



aes24



The Psychology of Evaluation Capacity Building (ECB)

Skill building with the Rider, Elephant and Pathway

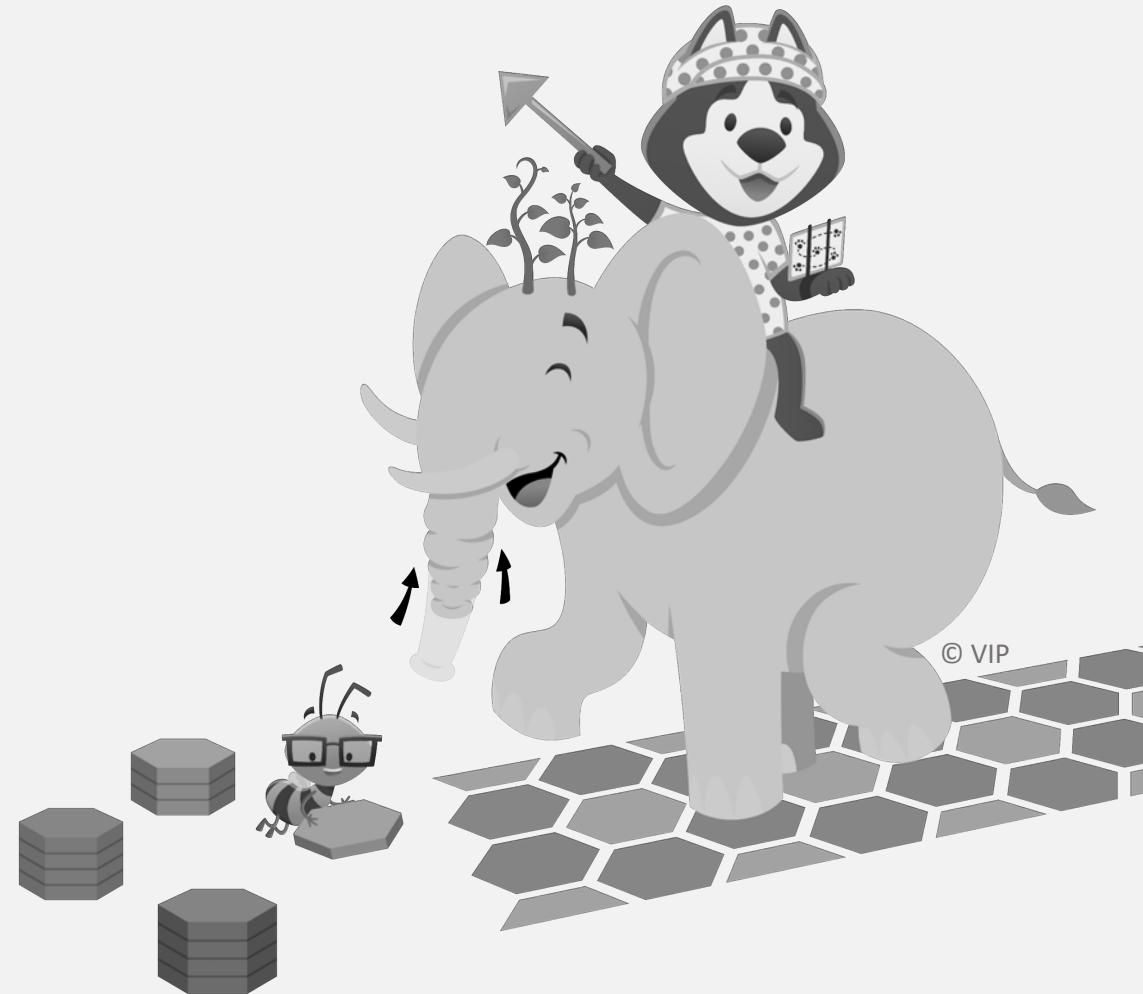
Dr Samantha Abbato, 18th September, 2024



VISUALINSIGHTS

Workshop objectives

- Familiarity with Jonathan Haidt's metaphor as a framework for ECB
- Ability to apply Haidt's metaphor to an ECB scenario
- Have fun whilst thinking evaluatively



Acknowledgements



These evaluation materials were developed by Dr. Samantha Abbato and her team at Visual Insights People.

