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# Soul and Maturity: On Being Evaluators

(and people who engage with evaluation)

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**A/Prof Amy Gullickson**

Centre for Program Evaluation

Full reference: Gullickson, A.M. (1 Sept 2022). Soul and Maturity: On Being Evaluators .  
aes22 Conference, Adelaide.





# Acknowledgement of Country



Bush Medicine Leaves (2014) by Selina Numina, Utopia Country





# Gratitudes



[amy.gullickson@unimelb.edu.au](mailto:amy.gullickson@unimelb.edu.au)



# Clarifying questions



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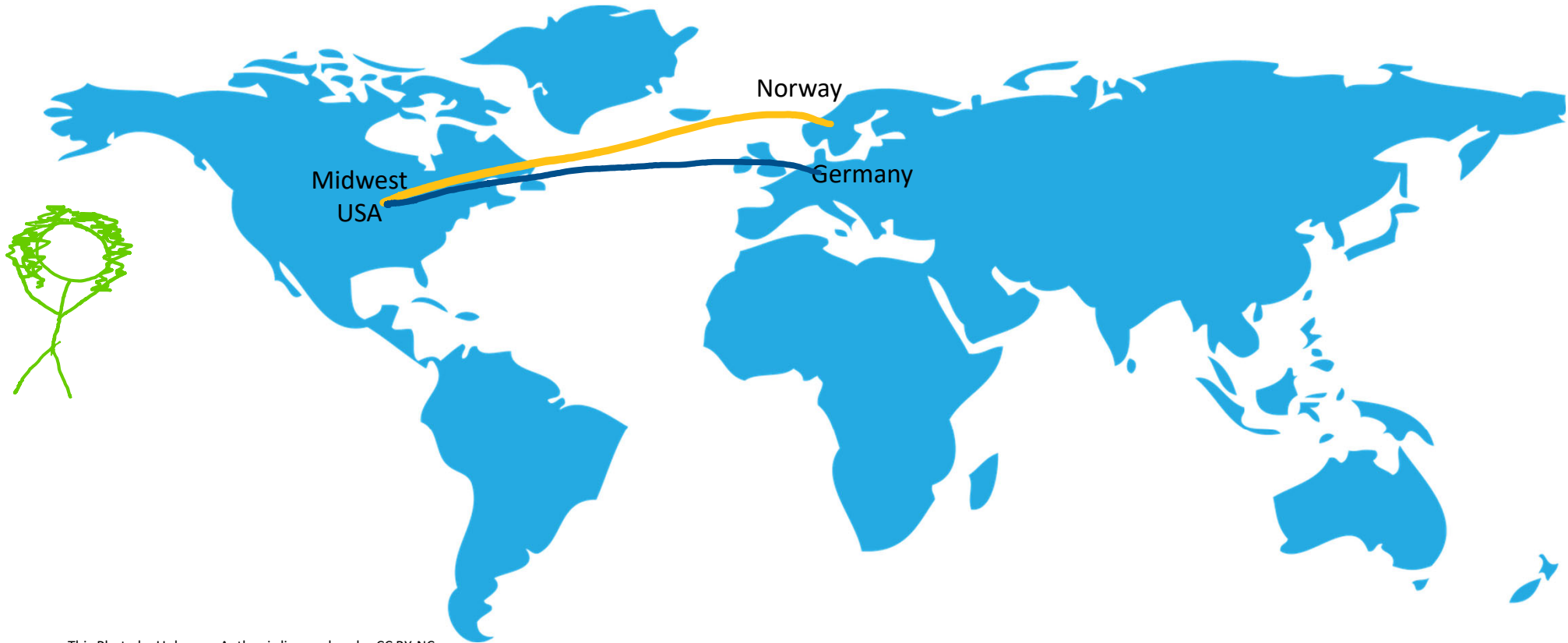
# Where I come from



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# Where I come from

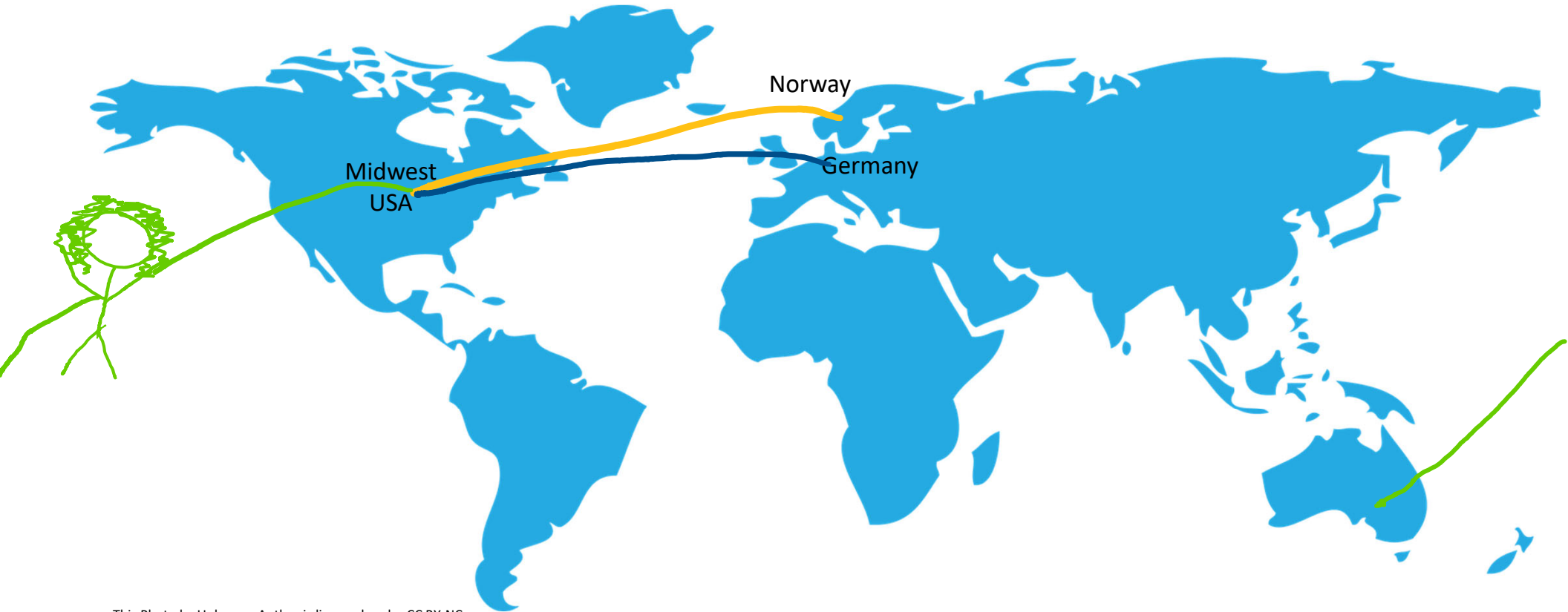


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# Where I come from



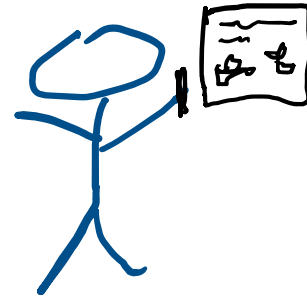
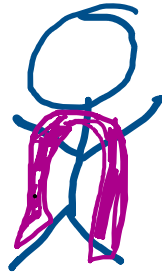
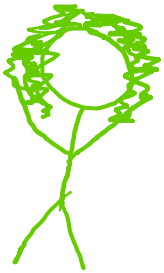
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# My people



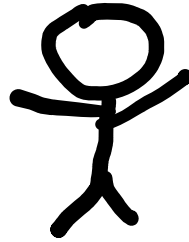
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# Entity





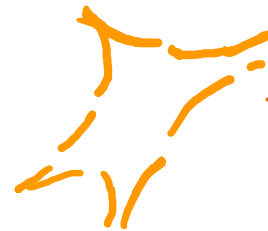
**Soul**







**Soul**





# Soul



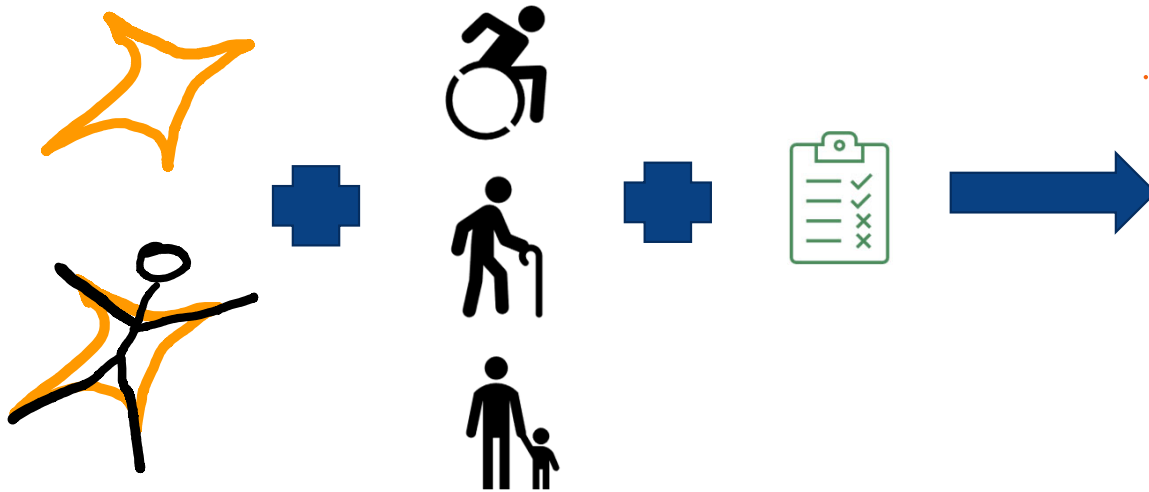


# Soul + Evaluation = Anxiety!



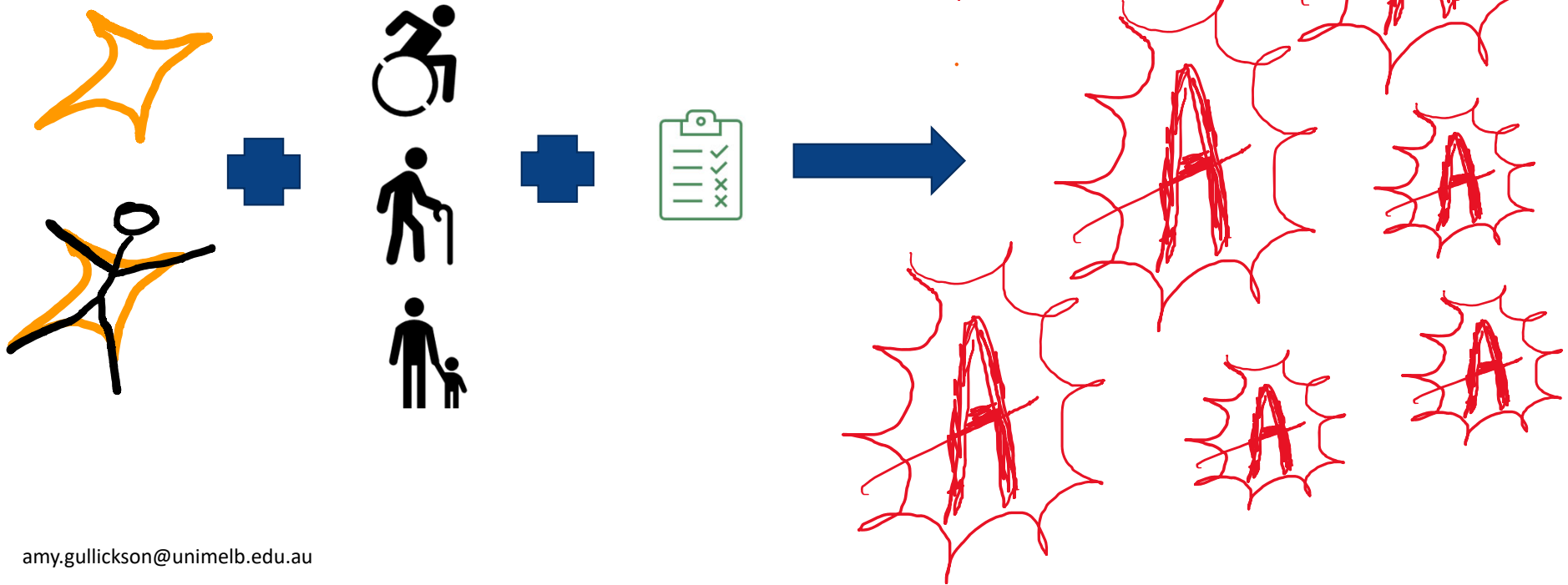


# Soul + Evaluation = Anxiety!

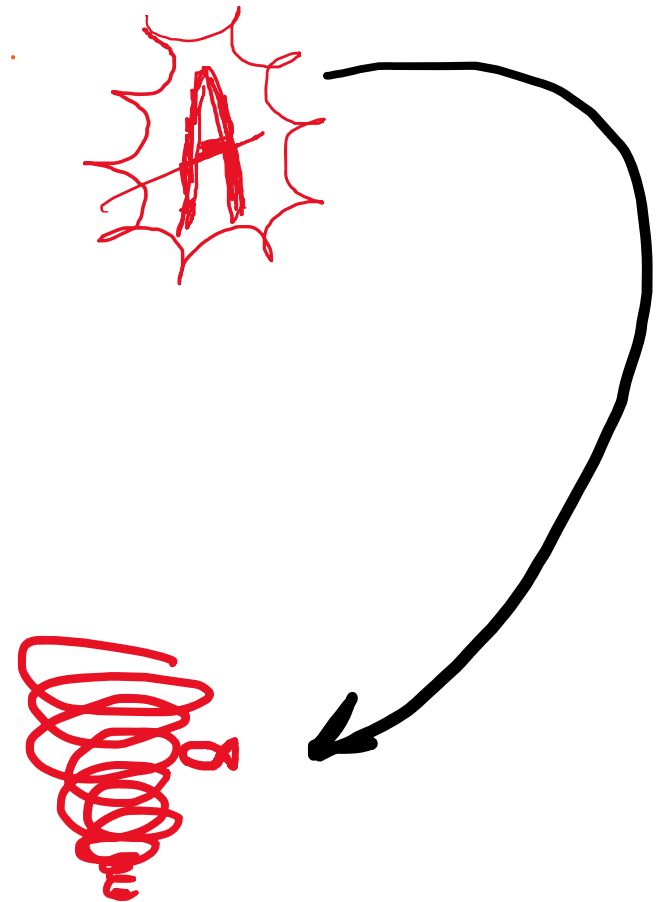




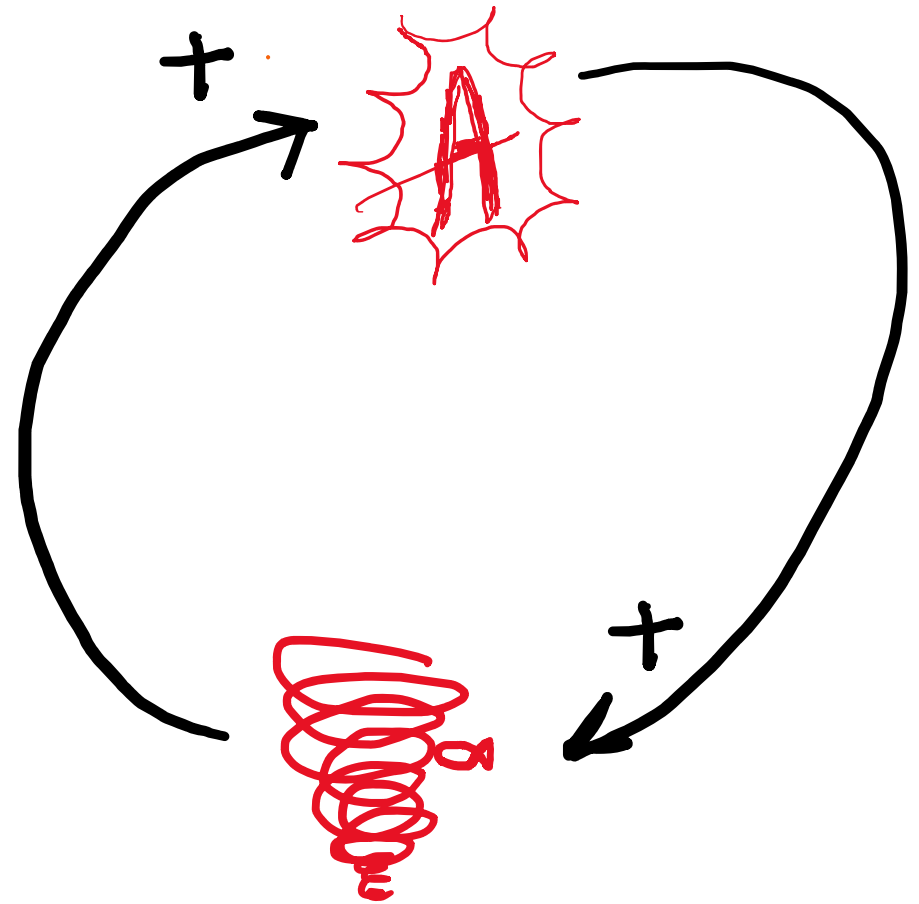
# Soul + Evaluation = Anxiety!



