

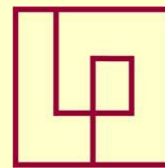
Black Belt Evaluators

Presentation by

Robert Lake

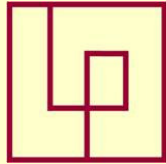
to AES International Conference, Brisbane

11 October 2005



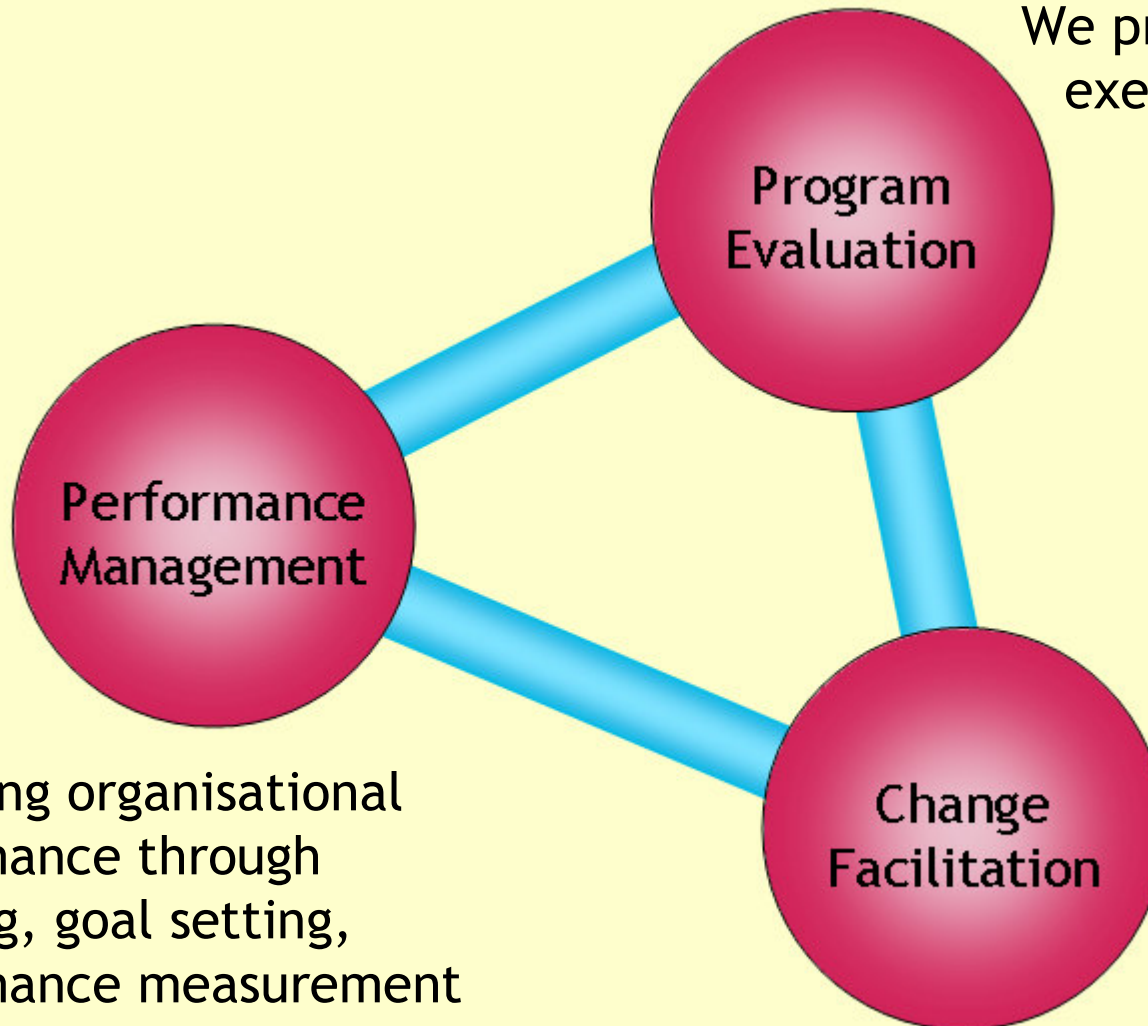
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Sophisticated evaluations of programs and projects
We produce answers that executives can act on



Improving organisational performance through planning, goal setting, performance measurement

Facilitated group decision-making
Coaching for leadership and change

Presentation structure

- Why does this matter?
- Australian & NZ work on evaluator competencies
- model
- Directions forward

Why does it matter?