Sam is a senior evaluation consultant and an experienced trainer. She has many years of experience working in the community sector, including with Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse backgrounds.



Rob Lee is the Visual Insights' cartoonist who has brought to life Sam's evaluation character concepts and visuals for communicating evaluation concepts, with his exceptional cartooning skills and a bit of magic!

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What is evaluation capacity building?

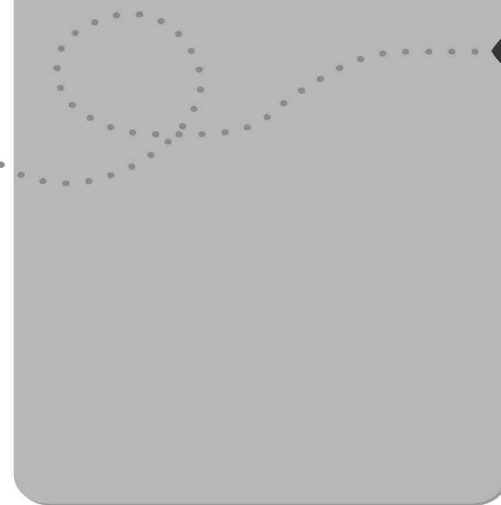


Doing a robust and useful evaluation



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Creating and sustaining
evaluation practice

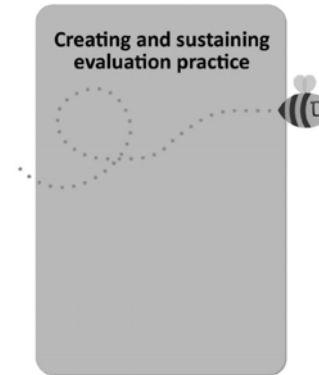


“Evaluation is the way we do things around here.”

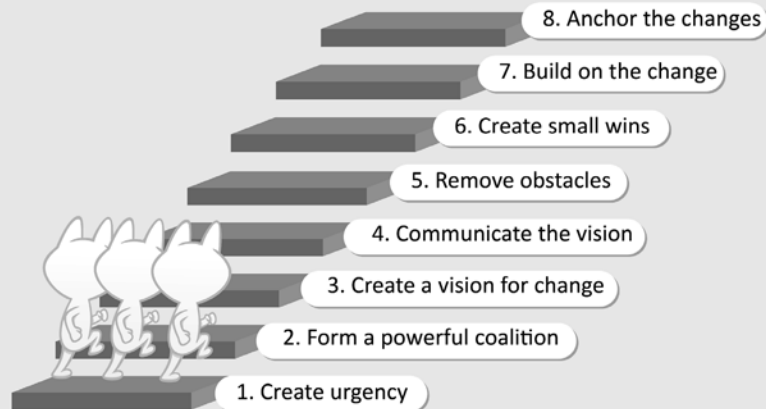


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Three frameworks helpful to ECB



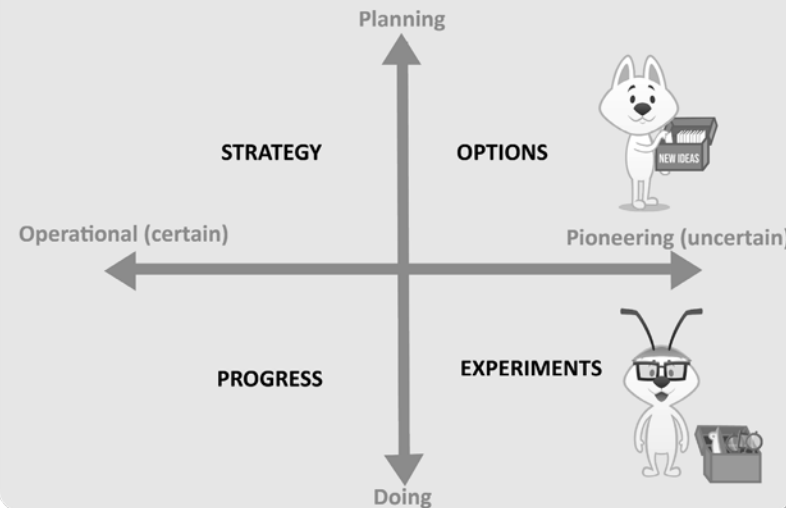
1. Kotter's eight steps



At the leadership level

Kotter, J.P. (2012) Leading Change, Harvard Business Review Press.