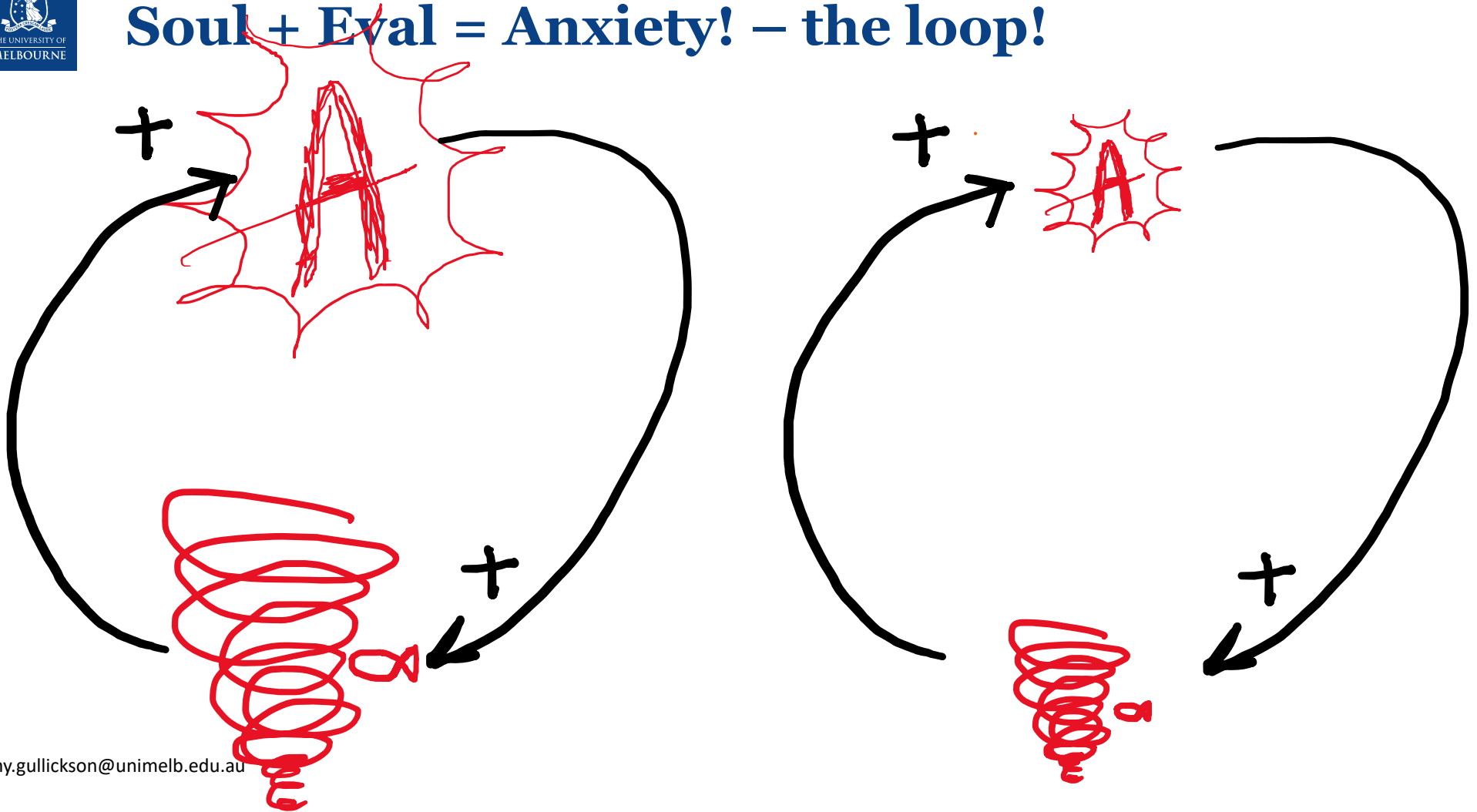
# Soul + Eval = Anxiety! A reinforcing loop!



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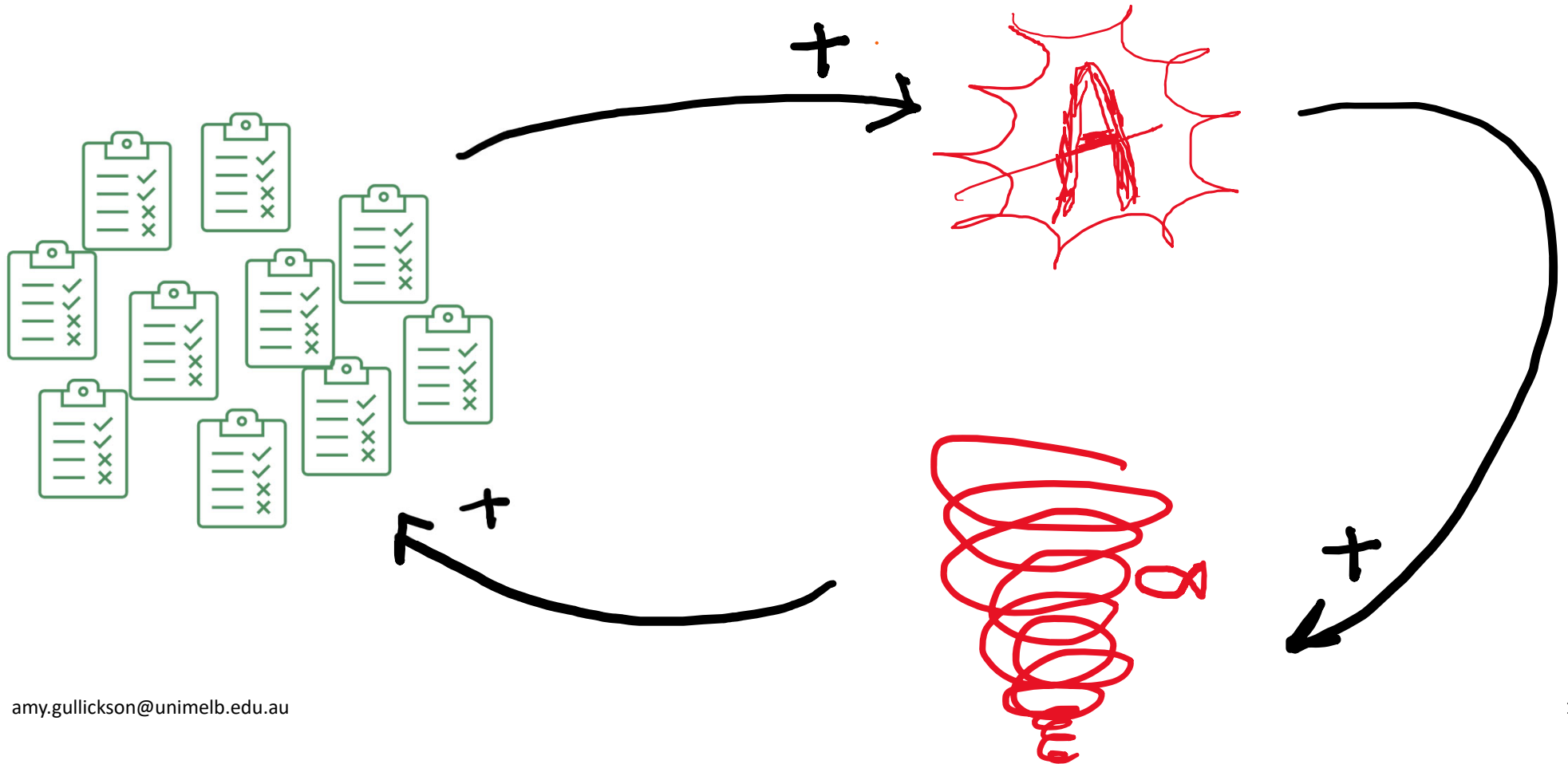


