



Education  
Centre for Education  
Statistics & Evaluation

# The GI Joe Fallacy

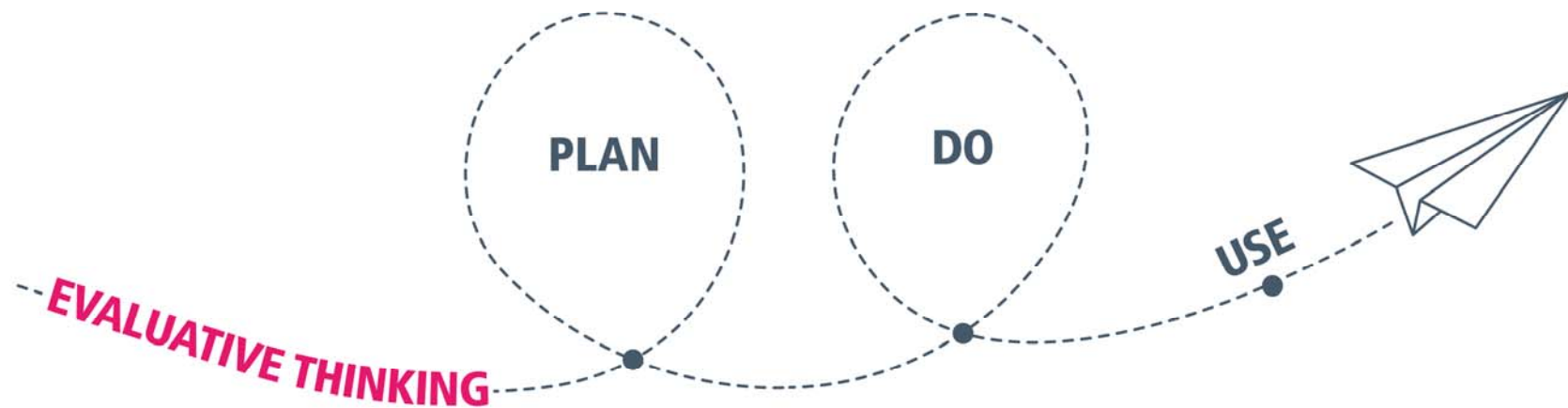
Cognitive bias as a hook for engaging  
senior decision makers in evaluative thinking

Duncan Rintoul and Alex Oo

AES International Evaluation Conference  
September 2017, Canberra

# Introduction

## The NSW Department of Education Evaluation Capacity Building Project



Twitter: @dunc\_rintoul @nswCESE #AES17CBR

# The Team

## Principal Project Officer

### A Senior Project Officer for each Operational Directorate

Co-design and delivery of professional learning	<i>Initial focus on school leaders</i>
Evaluation advice for Directors and PSLs	<i>Consultancy / coaching model</i>
One evaluation project	<i>Strategic priority for ED</i>

## Senior Project Coordinator

## Learning Designer

Funding for two years (Jan 2017 – Jan 2019)

# Three streams

## Leading

Helping school leaders strengthen evaluative practice in their schools

## Teaching

Helping educators evaluate their teaching programs and strategies

## Corporate

Helping embed effective evaluation in the policy and program cycle





# Resources

NSW DEPARTMENT OF EDUCATION

Press **F11** to exit full screen

## Evaluation Resource Hub

Enter your search... 



**In this section**


<b>Why evaluation matters</b> Coming soon ... evaluation in teaching, education policy and in school leadership.	<b>Key concepts</b> Evaluative thinking, logic modelling, turning data into evidence, types of evaluation.	<b>Step-by-step</b> Detailed guides on the evaluation process flow and logic modelling, with more to come.
<b>Collecting new data</b> Practical tips for doing surveys, interviews, focus groups and more.	<b>Existing data sets</b> Coming soon ... traps and tricks for data analysis.	<b>Training</b> Training program details and link to MyPL registration.

## Logic modelling

The following video discusses Logic modelling. It runs for 5:31 minutes.



[CONTACT US](#) [A-Z CONTENT SEARCH](#)