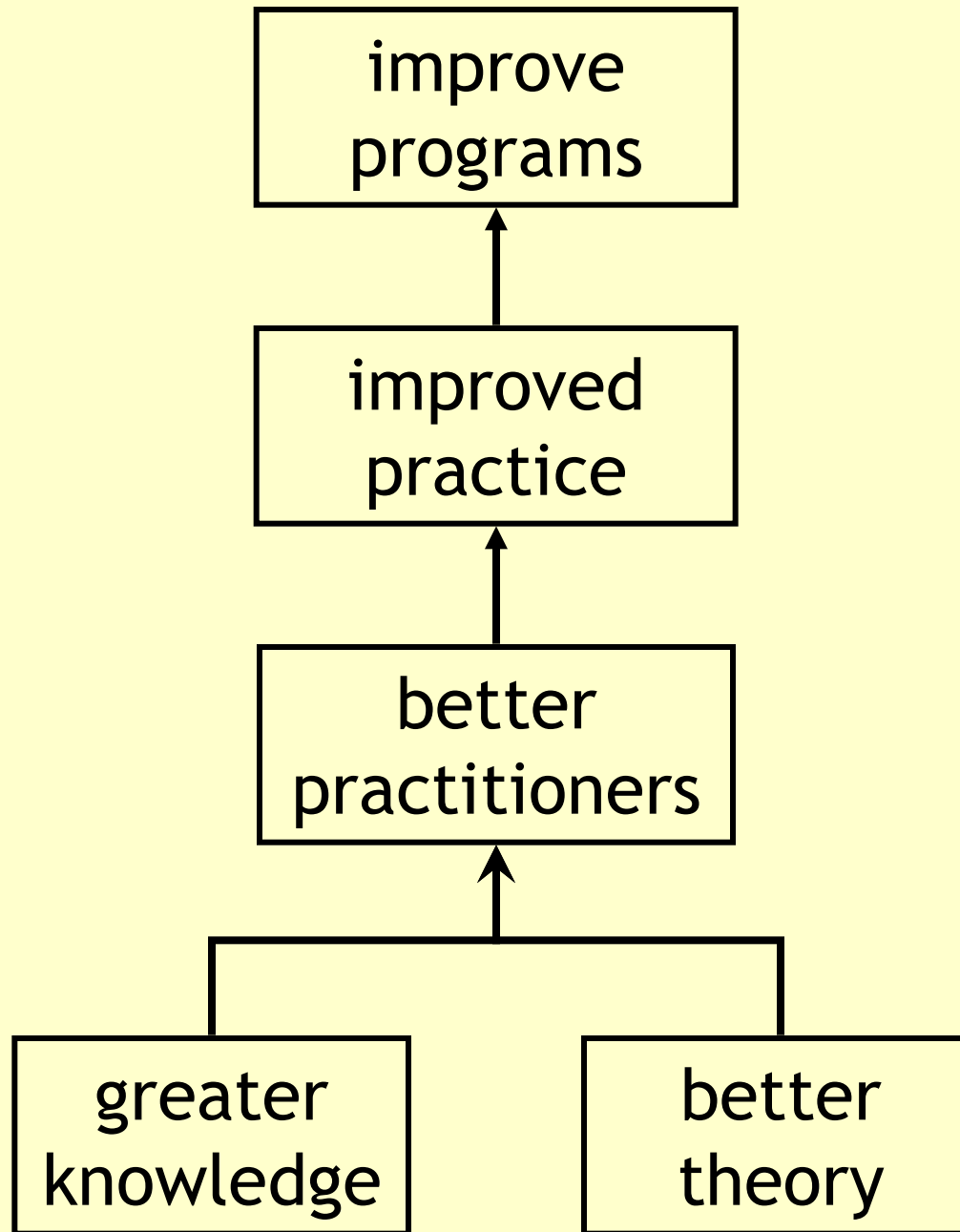
The path to improvement in a profession is through understanding the nature of the profession and its practice

need for rigorous & systematic inquiry & cumulative evidence about evaluation itself to provide a basis for improving practice

(Henry & Marks, 2003)

“Can you point organisations like our that are successful because of their evaluation practice?”

(Sanders, 2003)



What do we know about
evaluators?