# Soul + Eval = Anxiety! – the loop!





# Soul + Eval = Anxiety! – the loop!

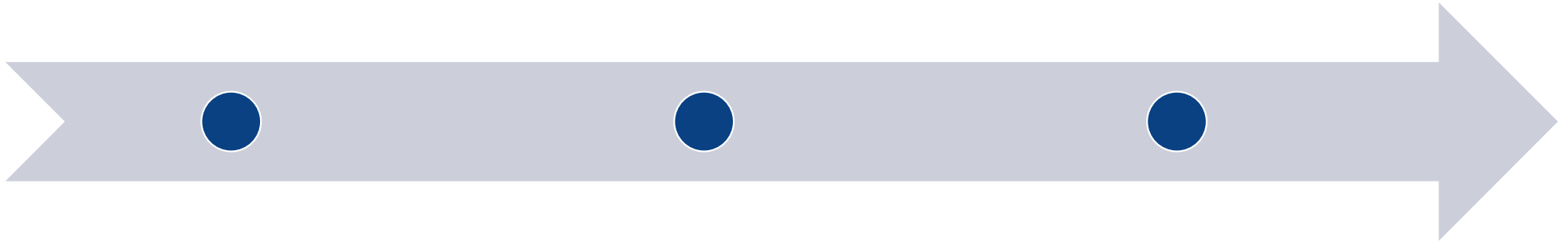


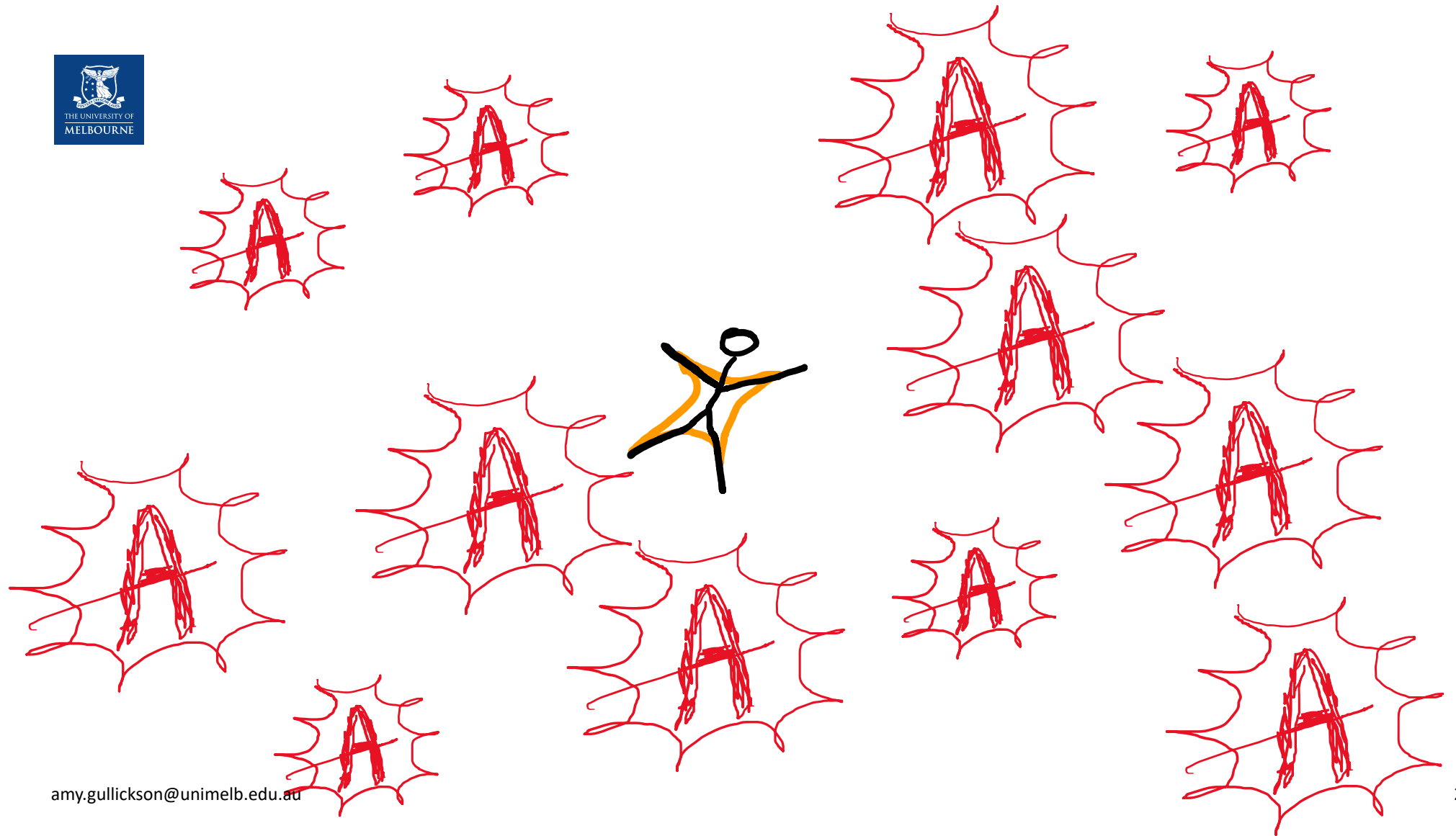


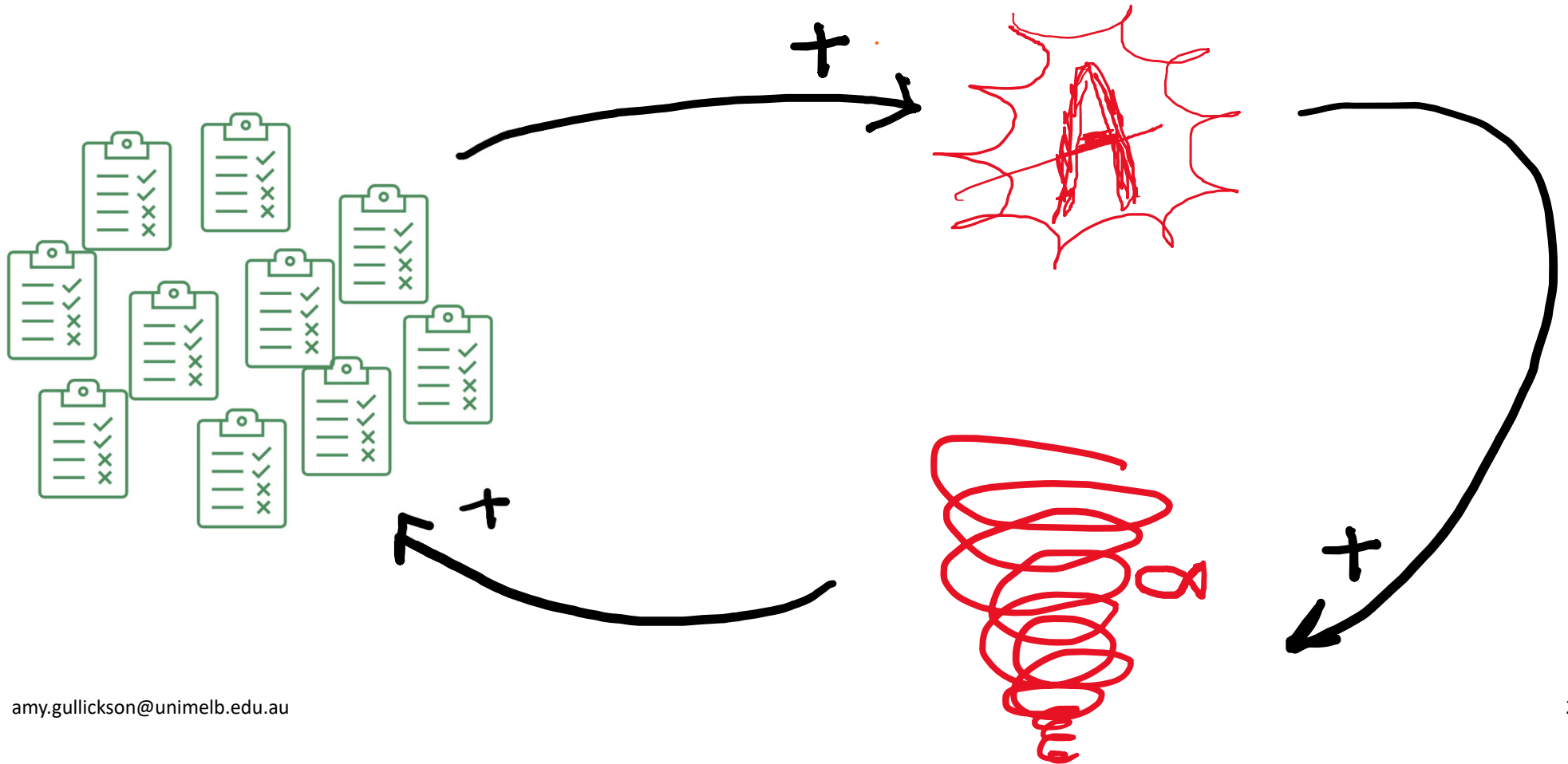
**Not much has changed...**

1950

2022

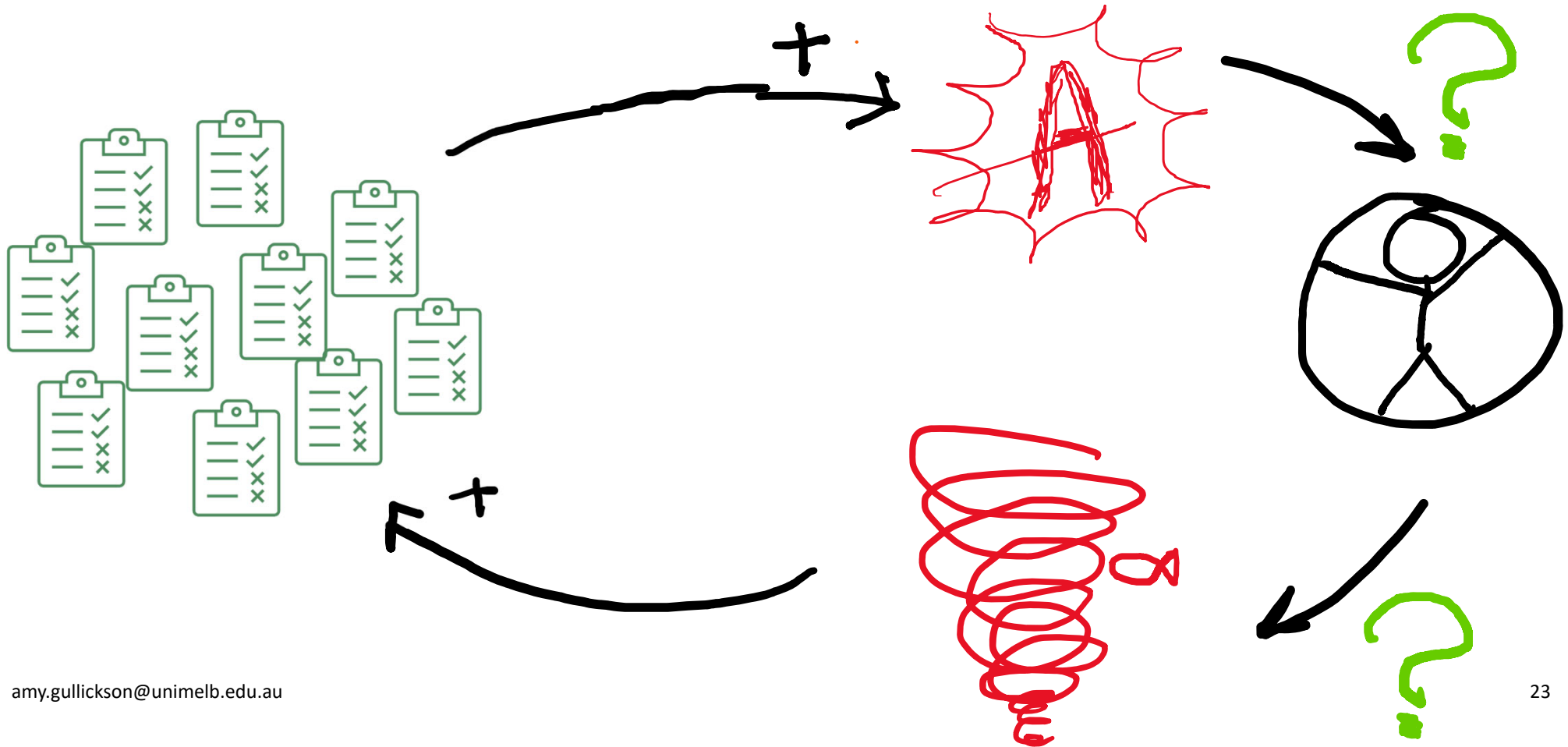








# What if...





# Any clarifying questions?



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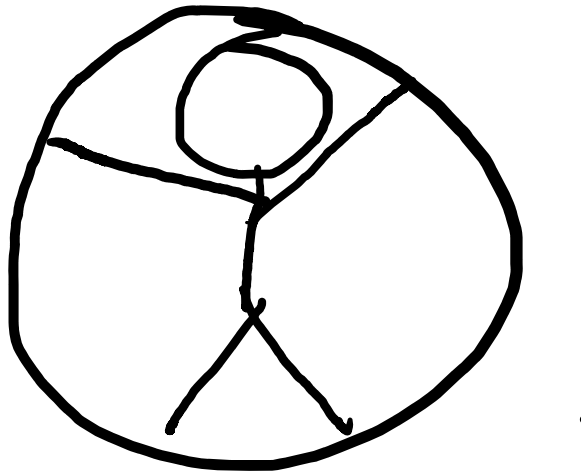
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# What is maturity?





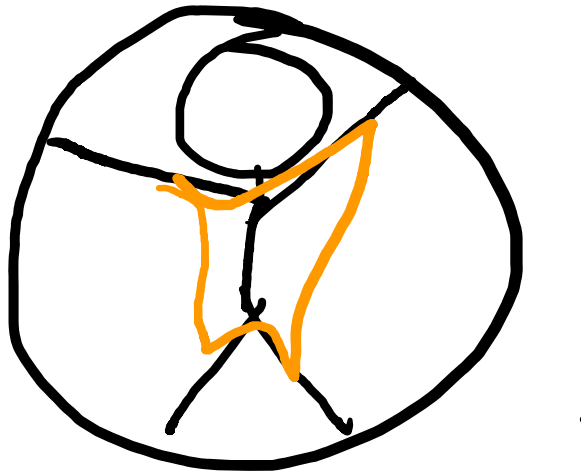
# What is maturity?



