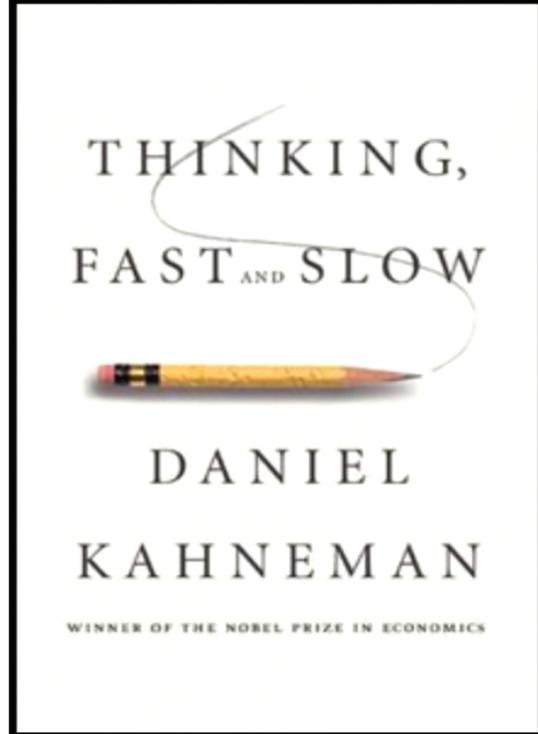
**Adaptive Action
to
Lessons Learned**

WHAT? FINDINGS OBSERVATIONS	SO WHAT? INTERPRETATIONS LESSONS	NOW WHAT? APPLICATIONS LEARNED
Facts, Evidence, Conclusions	Cognitive understandings/ insights	Behavior Change



Learning in a *Fast-Paced, Real-Time World*





Two systems that make up
"the machinery of the mind:"

System 1 — Fast thinking

System 2 — Slow thinking



Kahneman has found that
**we aren't made for making
decisions.**

SHORTER ATTENTION SPANS

- In-depth case-based learning
- Drop-outs
- Spend time with the data

ATTENTION DEFICIT



Setting a learning agenda

Systematic Reflective Practice



Elinor Ostrom,
the 2009 Nobel
Prize in
economics:
Trust matters

Learning requires
a culture of
TRUST

The learning-focused evaluation question
is not

“Does IT work?”

but the more nuanced question...

Learning question

“What works for whom in what ways under what conditions with what results in what contexts?”