Evaluator competencies – Pt 1

- Funnell et al. 4 key components:

- knowledge/cognitive

- background
- role
- context
- methods
- conduct
- communication
- organisation

- functional

- focus
- design
- data collection
- data analysis
- report
- project manage
- meta-evaluation

- personal/behavioural

- org. awareness
- problem-solving
- analytical thinking
- conceptual thinking
- self control
- self-confidence
- tenacity
- initiative
- impact
- communication
- teamwork
- prof development

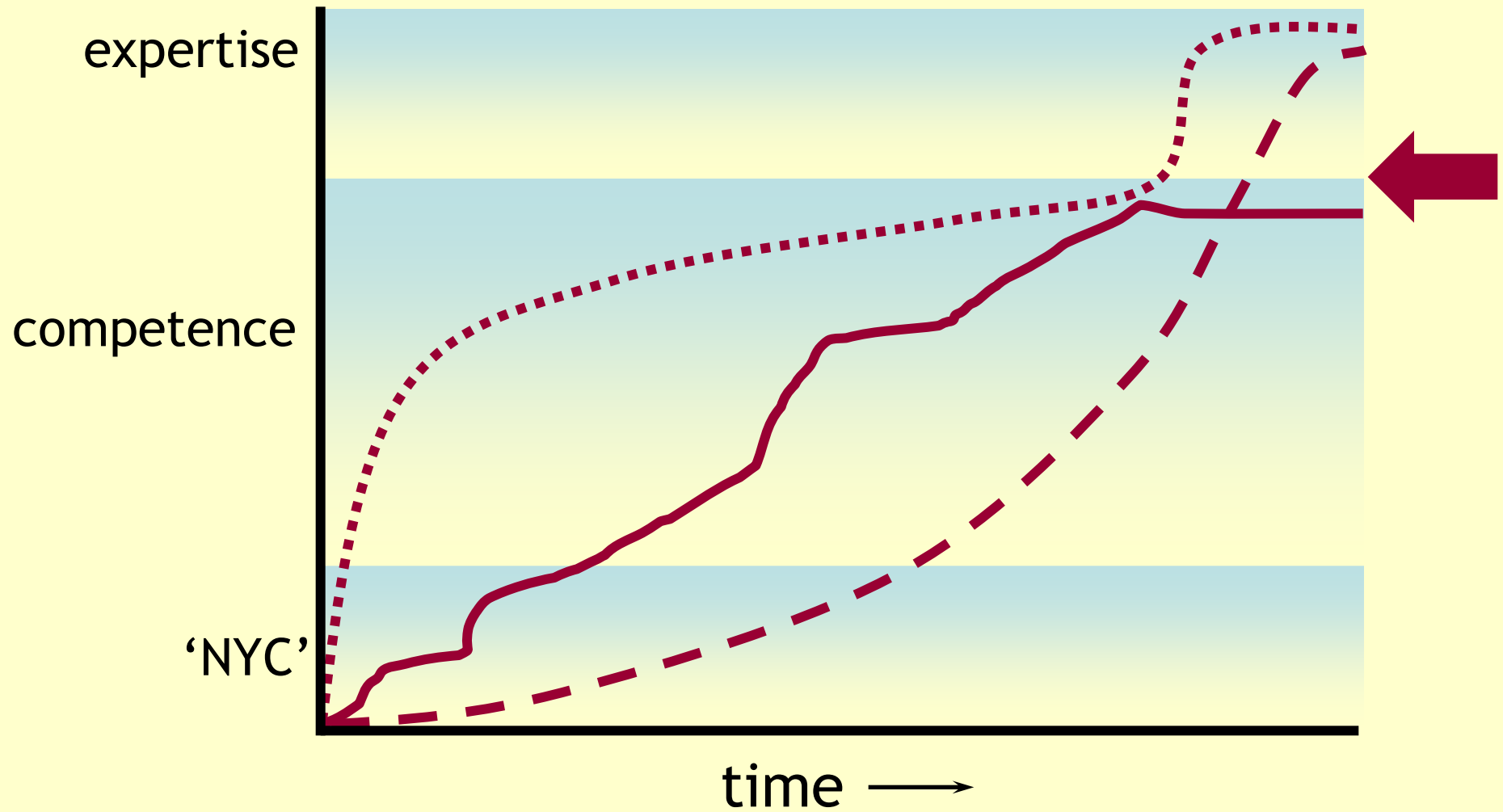
- ethical

- personal
- professional

Evaluator competencies – Pt 2

- Gomes et al.
- 6 generic competencies:
 - critical thinking, analysis & problem-solving
 - technical expertise
 - communication
 - socio-political awareness & sector knowledge
 - customer focus & relationship management
 - team-working