 Evaluation Essentials for School Leadership

POLICY LIE  
DEPARTMI  
NSW GOV  
DEC NSW

## Develop a logic model

Evaluation Essentials for School Leadership

Start

### Building a logic model - demonstration (stage 2 robotics program)

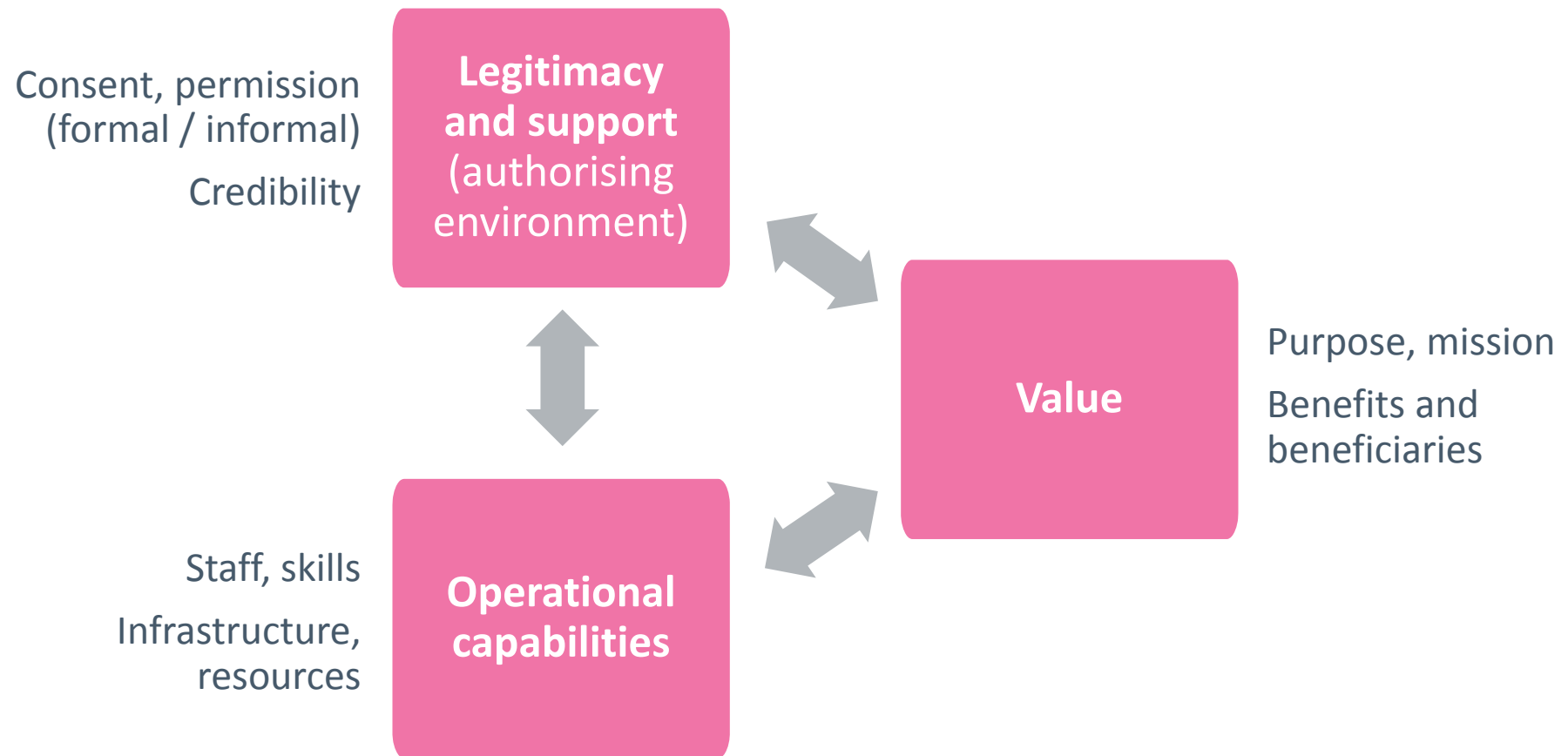
from NSW CESE



23:05

HD :: vimeo

# ECB and the strategic triangle



Mark Moore (1995) *Creating Public Value – Strategic Management in Government*. Cambridge: Harvard University Press.

# Evaluation in a school setting



**Teachers evaluate personal teaching and learning programs** using evidence, including feedback from students and student assessment data, to inform planning.

*Standard 3.6.2 (Proficient level)*



**Teachers provide and receive planned constructive feedback** from peers, school leaders and students to improve teaching practice

*Teaching / Collaborative practice (Sustaining and Growing)*



**Principals... evaluate the personal and organisational effects of change** through regular feedback from stakeholders and evidence of impact on student outcomes.