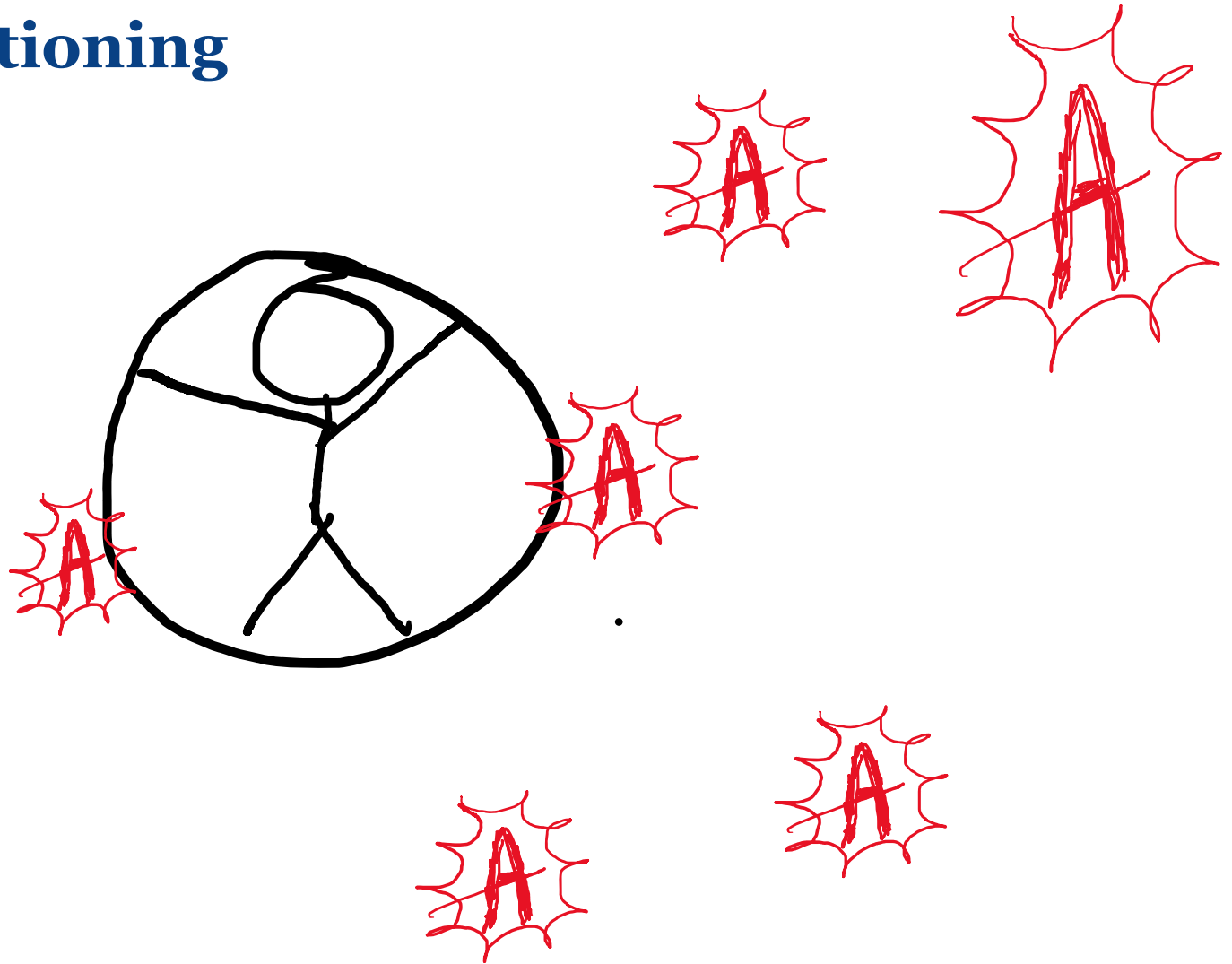


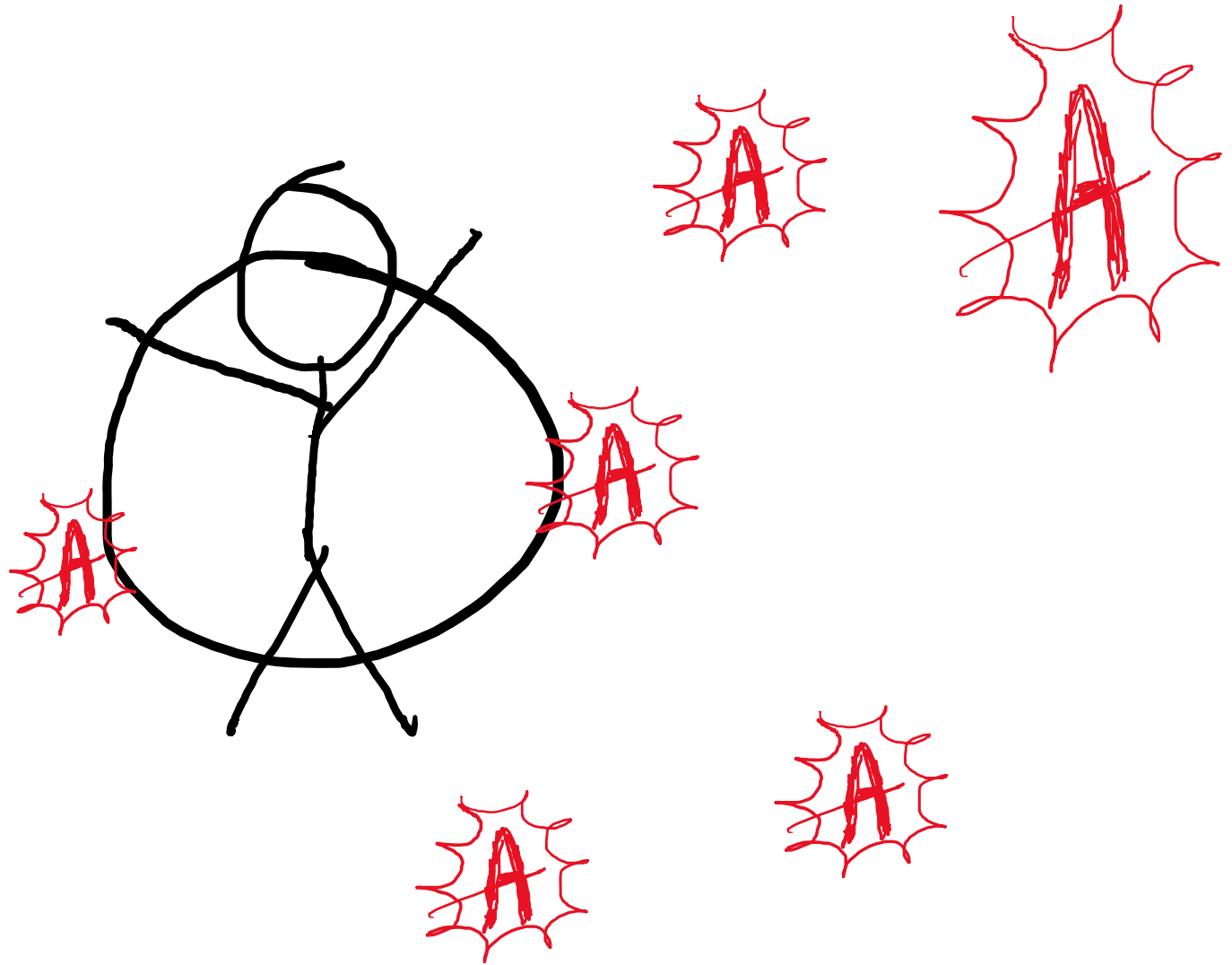


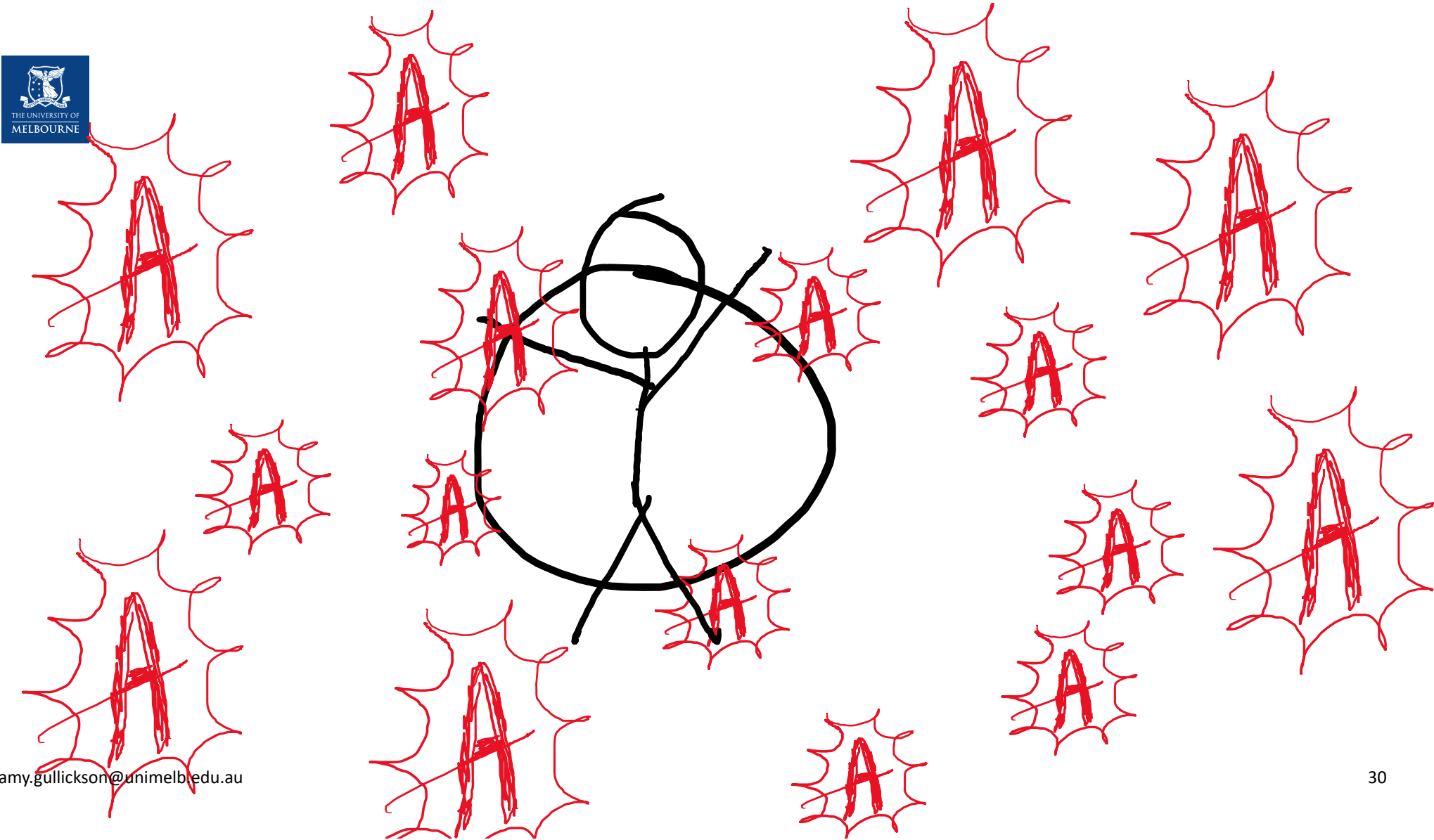
# What maturity looks like

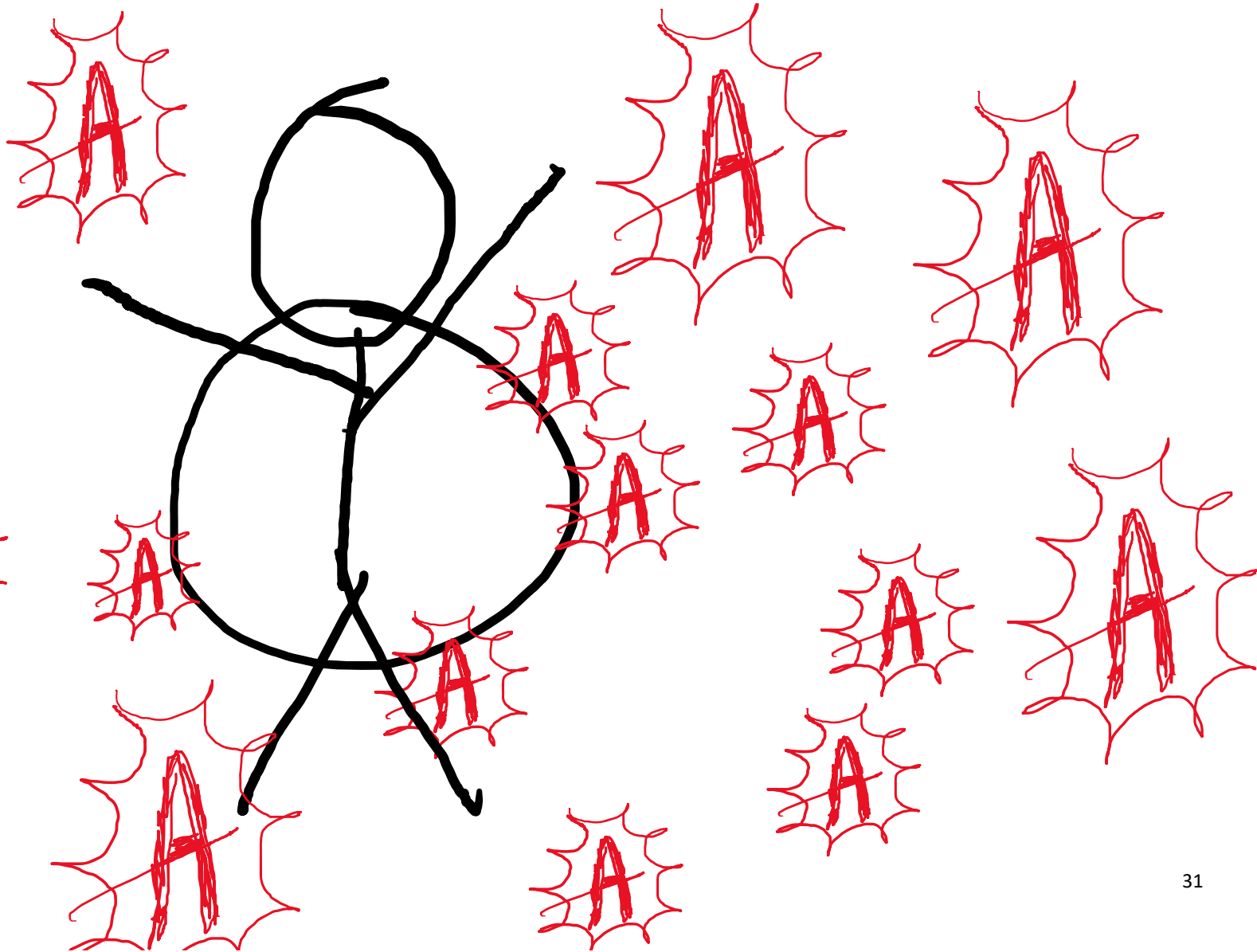


# Over-functioning

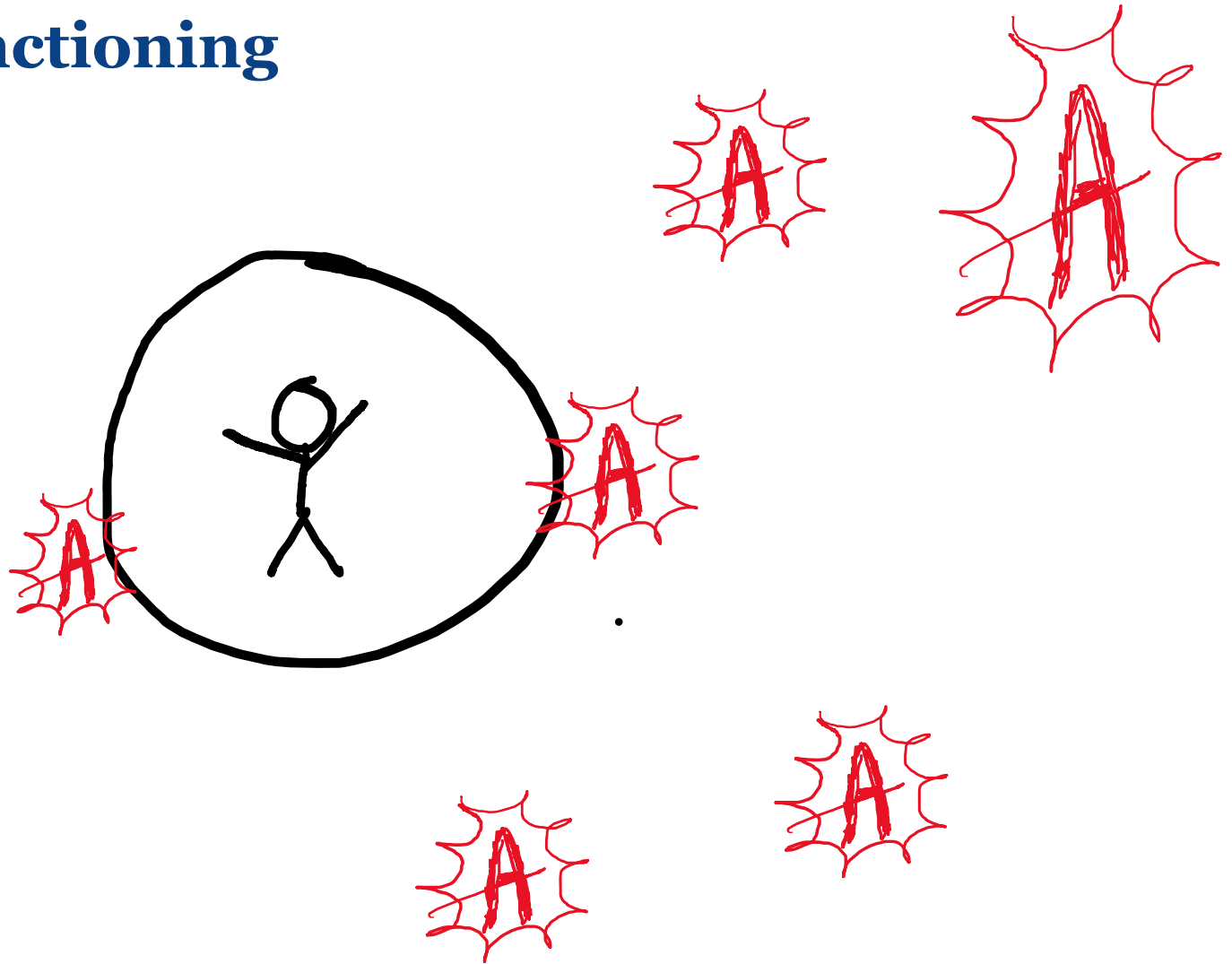


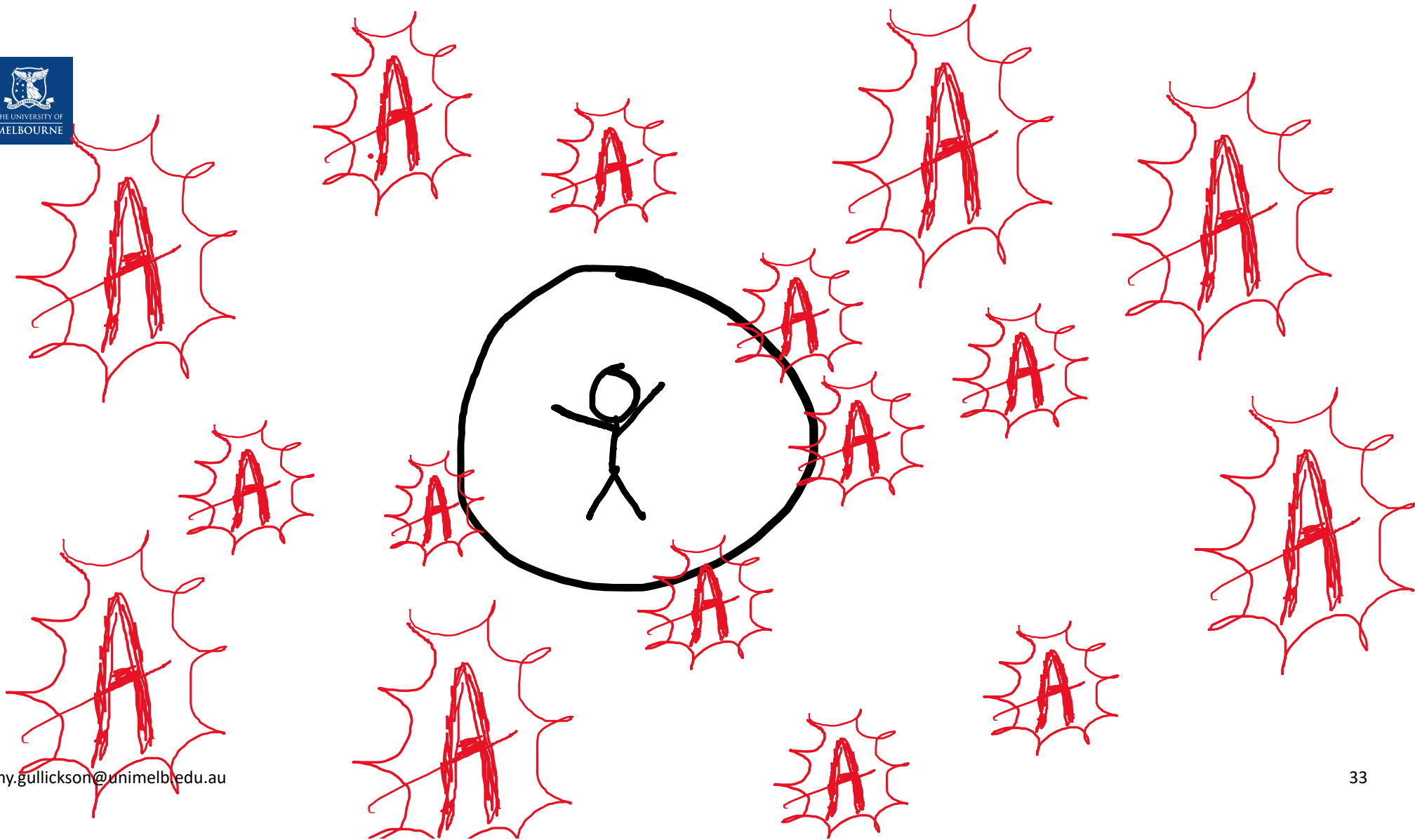




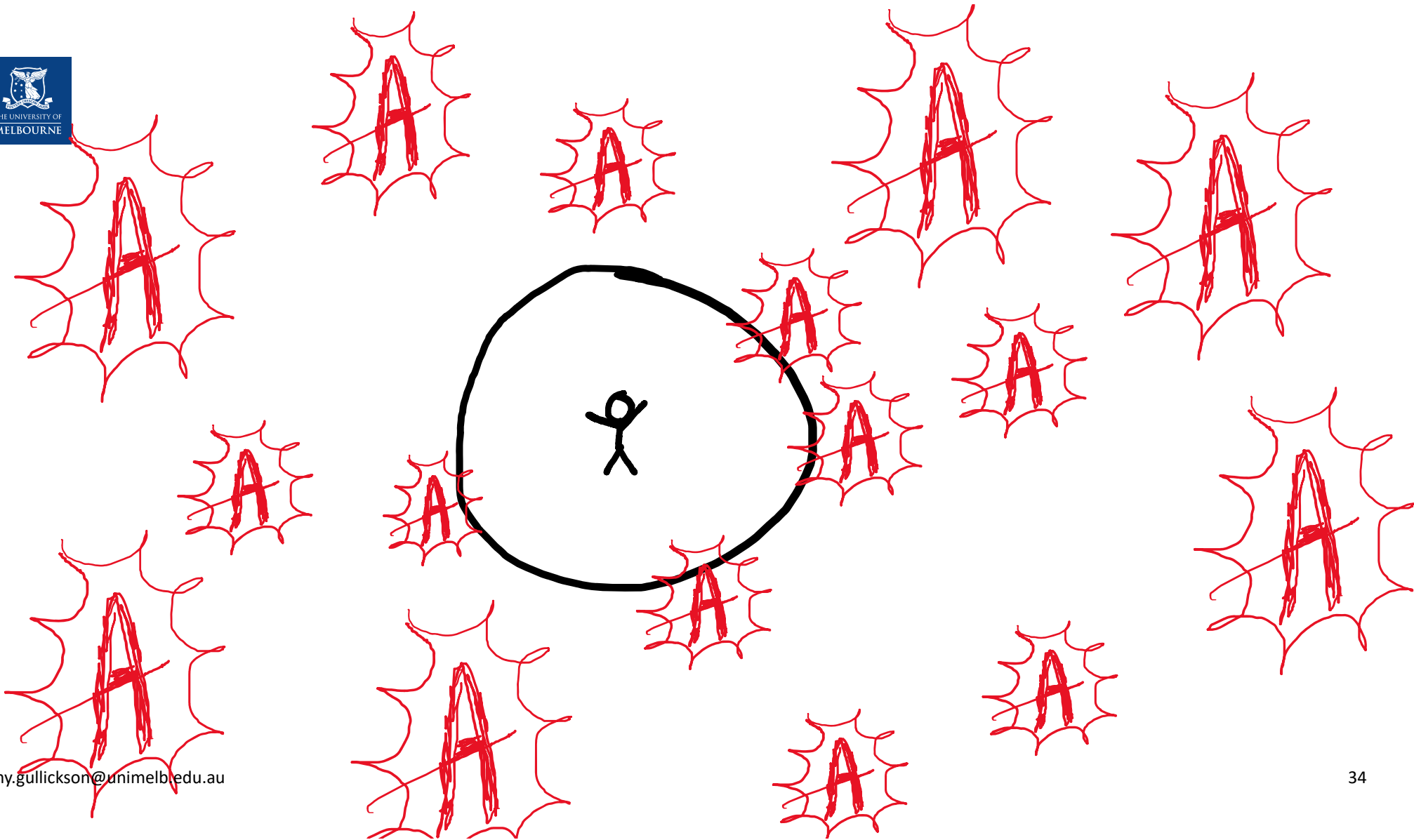


# Under-functioning

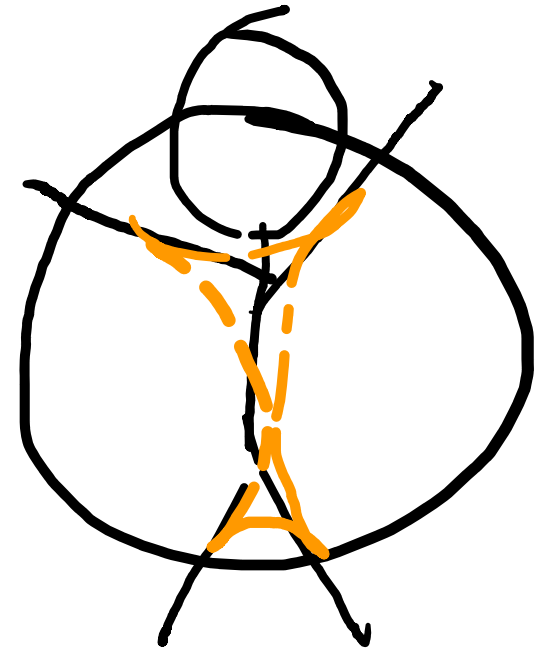
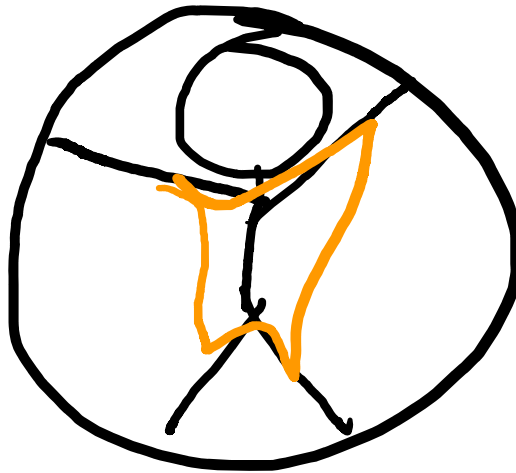
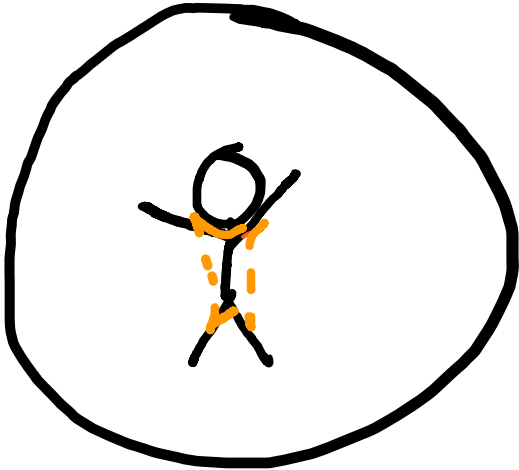








## What maturity looks like





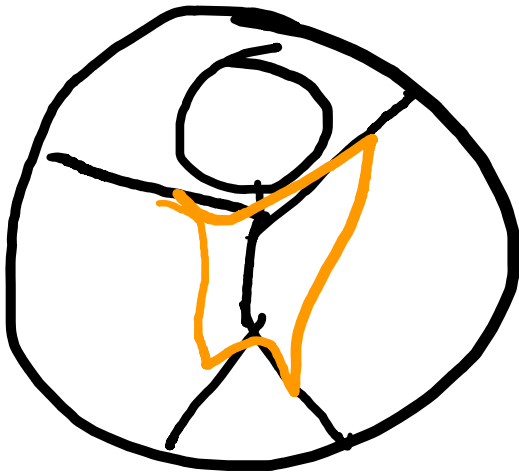
# Any clarifying questions?