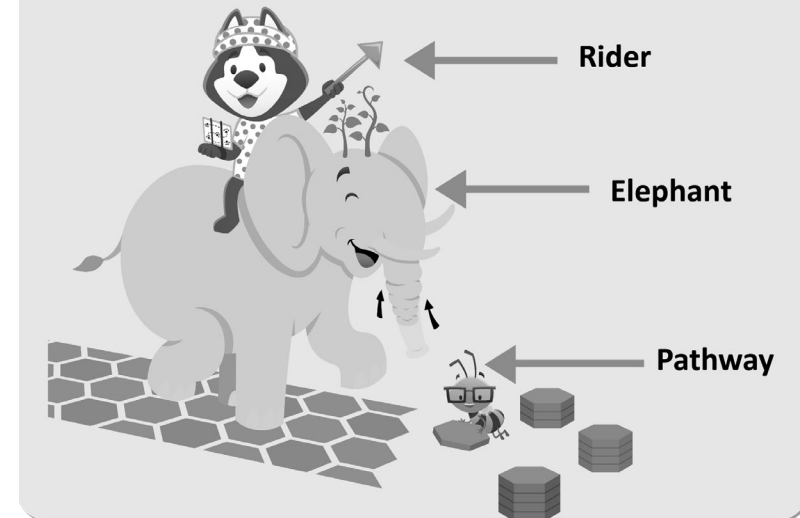
2. Fox's quest



Approach of the evaluator

Fox, J (2016) How to Lead a Quest: A Guidebook for Pioneering Leaders, Wiley.

