

# Evaluating with the Greater Good in Mind: Applying the Organisational Elements Model to Leadership Development Evaluation

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# Context: Amplified Complexity and Interconnectedness

- **Accelerating Globalisation**
- **Technological Advancements**
- **Changing Global Demographics**
- **Shifting Societal Structures**
- **Transforming Organisational Structures and Expectations**



# Growth in Leadership Development

- **Who are leaders?**
- **Leadership as Direction, Alignment, Commitment**
- **Formal and informal approaches**



# Making the Connection

- **Leadership development seems like a good thing to do, but no one is sure why, and what or how “good” will emerge from the process.**
- **What is the purpose of leadership development?**
- **What should the purpose be?**

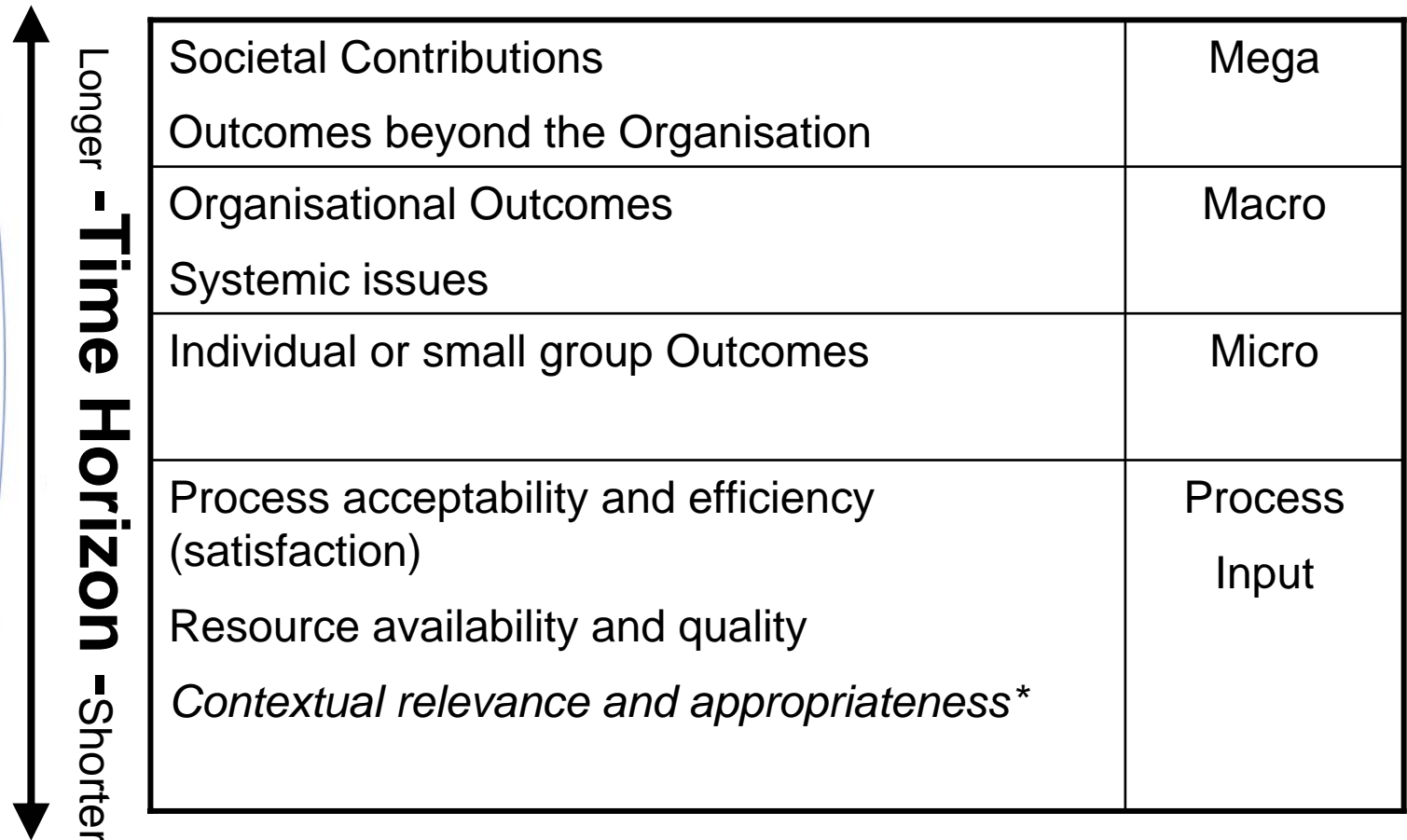


## Our Premise

- **Organisational success and effectiveness are inextricably connected to societal success and effectiveness**