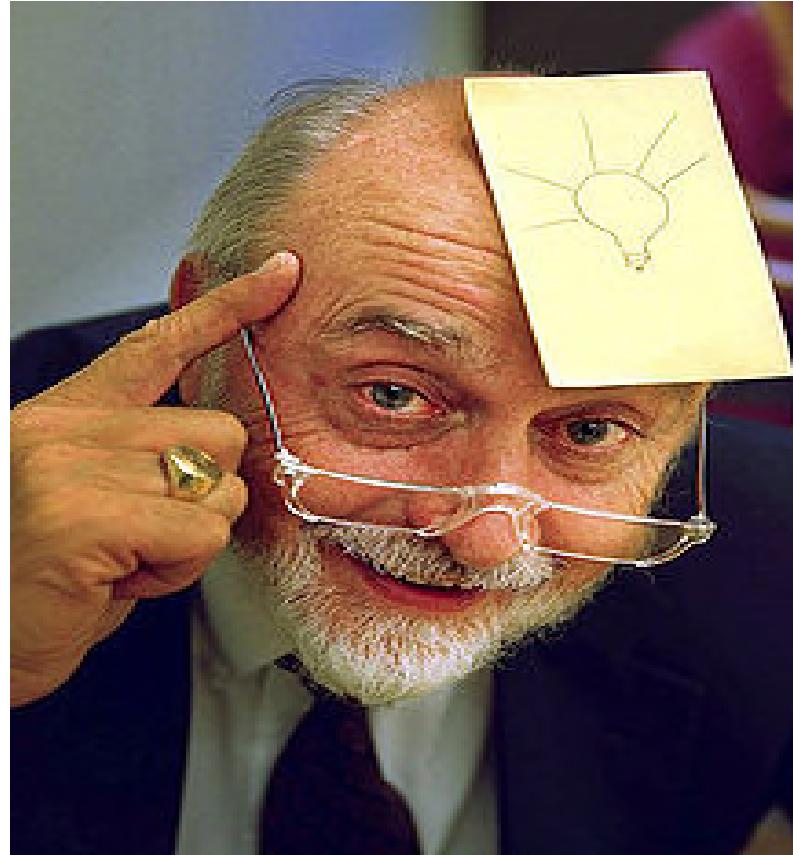
Learn from Failure



50th
anniversary
of
Minnesota's
greatest gift
to
civilization



MINNESOTA'S MOST CELEBRATED FAILURE



1968

Reporting Failure

Learning from our mistakes

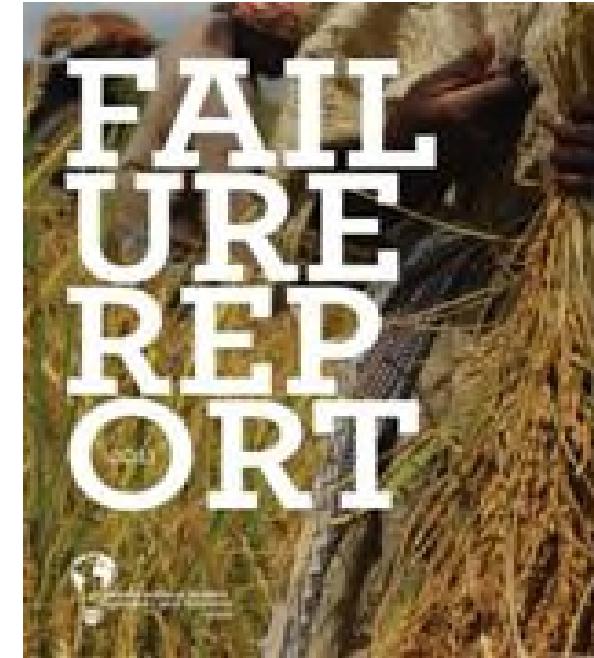
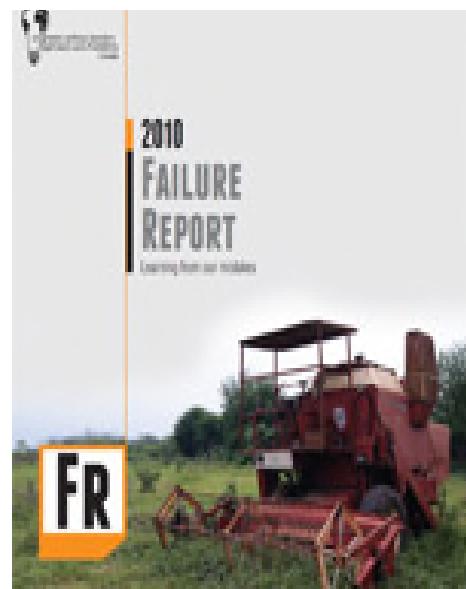
A collection from Overseas Volunteer Staff



engineers without borders
Ingénieurs sans frontières
Canada



5 Years of Failure Reporting



Leadership Functions

1. Create and nurture a results-oriented, reality-testing culture.
2. **Lead in deciding what outcomes to commit to and hold yourselves accountable for.**

E-valu-ation

**Outcomes
are
an expression of
Values**



Iroquois Confederacy 1744



3 lessons on choosing outcomes

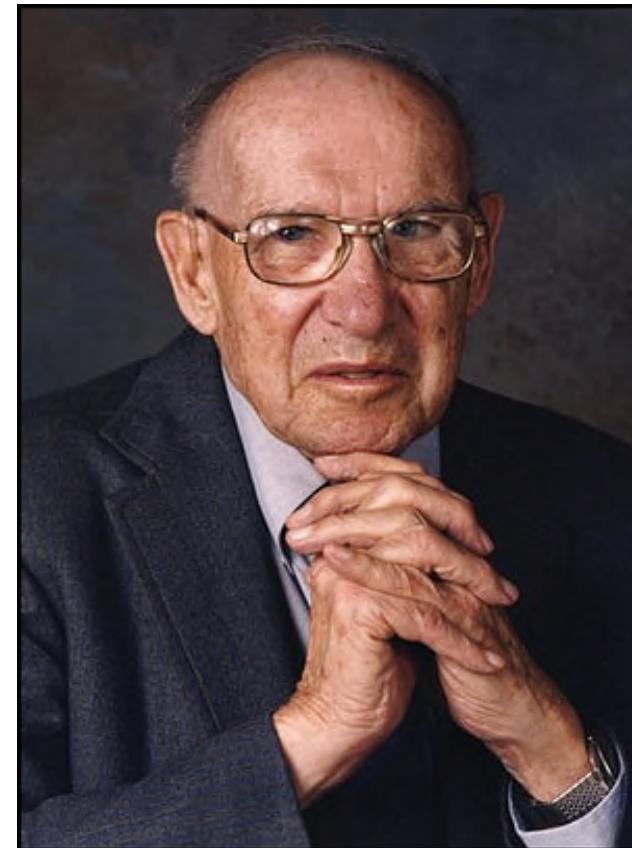
1. What gets measured gets done
2. Measure the wrong things, do the wrong things
3. Better to have rough measures of important outcomes than precise measures of unimportant ones.