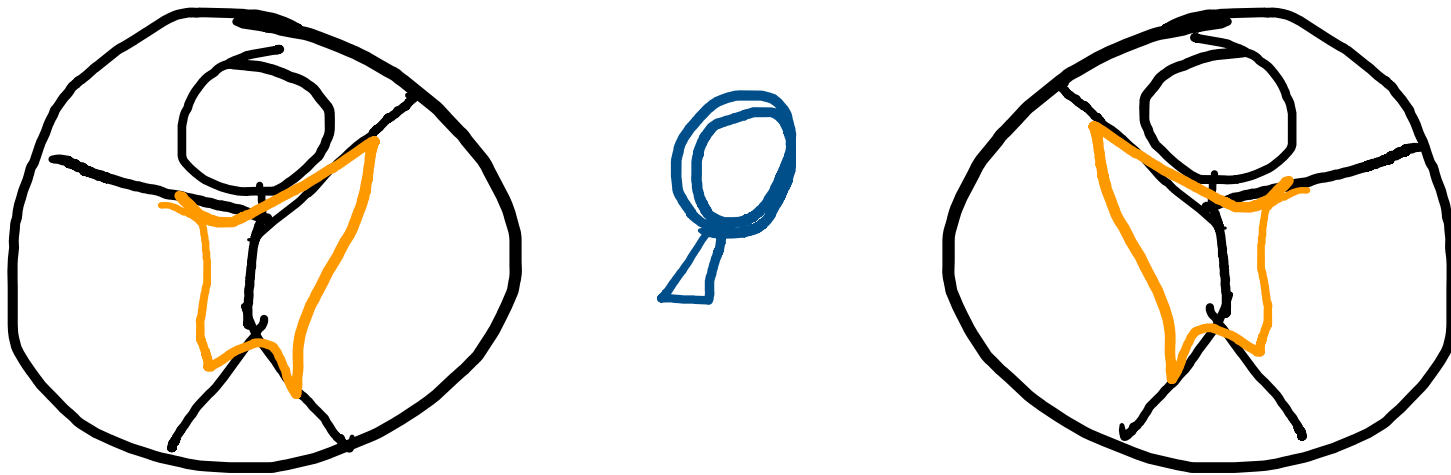
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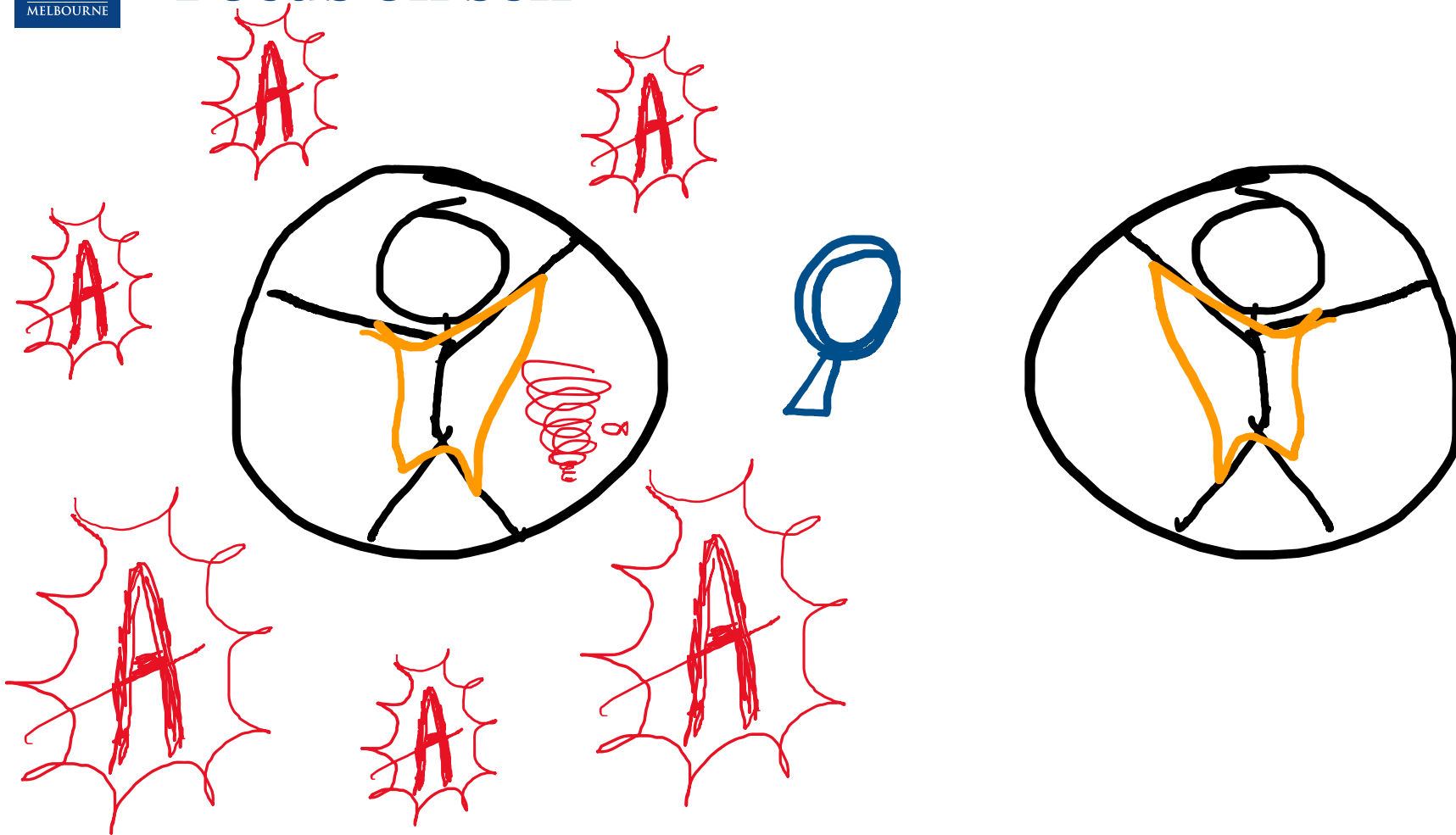
## So what does maturity look like?