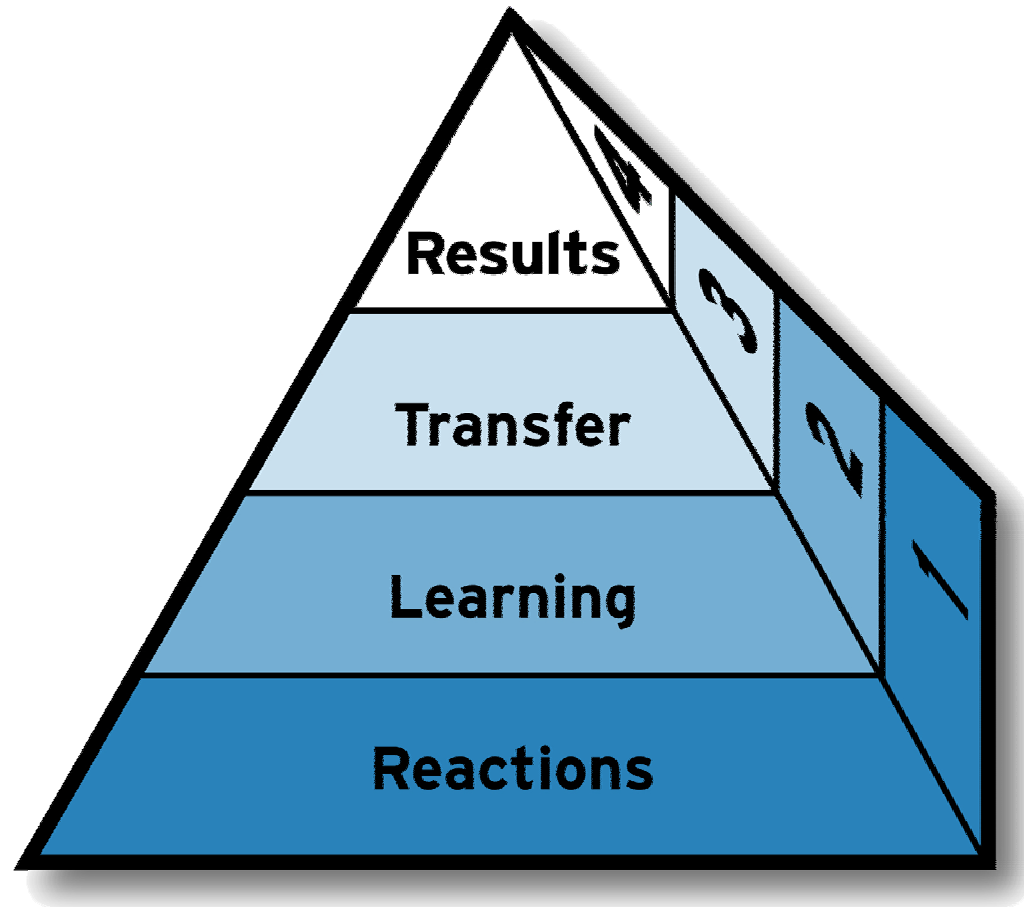
# The Organisational Elements Model (OEM)



Based on the Organizational Elements Model (Kaufman, 2000 ,Kaufman, Oakley-Browne, Watkins, & Leigh (2003)



## Levels of Impact (Kirkpatrick)



## Evidential Approaches

*"More tangible"*

## Evocative Approaches

*"Less tangible"*





## OEM: Process and Input

Level	Focus	Sample Evaluation Questions	Possible Sources of Information
Process and Input	Process acceptability and efficiency (satisfaction)  Resource availability and quality  Contextual relevance and appropriateness	What resources are being used to provide the program?  What does the program cost?  Who is participating in the program?  How are participants selected or denied?	<b>Data Sources:</b>  Individual Surveys, Focus Groups, and Interviews  <b>Stakeholders:</b>  Individuals and groups planning, providing and participating in the initiative



## OEM: Micro<sub>1</sub>

Level	Focus	Sample Evaluation Questions	Possible Sources of Information
Micro <sub>1</sub>	Individual or Small Group	What have individuals learned?  What values or perspectives have changed?  What behaviours do they intend to change?	<b>Data Sources:</b>  Individual and Groups Learning Surveys, Focus Groups, Interviews, Goal Statements and Plans  <b>Stakeholders:</b>  Individual and Groups participating in the initiative and their constituents



## OEM: Micro<sub>2</sub>

Level	Focus	Sample Evaluation Questions	Possible Sources of Information
Micro <sub>2</sub>	Individual or Small Group	<p>How and when is individual performance expected to change?</p> <p>To what extent and when are changes occurring?</p> <p>What is contributing to or preventing the changes?</p>	<p><b>Data Sources:</b></p> <p>Individual and Group Performance Assessments, Focus Groups, Interviews, Goal Statements and Plans</p> <p><b>Stakeholders:</b></p> <p>Individual and Groups participating in the initiative and their constituents</p>



## OEM: Macro

Level	Focus	Sample Evaluation Questions	Possible Sources of Information
Macro	Organisational Outputs and Systems	<p>What organisational\ internal changes are expected to occur as a result of the program and individual performance changes?</p> <p>To what extent and when are changes occurring? What is contributing to or preventing the changes?</p>	<p><b>Data Sources:</b></p> <p>Organisational Performance Documents, Focus Groups, Interviews, Goals, Organisational Culture and Climate Surveys</p> <p><b>Stakeholders:</b></p> <p>Diverse Organisational representatives</p>



## OEM: Mega

Level	Focus	Sample Evaluation Questions	Possible Sources of Information
Macro	Societal Contributions	<p>What are the changes to external stakeholders expected to occur as a result of the organisational changes?</p> <p>To what extent and when are changes occurring? What is contributing to or preventing the changes?</p>	<p><b>Data Sources:</b></p> <p>Quality of life indicators, policy impact measures, economic indicators, focus groups or dialogue meeting</p> <p><b>Stakeholders:</b></p> <p>Diverse Organisational and community representatives</p>