Identify outcomes that matter to both those who do the work and those who receive services.

Outcomes should be inspirational

When asked about the bottom line for not-for-profit organizations, the great management guru Peter Drucker said:

"The end results are people with changed lives."



Outcomes should specify how lives will be changed.

1. Create and nurture a results-oriented, reality-testing culture.
2. Lead in deciding what outcomes to commit to and hold yourselves accountable for.
3. **Make measurement of outcomes thoughtful, meaningful and credible.**

There are no purely
technical decisions in evaluation.

*Evaluative thinking critical,
not just methods & measures*

1. Create and nurture a results-oriented, reality-testing culture.
2. Lead in deciding what outcomes to commit to and hold yourselves accountable for.
3. Make measurement of outcomes thoughtful, meaningful and credible.
- 4. Use the results -- and model for others serious use of results.**

PURPOSEFUL LEARNING

Real learning occurs when you are purposeful in your learning. It requires a mindfulness and intention to take in data and information in an on-going manner.

Walking the Talk:

Reinforcing

a

Reality-testing,

Results-oriented,

*Learning-committed
organizational culture*



HYMN to EVALUATION USE

Sung to the tune of
Auld Lang Syne



**May all e-valu-a-tions done
Be useful as they should,
They tell us how to separate
What is poor from what is good.**

 **We gather data near and far
To see what we can learn,
The findings help us to decide
What to keep and what to burn.**



**There comes a time for each of us
When doubts may give us pause,
We wonder what results will show,
Will the world see naught but flaws?**

**But be assured there's naught to fear,
If learn-ing is what you seek.
Let outcomes guide your every move,
Listen to the data speak.**