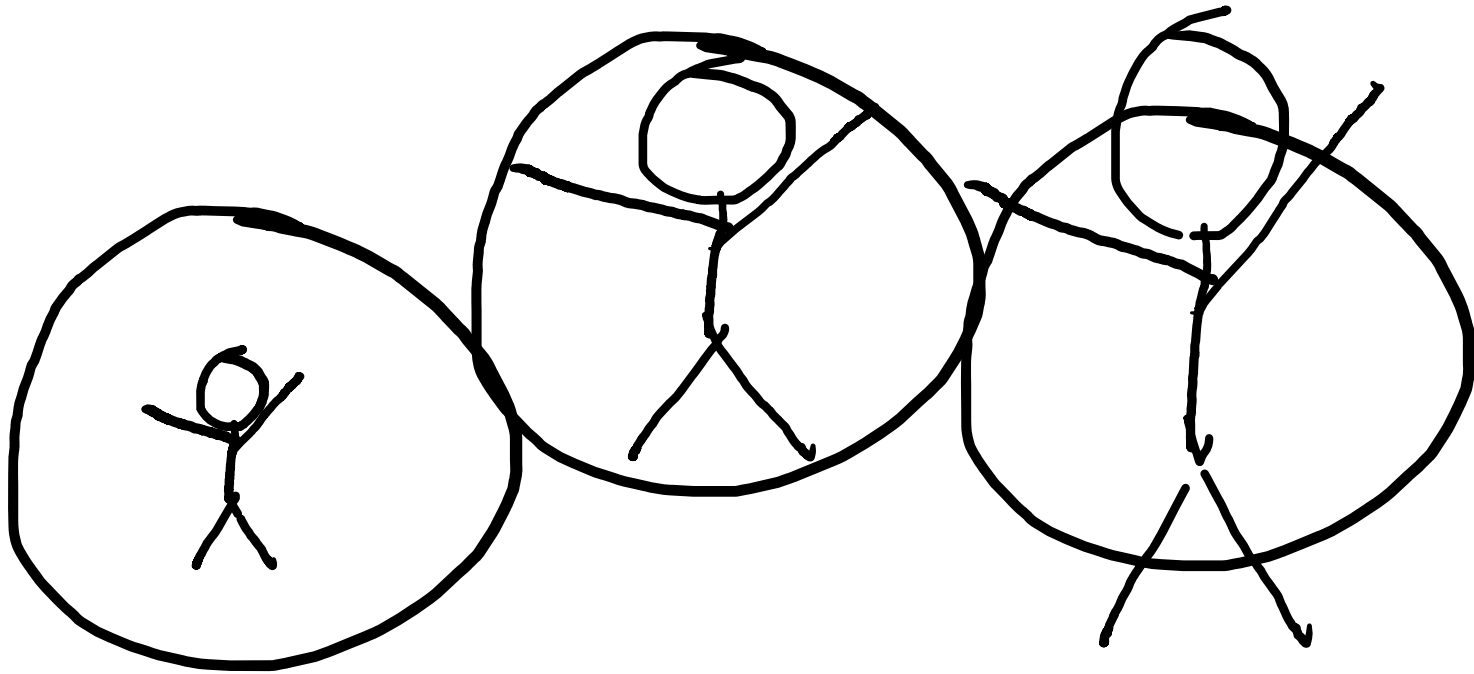
## Focus on self



## Focus on self

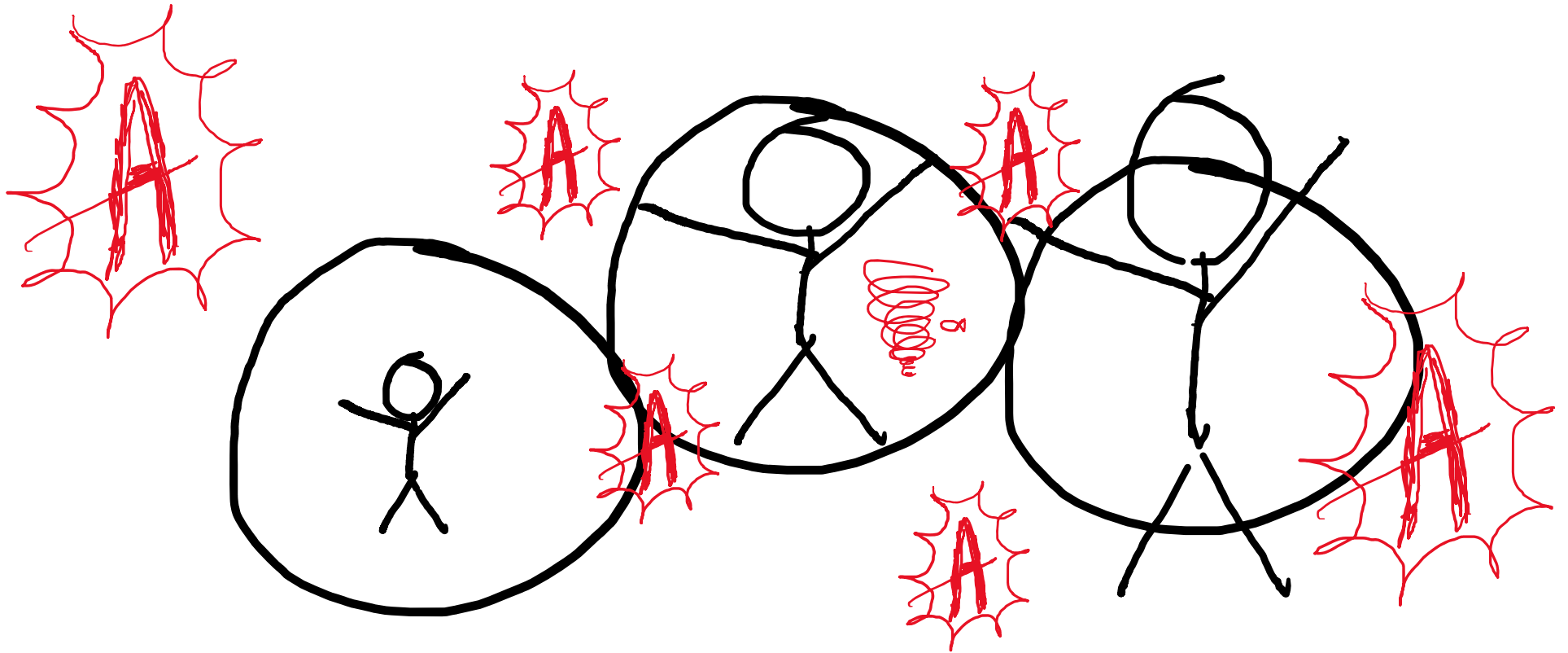


# Staying connected



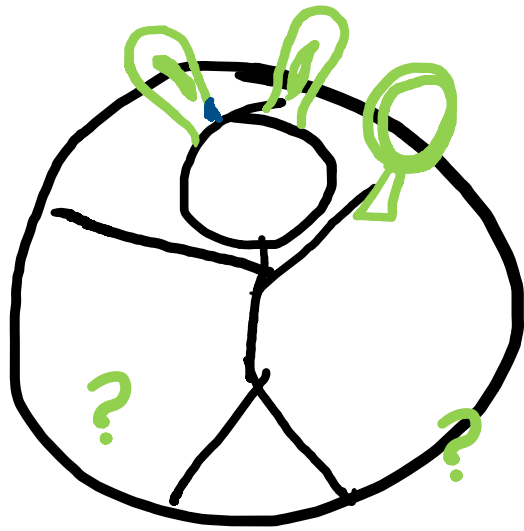


# Staying connected

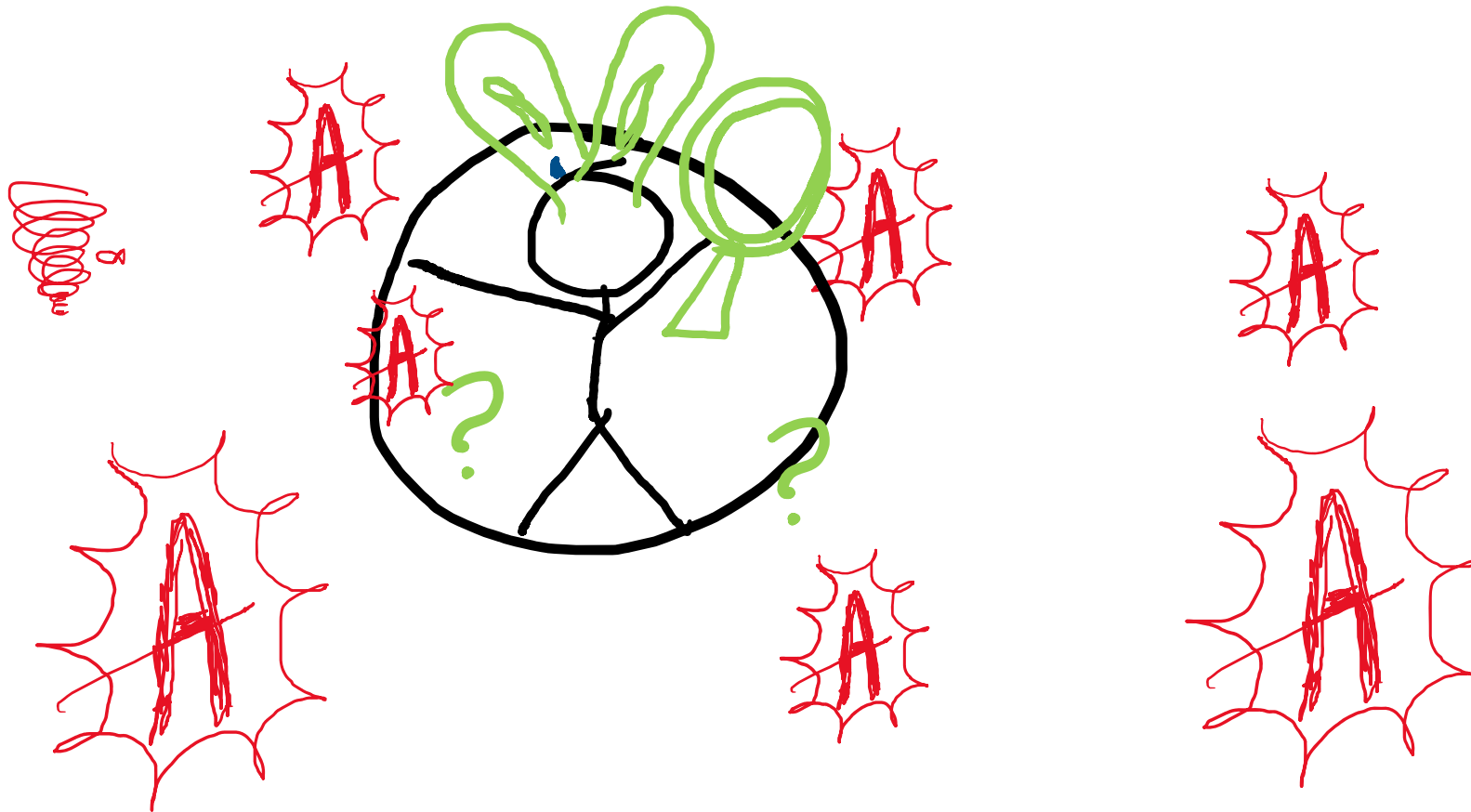


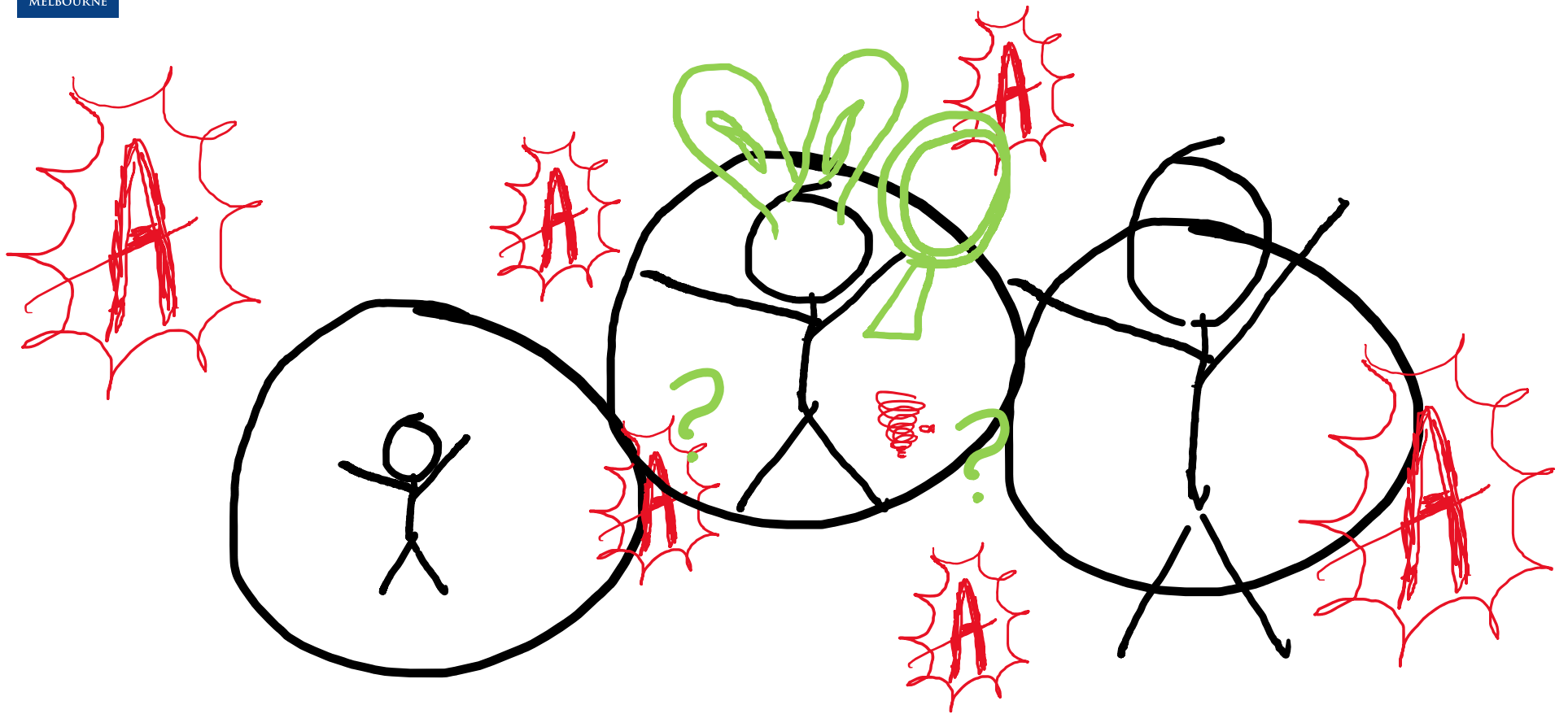


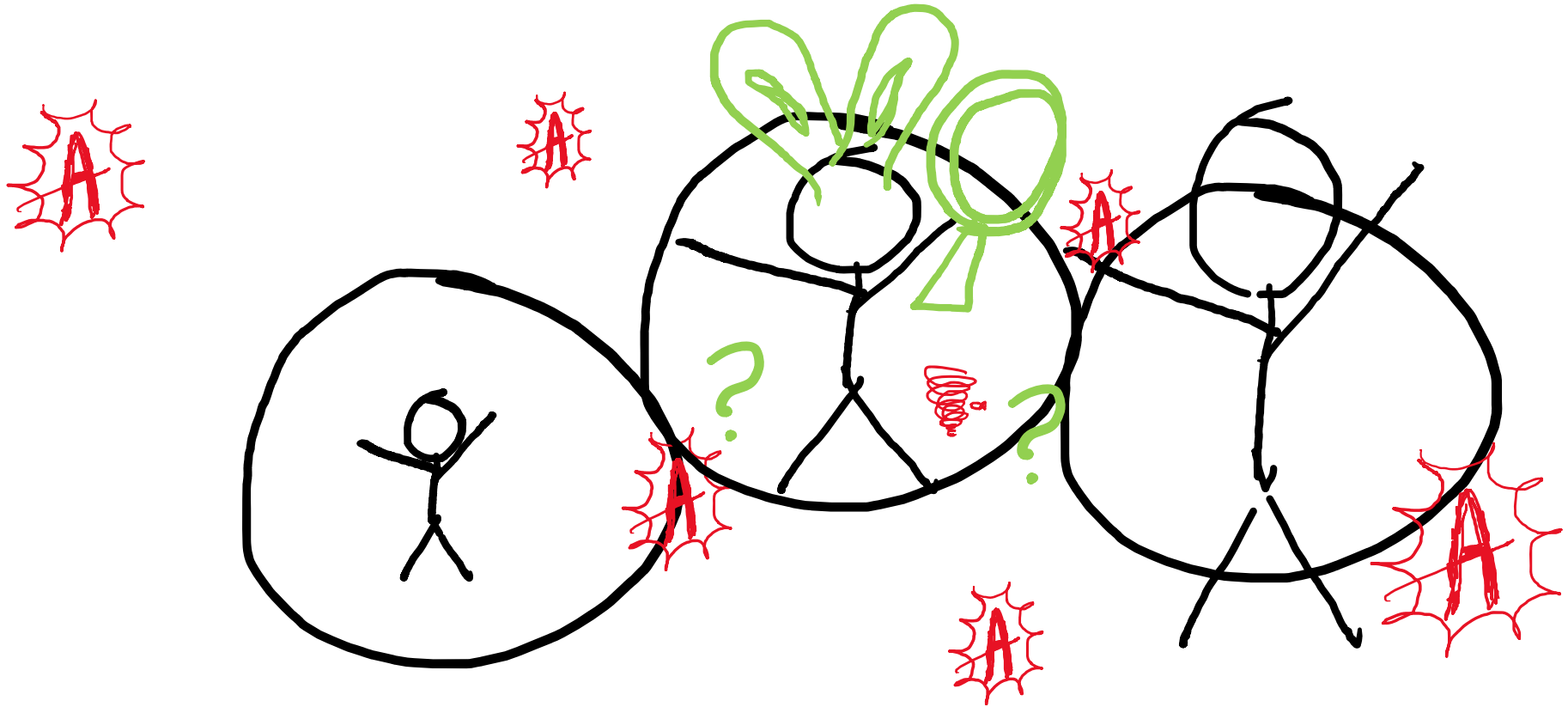
# Get curious



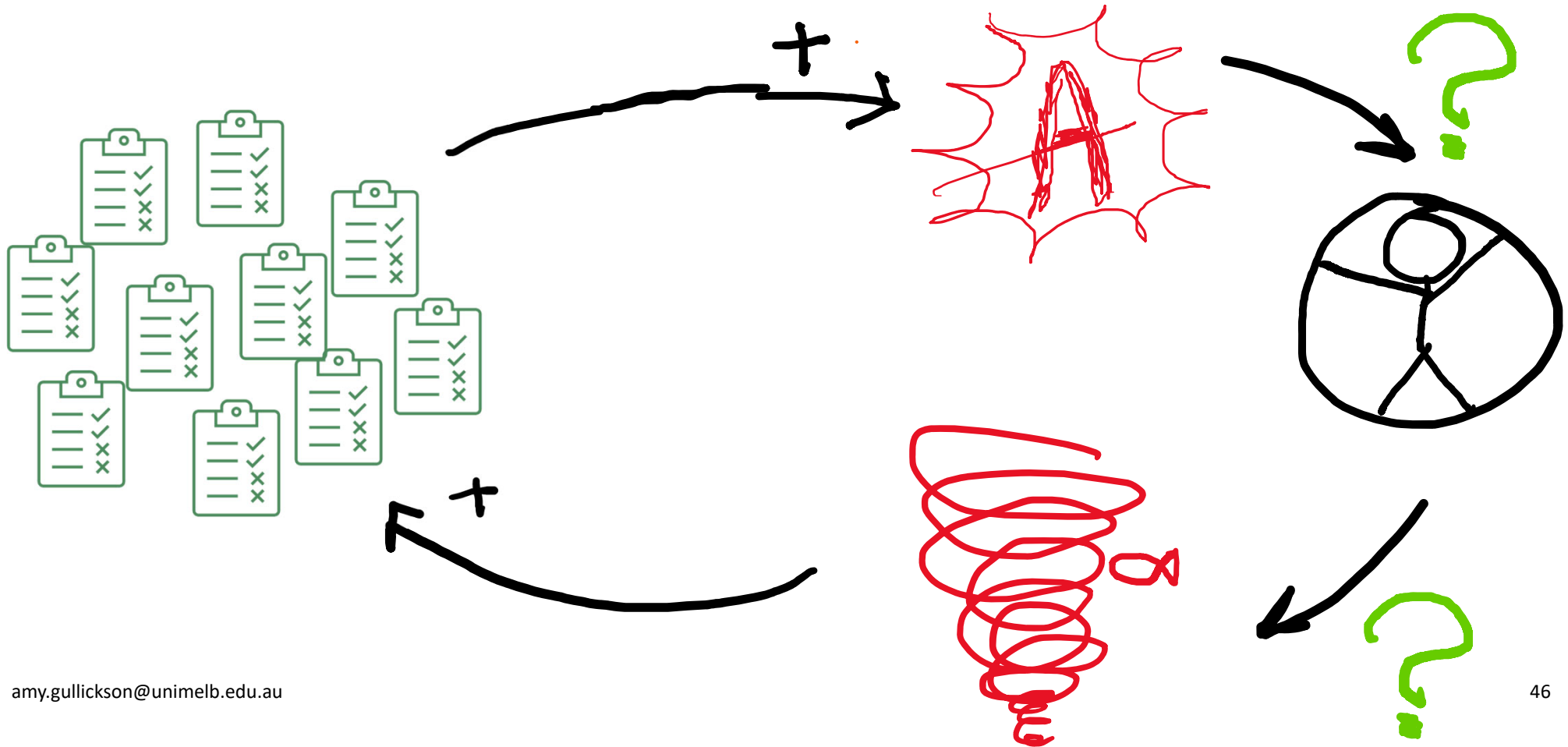
# Get curious



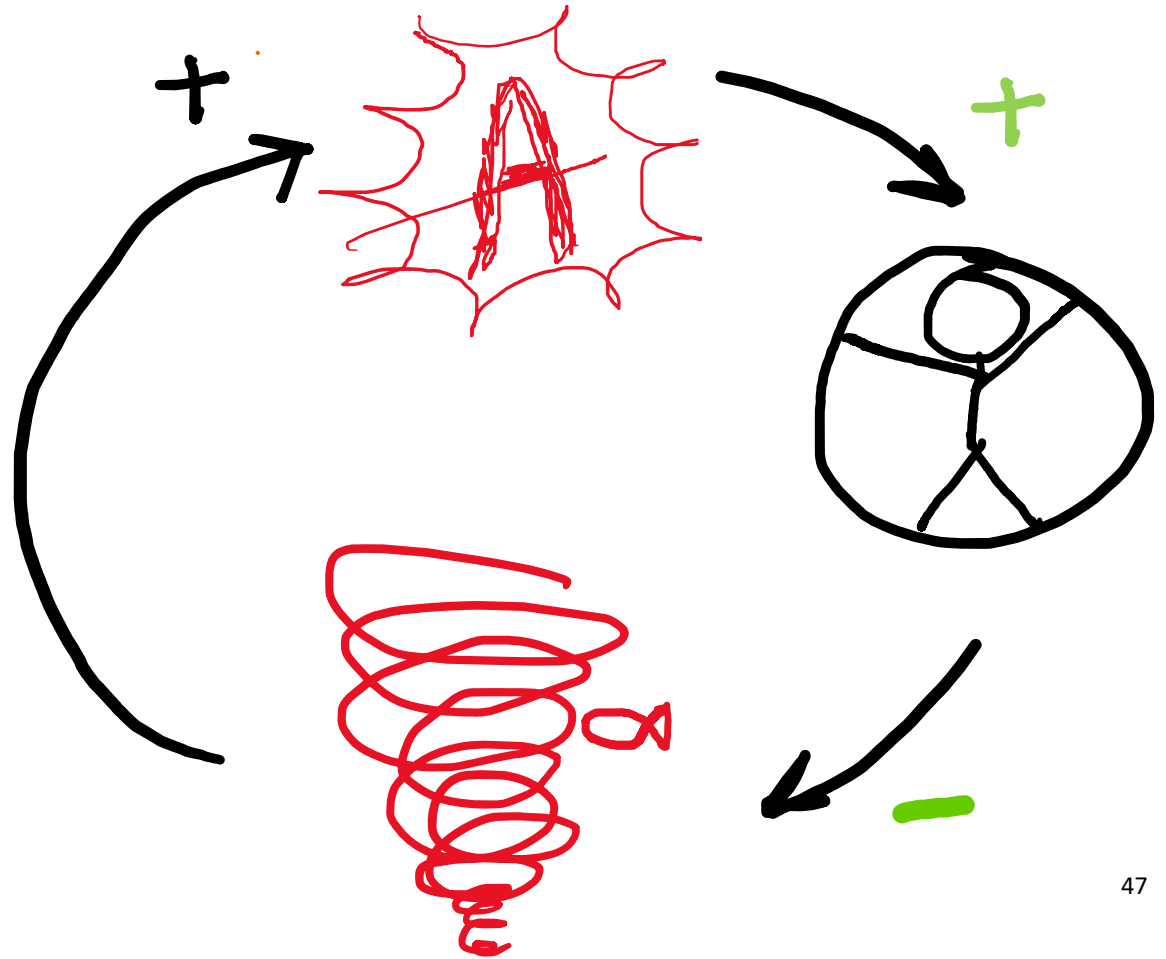




# What if...



# What if...





# Any clarifying questions?



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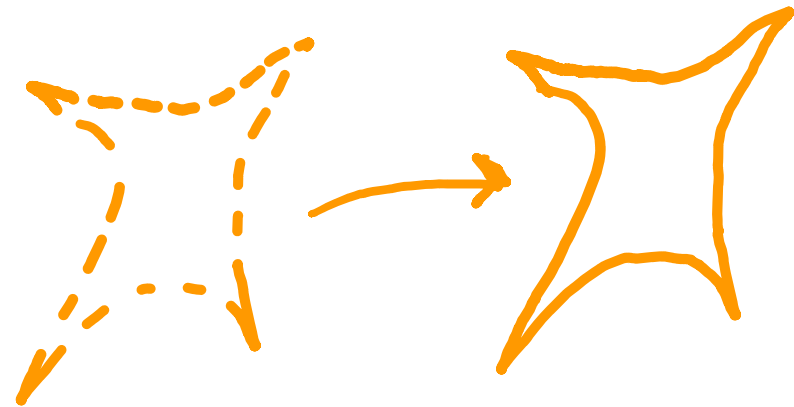
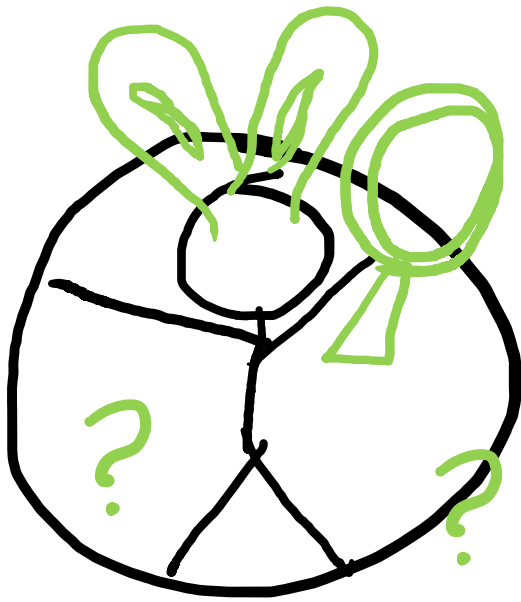
# What does this look like in practice?