the curve to competence



expert - novice difference

'more of the same' /
'ladder' model

VS

qualitative shift

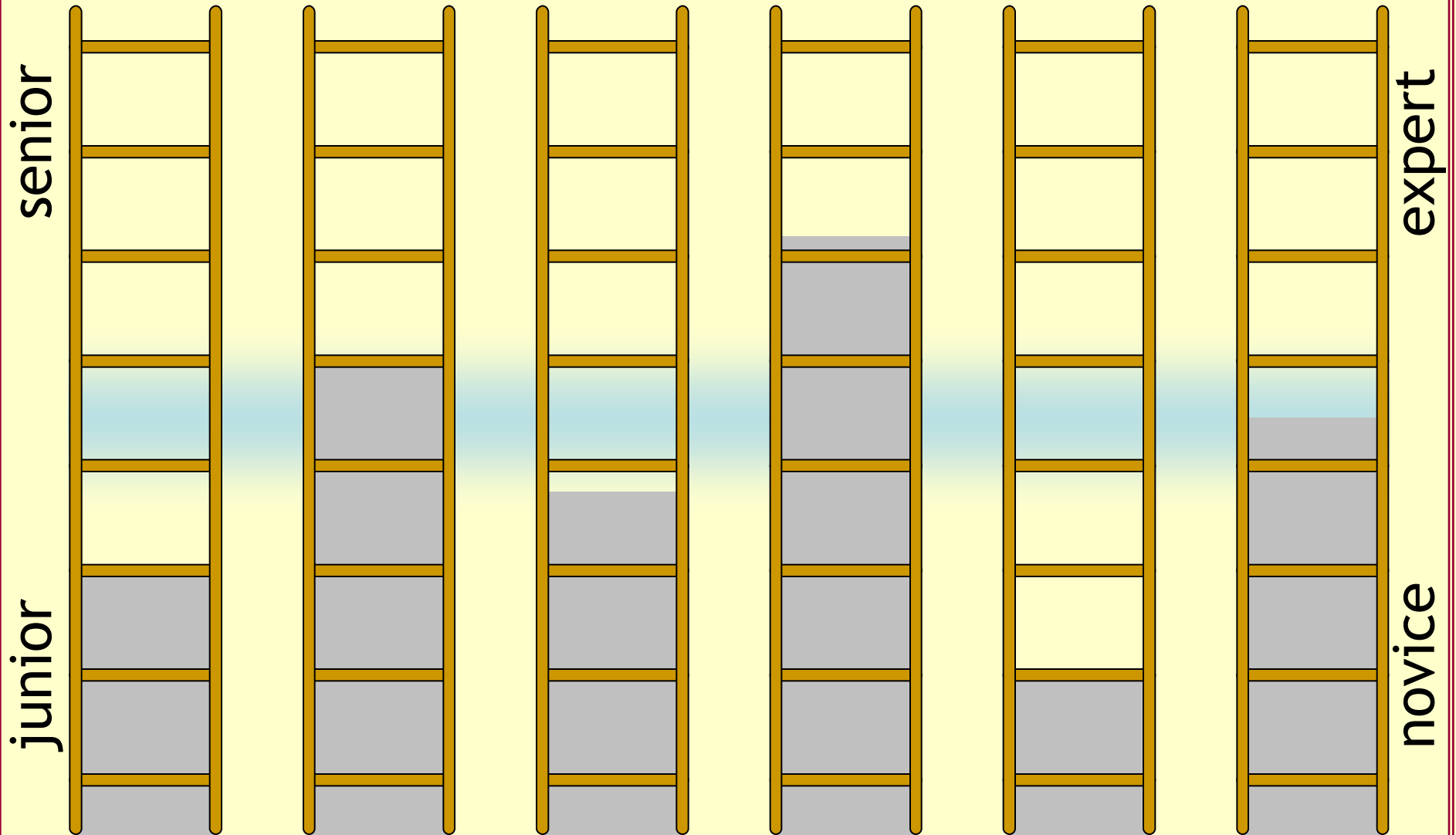
OR...

what they possess
(potential)

VS

how they do it
(application)

'ladder' model



Kirkpatrick's levels + 1

TRAINING
EVALUATION

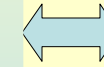
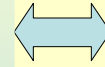
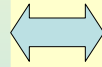
reaction

transfer

change

result

ROI



micro short-
term

macro
longer-term

PROGRAM
EVALUATION

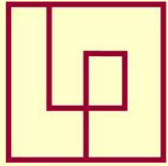
EVALUATOR

Expert characteristics

- Picture size & utility
 - how they see
 - pattern-seeing
 - ‘helicopter view’
 - how they use
 - to effect change
 - to add value (e-value-ation)

Directions forward

- So what?
 - does this really matter?
- Develop testable hypotheses to explore



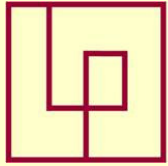
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robert.lake@lakeconsulting.com.au

www.lakeconsulting.com.au

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