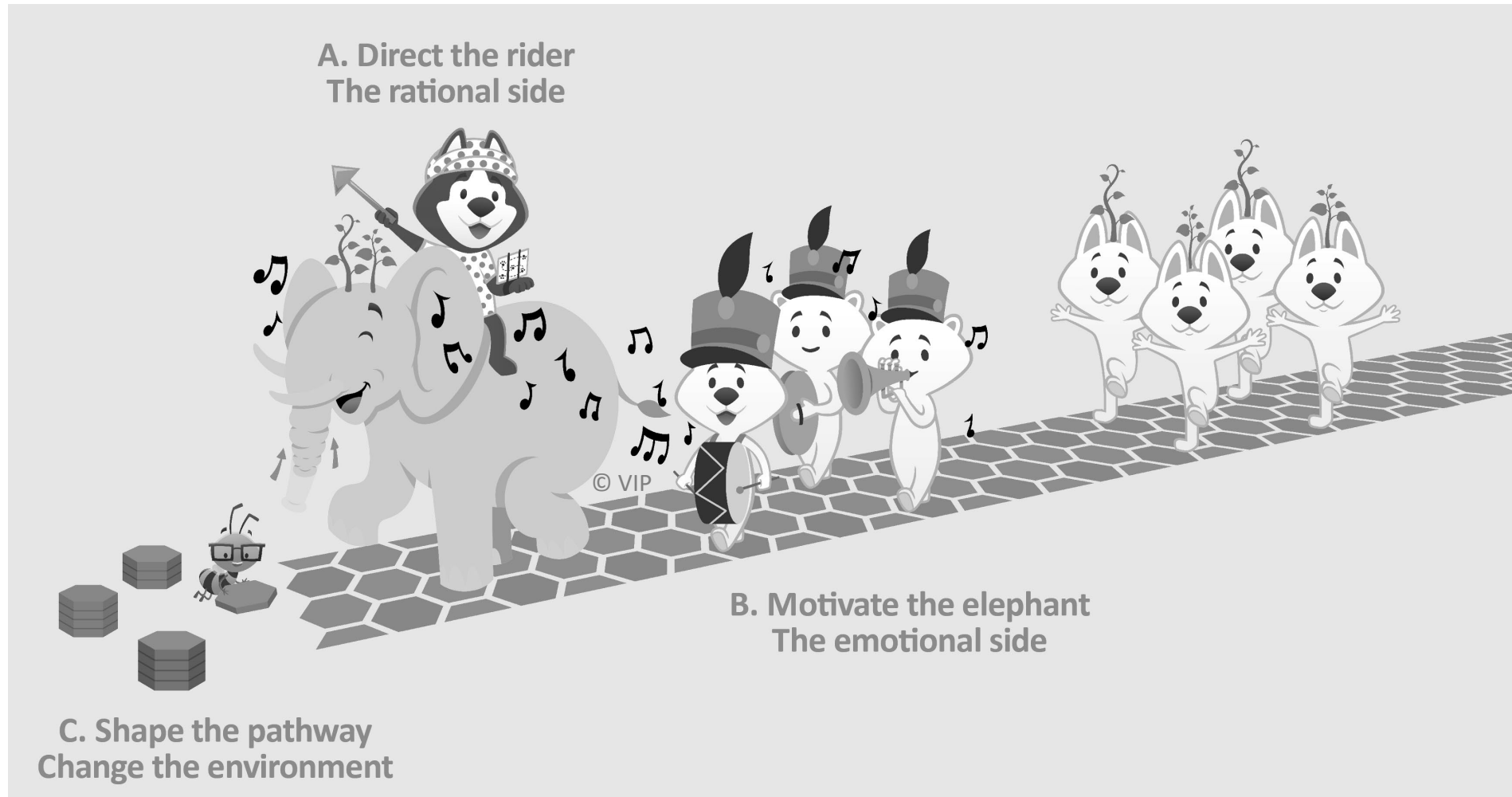
3. Heath brothers



Change of behaviour, habits and culture

Heath, C. and Heath, D. (2011) Switch: How to change when change is hard, Penguin books.