For evaluation and for organisations

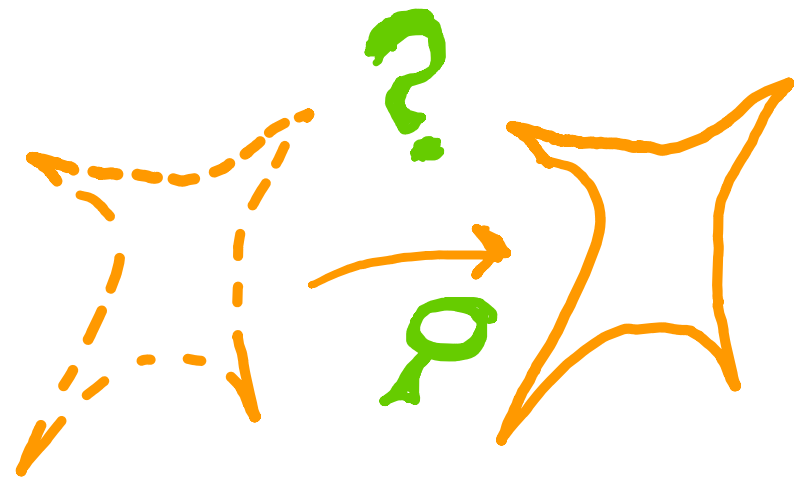
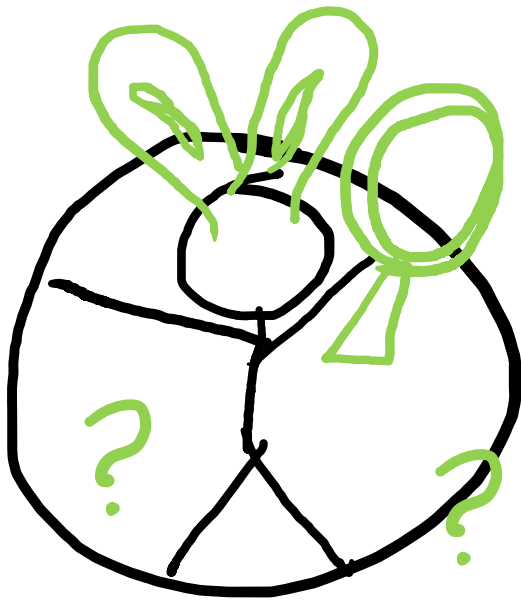
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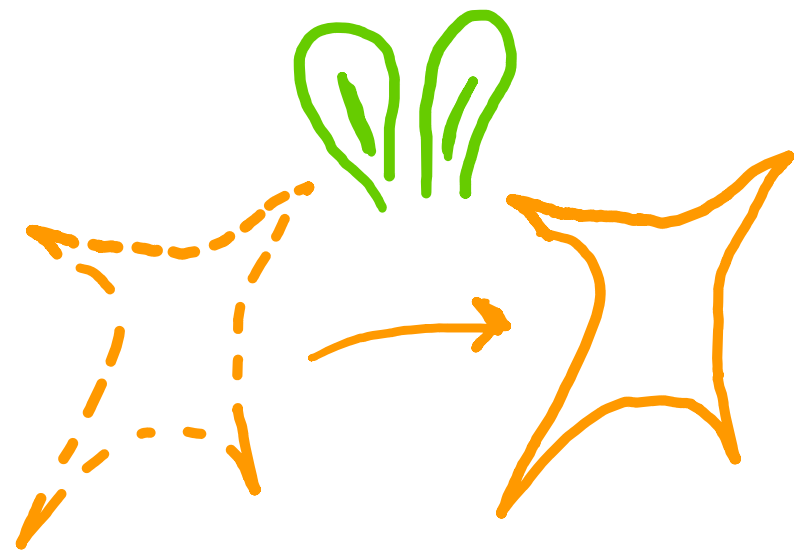
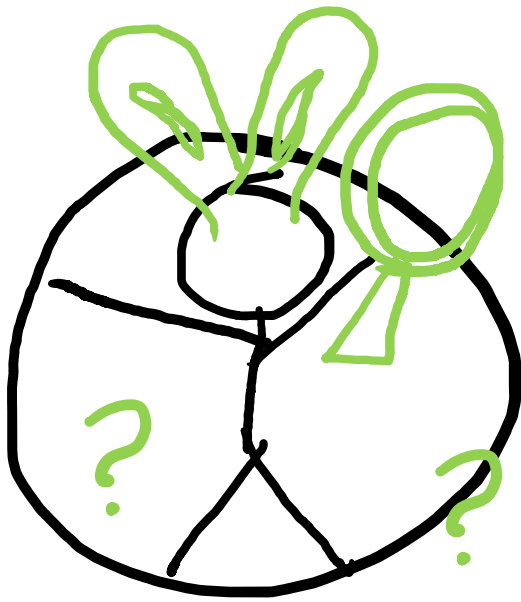
## Clarifying what's important (soul)



# Questions and observations



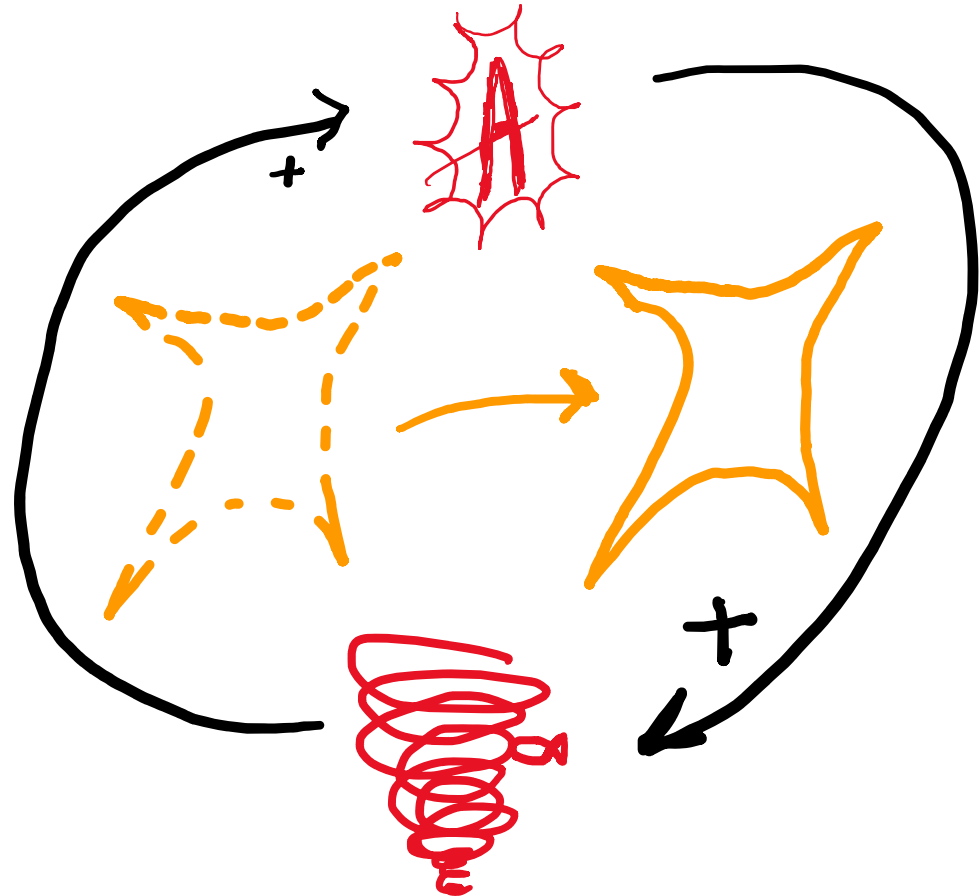
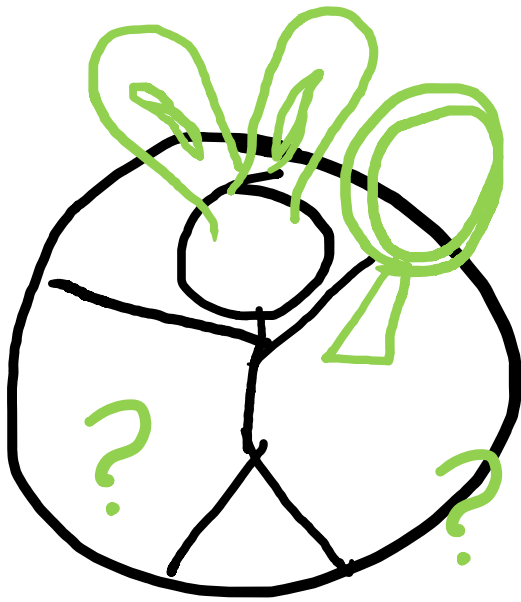
# Listening

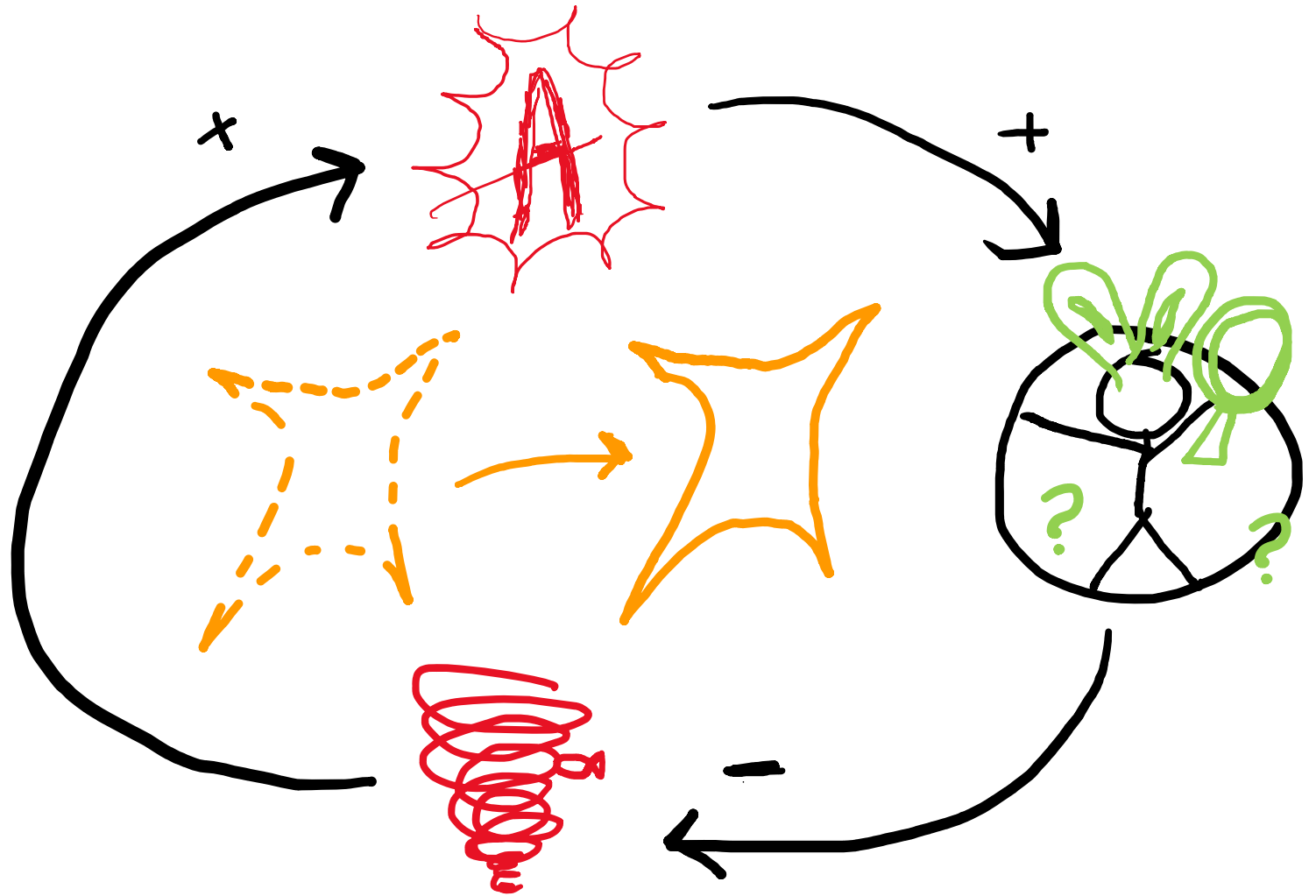


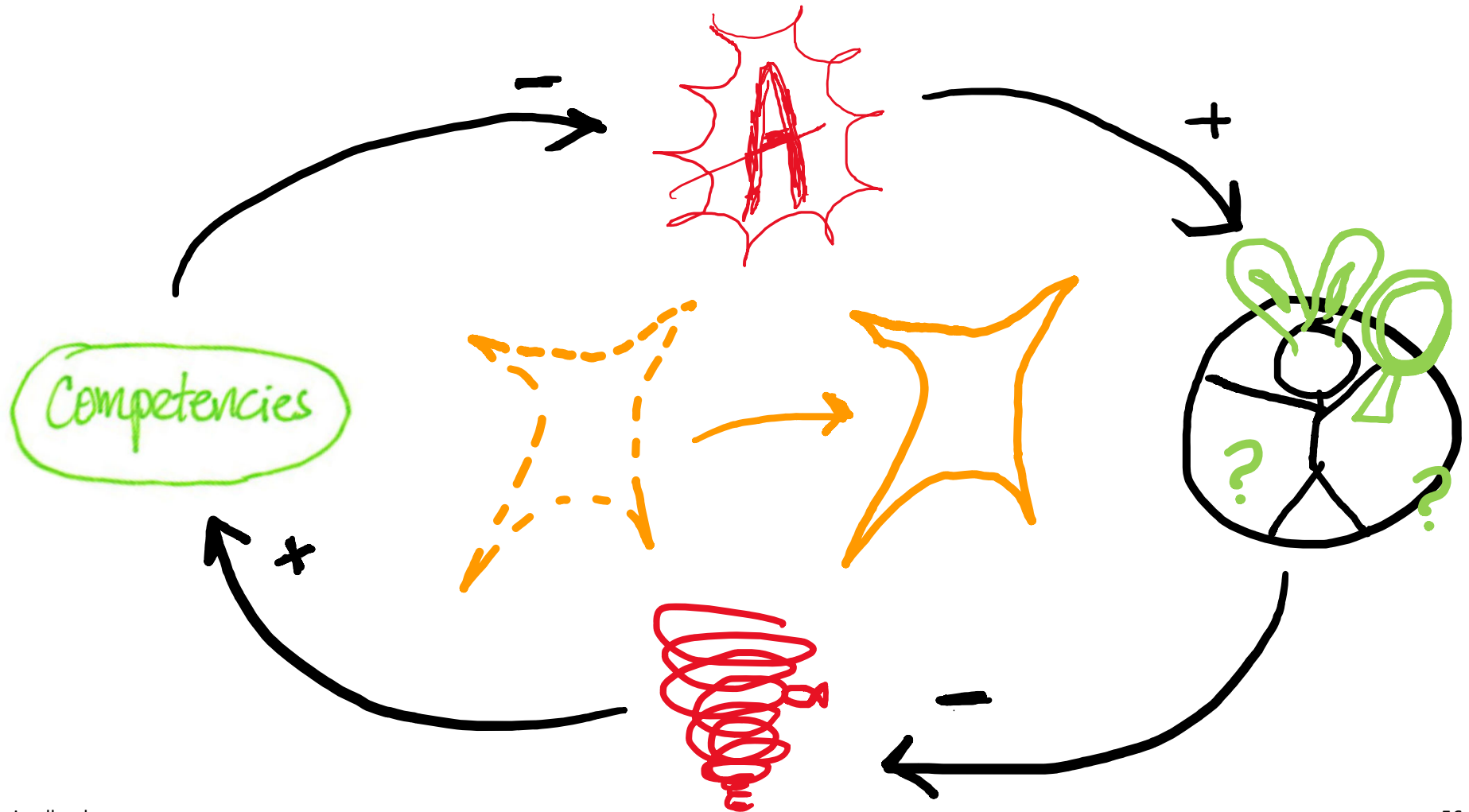
# Describing functioning



## Checking anxiety and frenzy

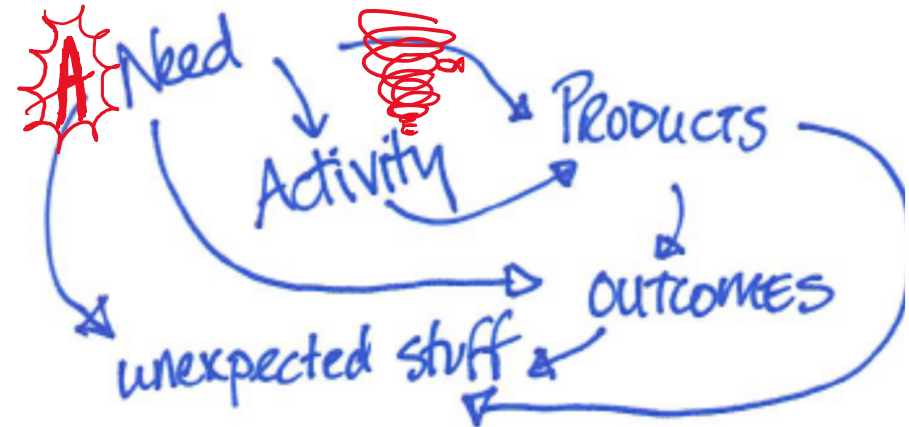
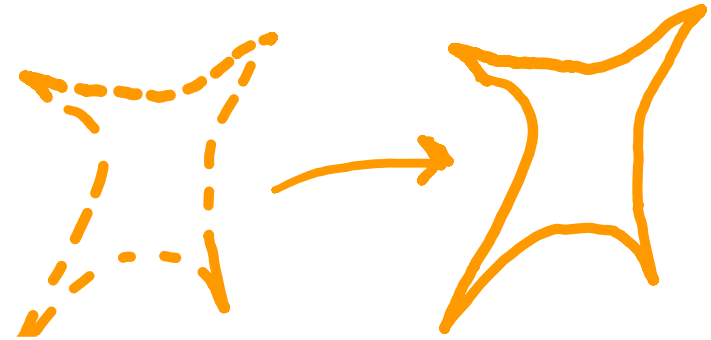