*'Leading Improvement, Innovation and Change' Profile*

# Disciplines of evaluative thinking

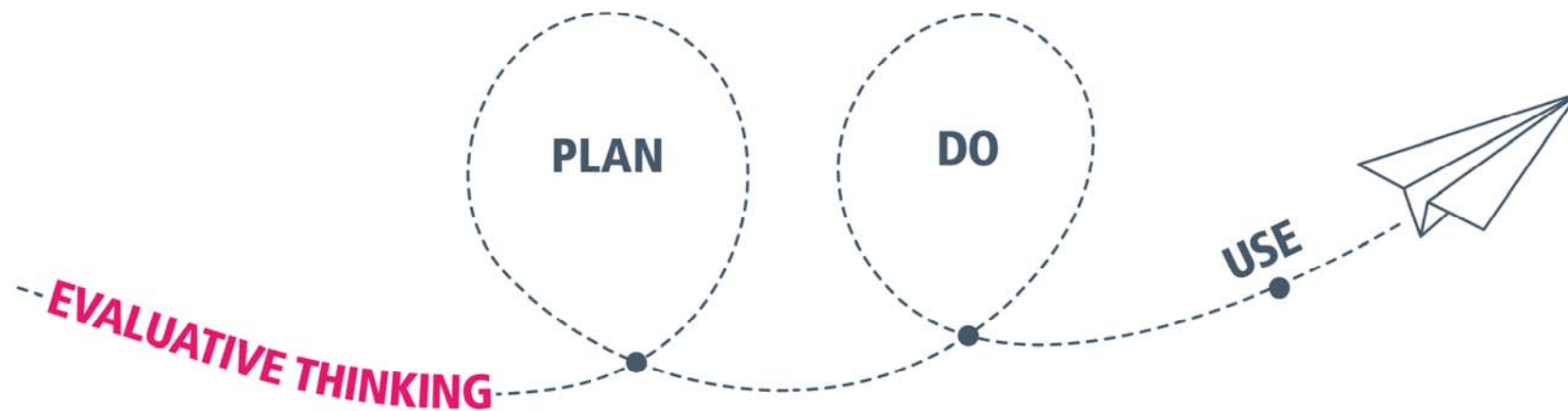


[https://education.nsw.gov.au/  
evaluation-resource-hub/  
key-concepts/evaluative-thinking](https://education.nsw.gov.au/evaluation-resource-hub/key-concepts/evaluative-thinking)



# Cognitive biases

and leadership strategies  
that help manage them



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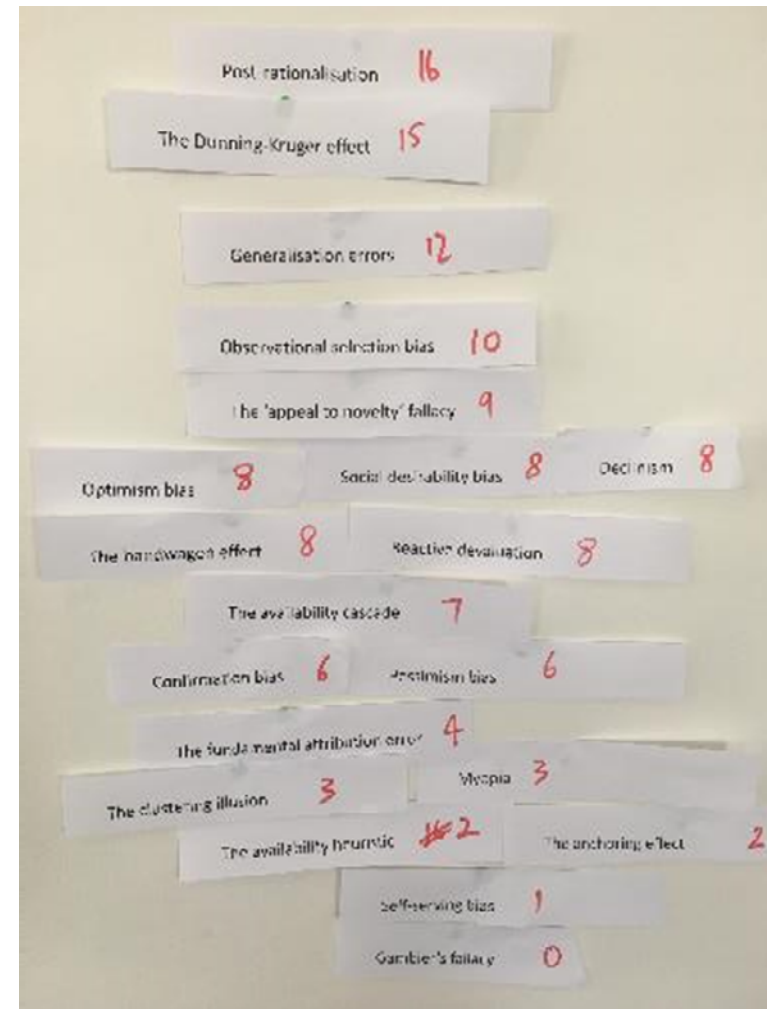
# What is cognitive bias?

Cognitive bias occurs where our analysis of a situation is compromised by 'mental shortcuts' or patterns of thinking that place undue emphasis on a particular perspective.