Introducing Haidt's metaphor



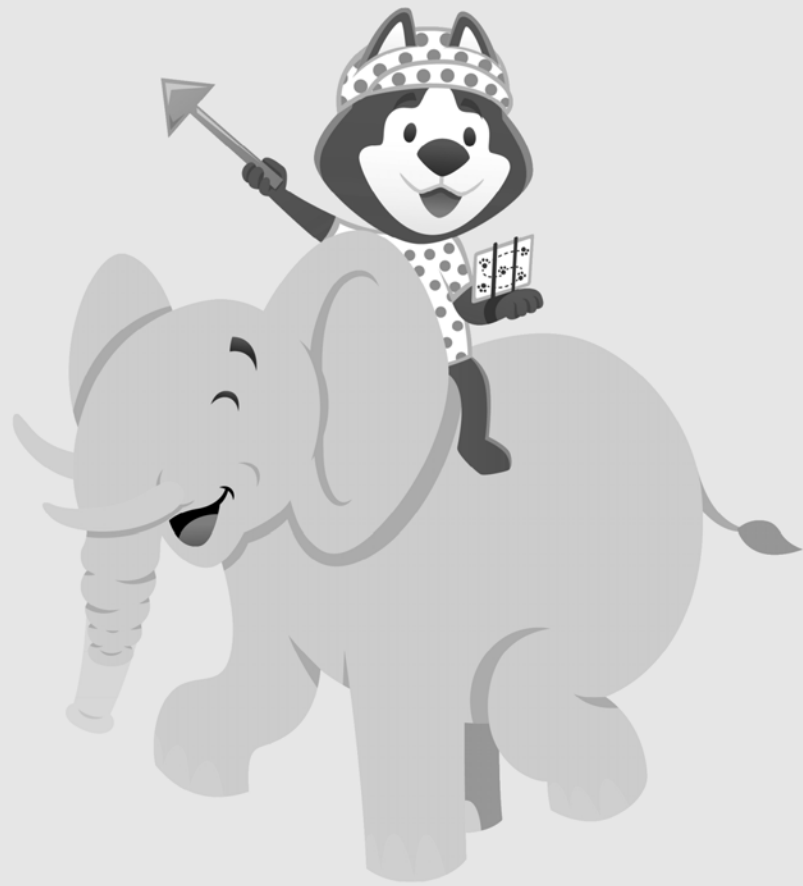
Examples from ECB experience

1. Establishing and embedding a whole of organisation M&E system (2014-2020)
2. Building evaluation capacity of program teams within organisations (2005 -)
3. Increasing the rigour of internal evaluation across an organisation (2024 -)



As an external
evaluation consultant

As an internal
evaluation manager



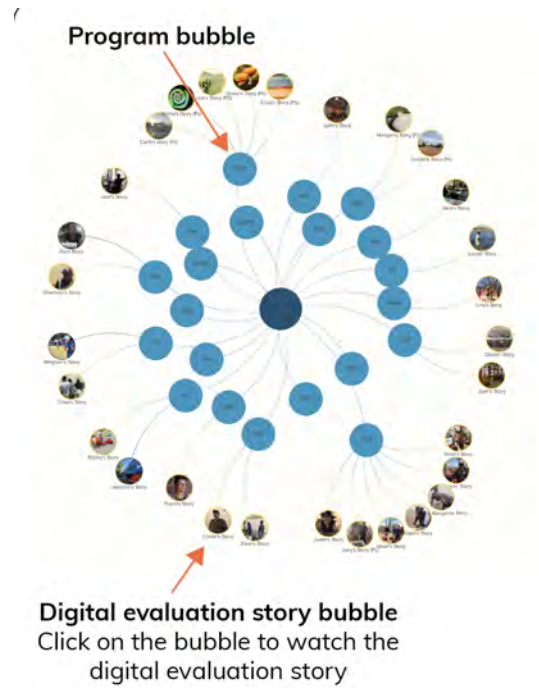
1 Follow the bright spots

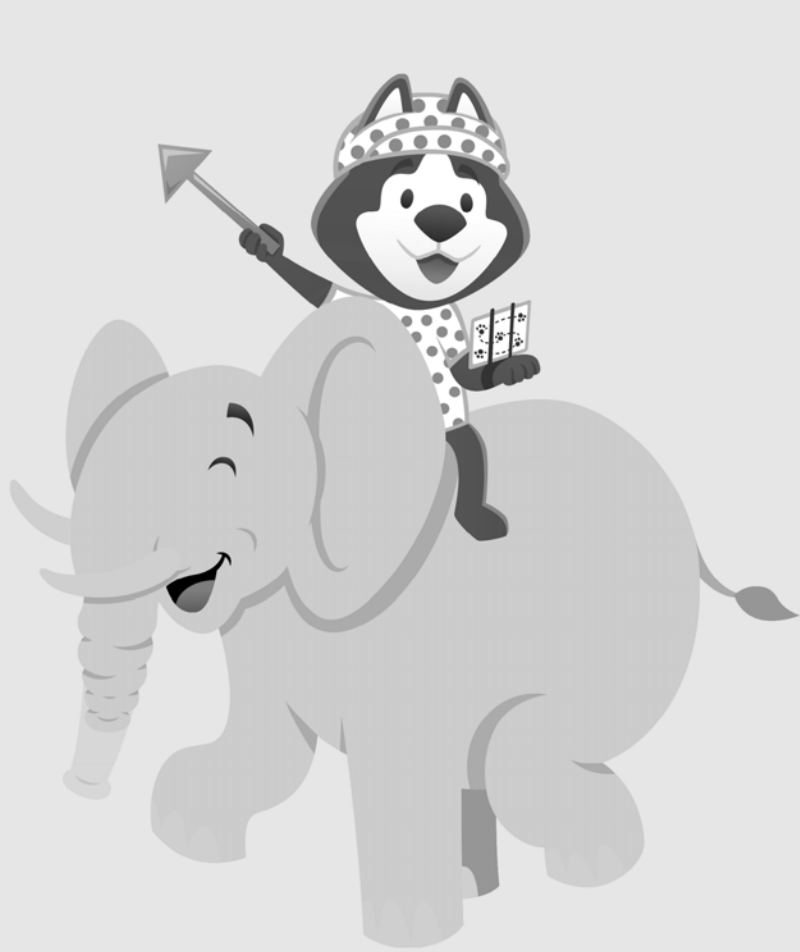
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A. Direct the rider
Make sure the rider knows where they need to go