## Less focus on details and accuracy



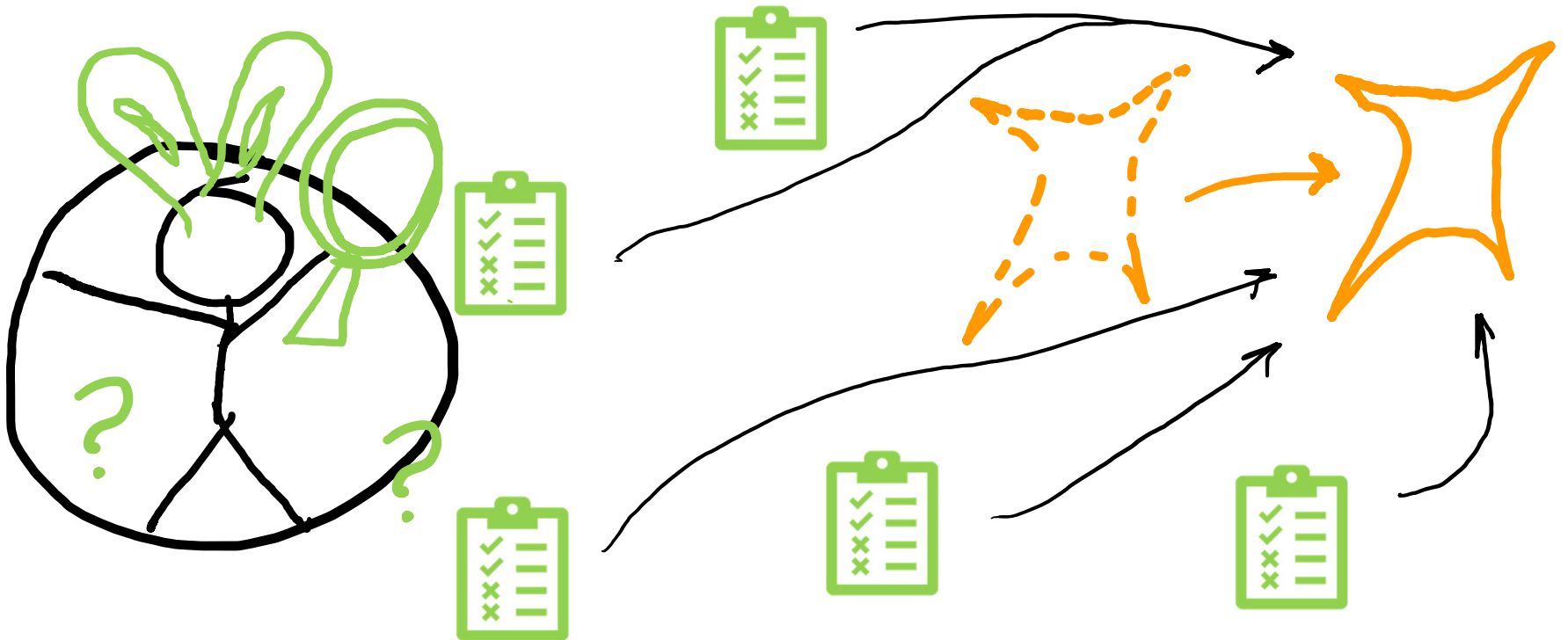
inputs

activities

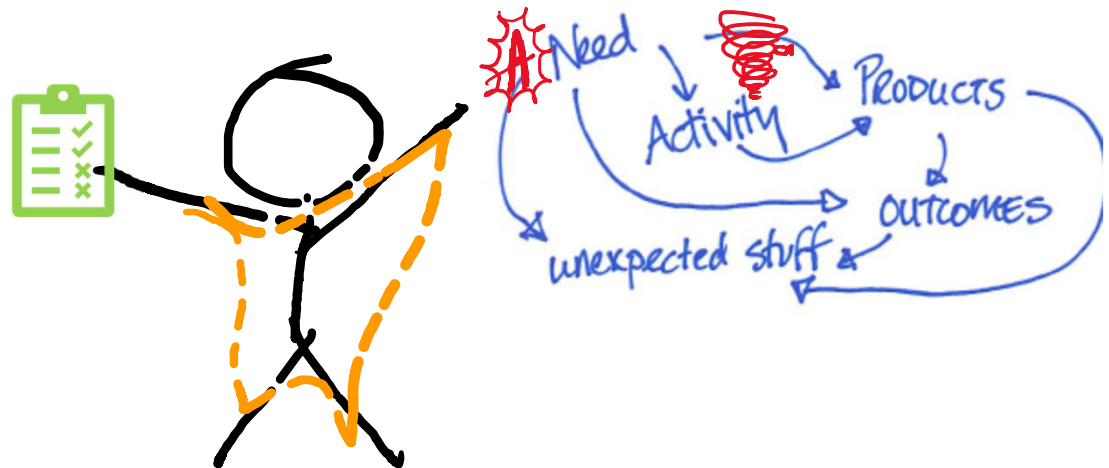
outputs

outcomes

# Different questions, better sensemaking



# Helping them do their own thinking





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# Why should we bother?

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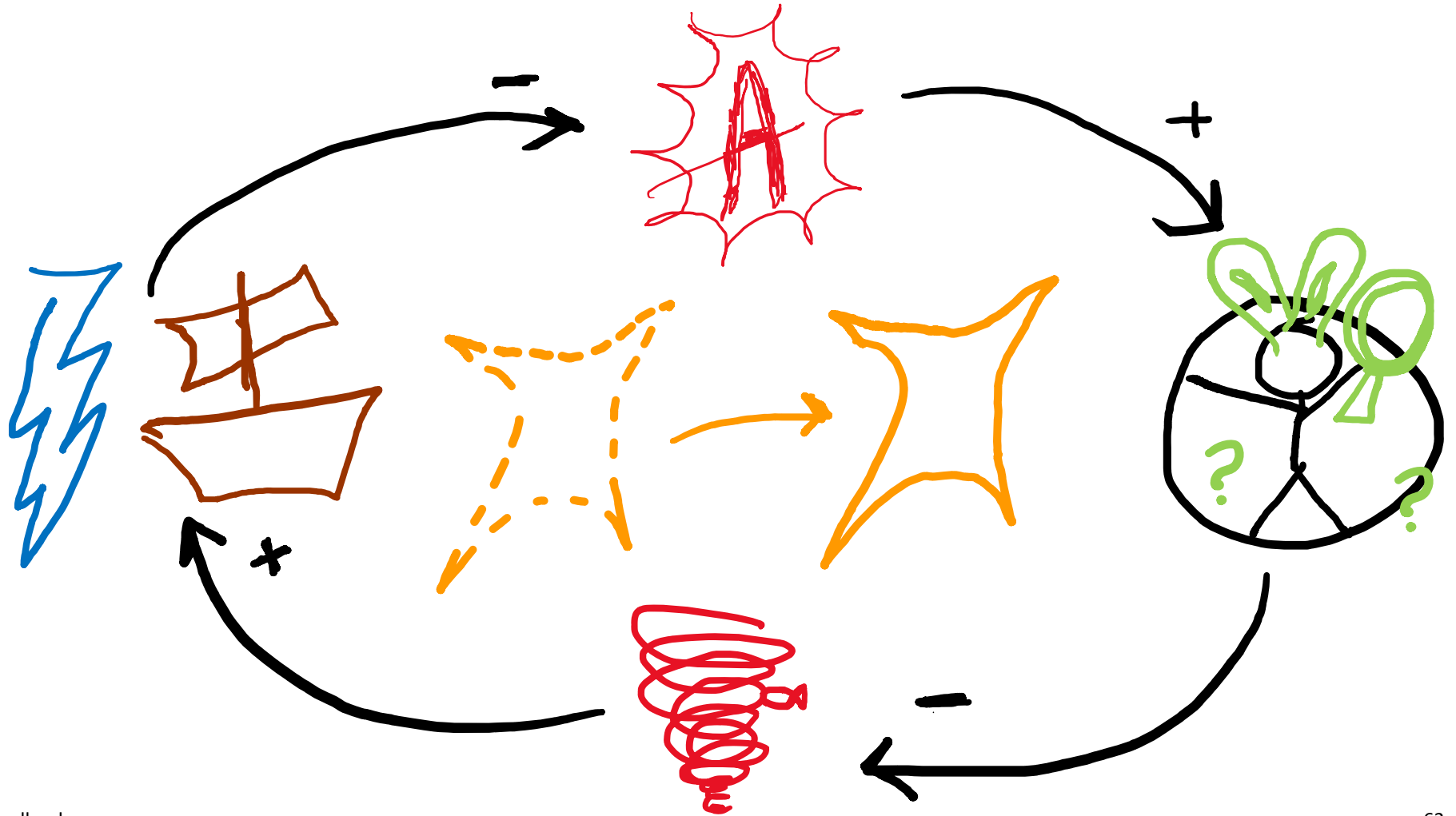




# State of the world

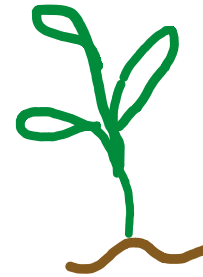


By Olaus Magnus - self worked detail from Image: Carta Marina.jpeg, Public Domain, <https://commons.wikimedia.org/w/index.php?curid=2939390>





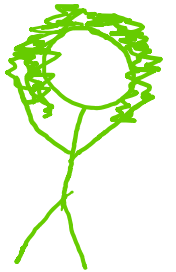
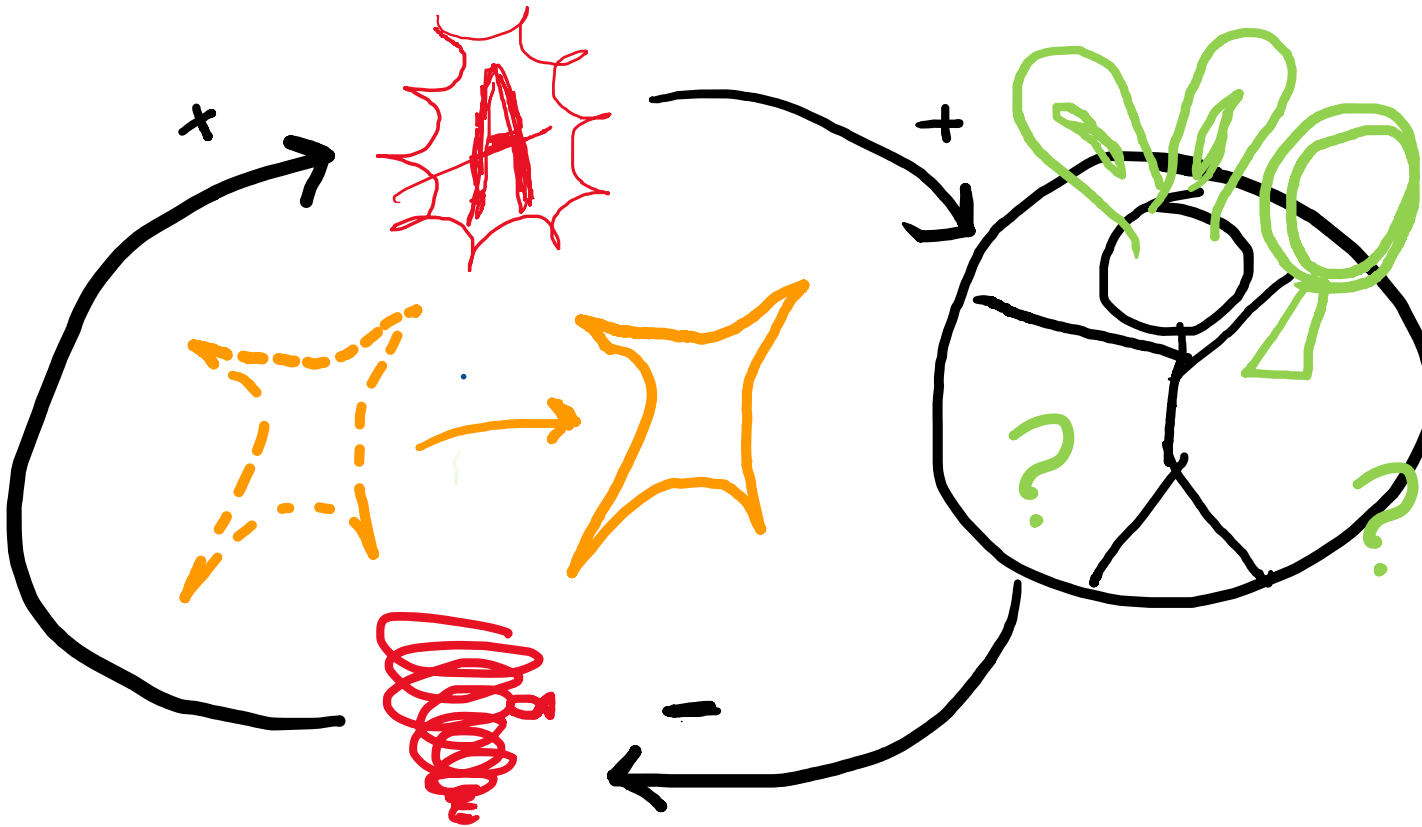
# Patience...







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## Resources – a starter kit

- Friedman, Edwin H. (1990) *Friedman's Fables*. NY: Guilford Press
- Gilbert, Roberta (2006) *The Eight Concepts of Bowen Theory*. Leading Systems Press.
- Davidson, E. J. (2007). Unlearning Some of our Social Scientist Habits. *Journal of MultiDisciplinary Evaluation*, 4(8), iii–vi.  
[https://journals.sfu.ca/jmde/index.php/jmde\\_1/article/view/68/71](https://journals.sfu.ca/jmde/index.php/jmde_1/article/view/68/71)
- Davidson, E. J. (2013). *Actionable evaluation basics: Getting succinct answers to the most important questions*. Auckland, New Zealand : Real Evaluation Ltd., 2013.



## Resources – where the ideas came from

- Bowen, M. (1993). *Family therapy in clinical practice*. J. Aronson.
- Carriger, Gail (2020). *The Heroine's Journey*. © Gail Carriger LLC. <https://gailcarriger.com/books/the-heroines-journey-for-authors-book/>
- Chambers, Becky (2020) *Monk and Robot*. Book series. Macmillan Publishing. A hopeful vision of the future.
- Davidson, E. J. (2005). *Evaluation methodology basics : the nuts and bolts of sound evaluation*. Thousand Oaks, CA: Sage Publications.
- Friedman, Edwin H. (1991) Chapter 5: Bowen Theory and Therapy. In *Handbook of Family Therapy*, edited by Alan S. Gurman, and David P. Kniskern. NY:Taylor & Francis Group – maturity, reactivity, anxiety, self-differentiation
- Friedman, Edwin H. (2007). *A Failure of Nerve: Leadership in the age of the quick fix* (M. M. Treadwell & E. W. Beal, eds.). New York: Church Publishing. – why maps aren't as important as we think, anxiety and adventure
- PBS (2022) <https://www.pbs.org/newshour/show/why-a-minnesota-bank-building-ranks-among-the-nations-most-significant-architecture> (accessed 26 Aug 2022) – the shape for souls, based on the architectural design of George Grant Ellmslie.
- Rolheiser, Ronald. (2019). *The Holy Longing: The Search for Christian Spirituality*. NY: Image. Souls as fire, drive, longing for something we value.
- Schwandt and Gates (2021) *Evaluating and Valuing in Social Research*. Guilford Press.
- Yunkaporta, Tyson (2020). *Sand Talk: How Indigenous Thinking Can Save the World*. Copyright Tyson Yunkaporta, originally published in 2019 by the Test Publishing Company, Australia. Worldwide publication in 2020 by HarperOne: San Francisco. For drawing my ideas, for reinforcing my clarity about systems and relationships, and pushing along a paradigm shift.