**We honor now the legacy
of Moses Taylor's gift
Compassion, hope, diversity
Healthy lives we do uplift.**

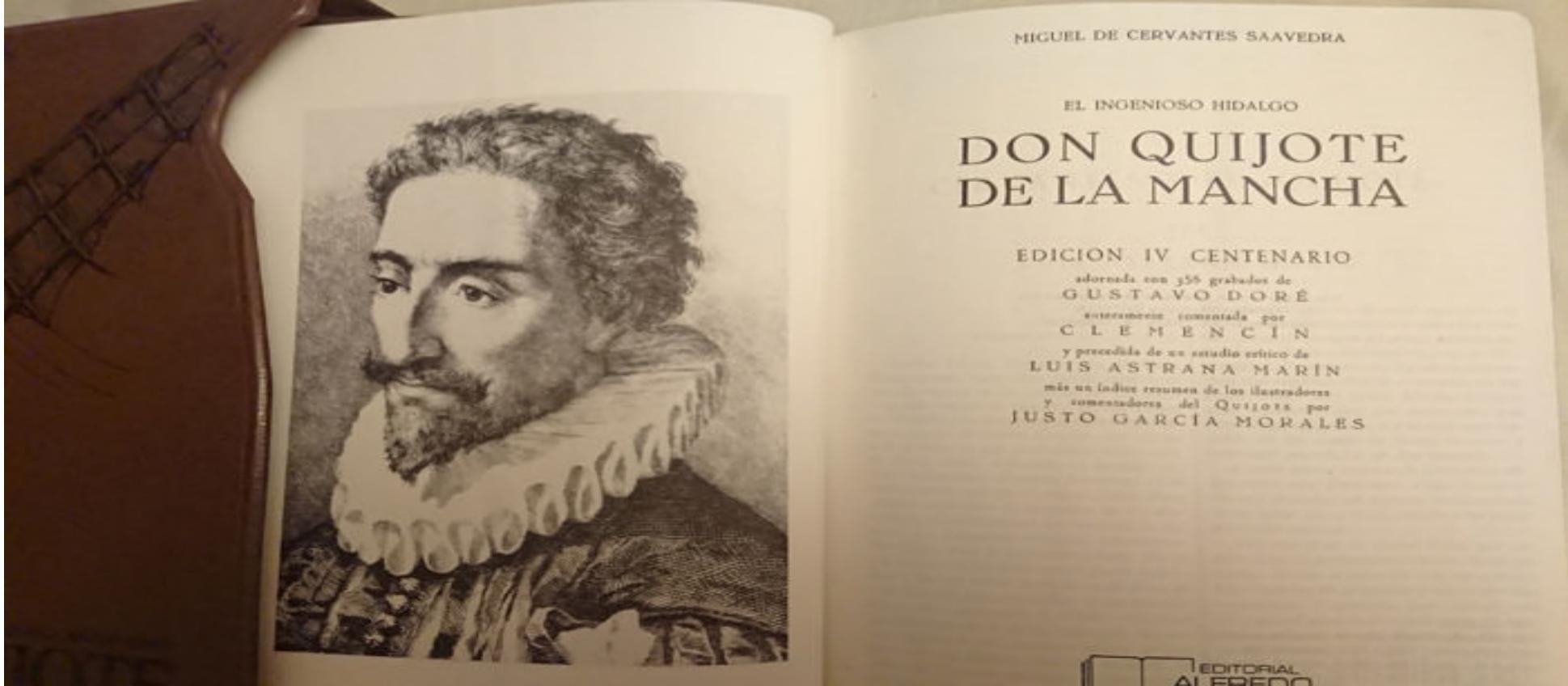
**Informed decision-making with
Account-a-ability
Evaluation leadership
Strengthens our community**

Don Quixote,

**Man of La
Mancha**

**Miquel de
Cervantes
Saavedra**





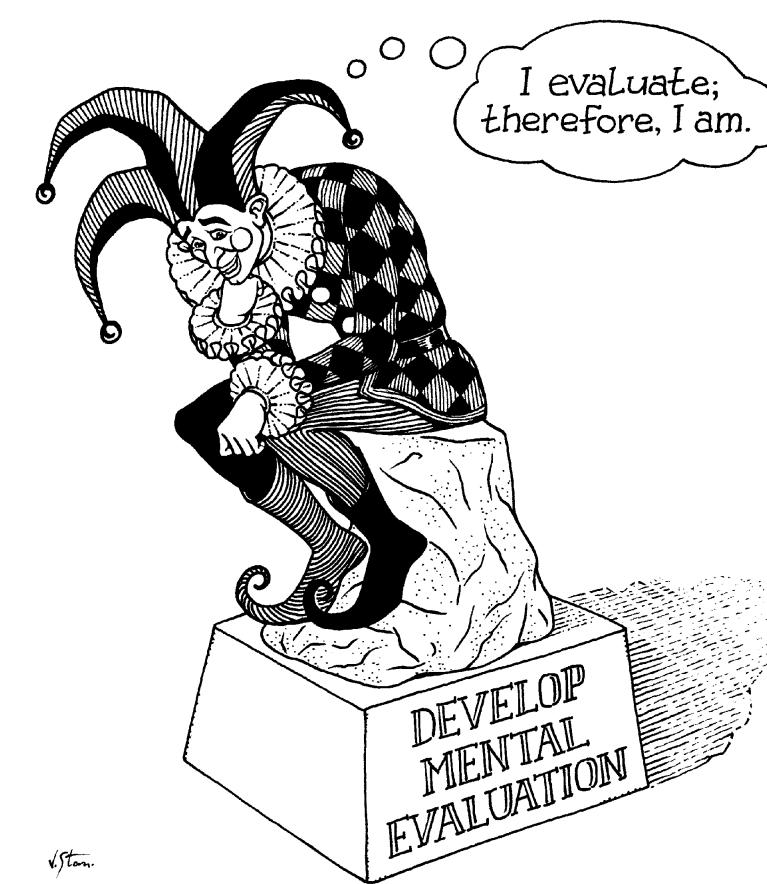
“The truth ,may be stretched thin, but it never breaks, and it always surfaces above lies, as oil floats on water.”



GAHARKER

**Maddest of
all...**





Evaluation as Leadership