# Workshop structure

1. Pin the tail on the donkey
  - match labels with definitions
2. Gallery walk in pairs
  - mark the biases that you see in your executive
  - when you get back to where you started, tally up the total



# Workshop structure

## 3. Prioritise

- move to one bias that is particularly problematic in your team

## 4. Share

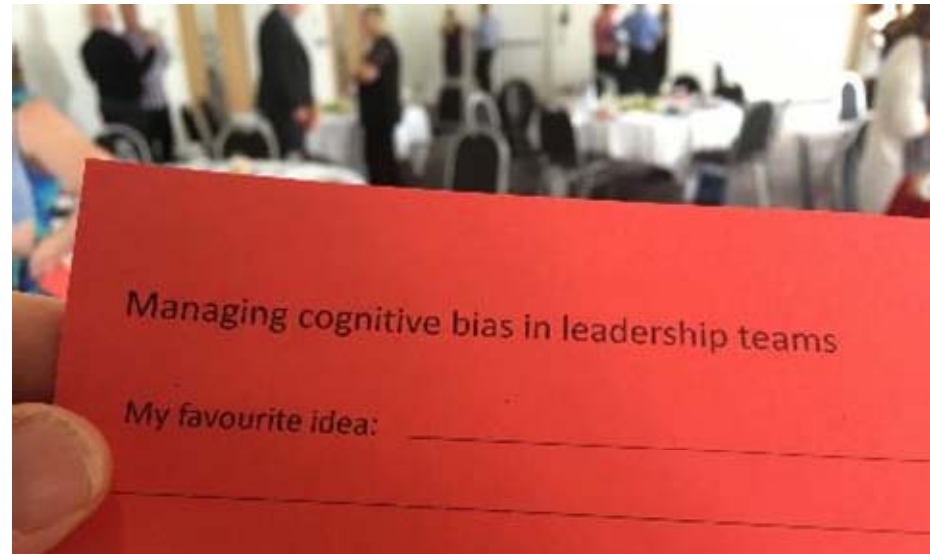
- discuss strategies you use (or could use) to help manage this bias in leadership teams



# Workshop structure

## 5. Summarise

- note down your favourite idea, using the card provided
- share this with the room



# The GI Joe Fallacy



<https://www.youtube.com/watch?v=sO9xwAyeWX0>  
With thanks to the 'Wireless Philosophy' Youtube Channel

## Let's do it

### 1. Pin the tail on the donkey

- match labels with definitions

### 2. Gallery walk in pairs

- mark the biases that you see in your work
- when you get back to where you started, tally up the total

### 3. Prioritise

- move to one bias that is particularly problematic

### 4. Share

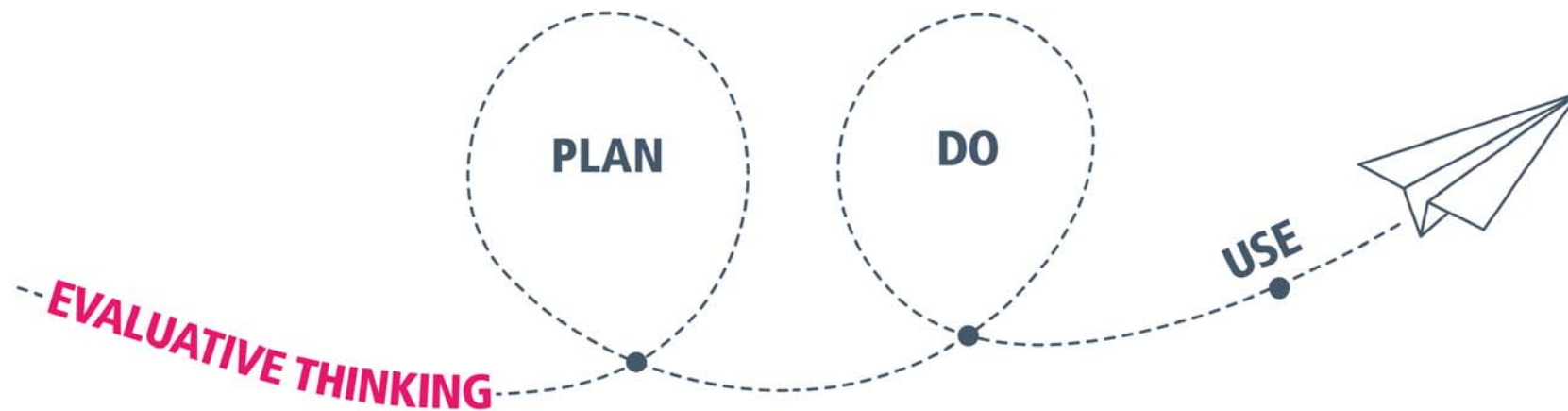
- discuss strategies you use (or could use) to help manage this bias

### 5. Summarise

- note down your favourite idea
- share this with the group (if time)

# For more:

<https://education.nsw.gov.au/evaluation-resource-hub>



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