SC2

Examples





1 Follow the bright spots

2 Script the critical moves

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A. Direct the rider
Make sure the rider knows where they need to go

SC2

Examples





1 Follow the bright spots

2 Script the critical moves

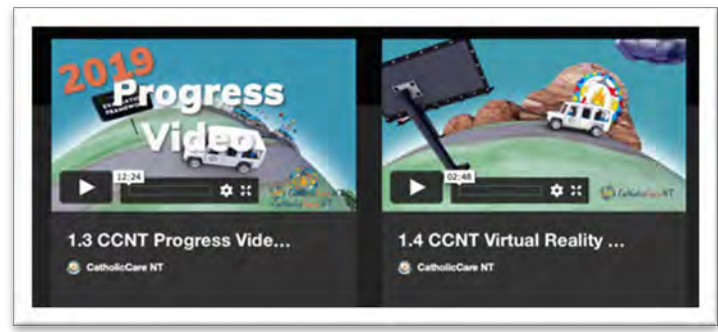
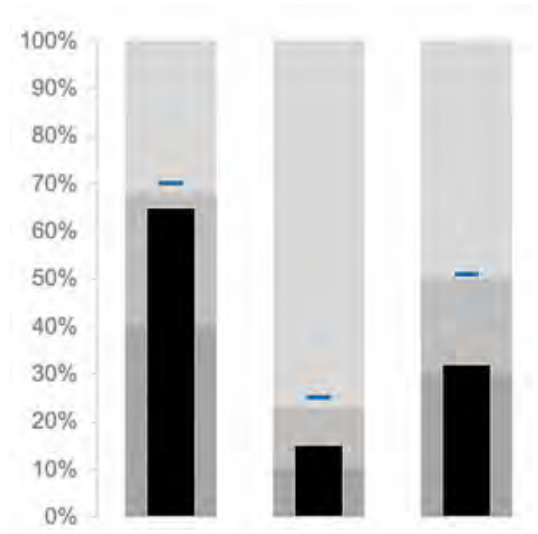
3 Point to the destination

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A. Direct the rider
Make sure the rider knows where they need to go

SC2

Examples





1 Find the feeling



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SC6

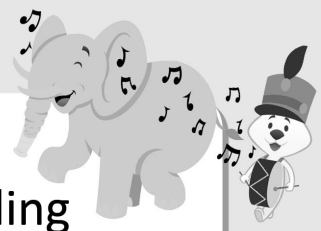
B. Motivate the elephant
Engage the emotions

Examples





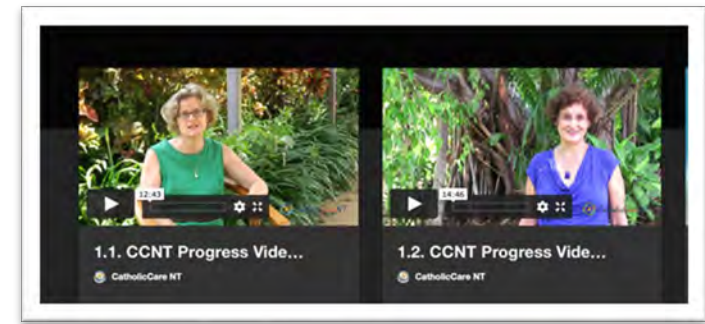
1 Find the feeling



2 Grow your people

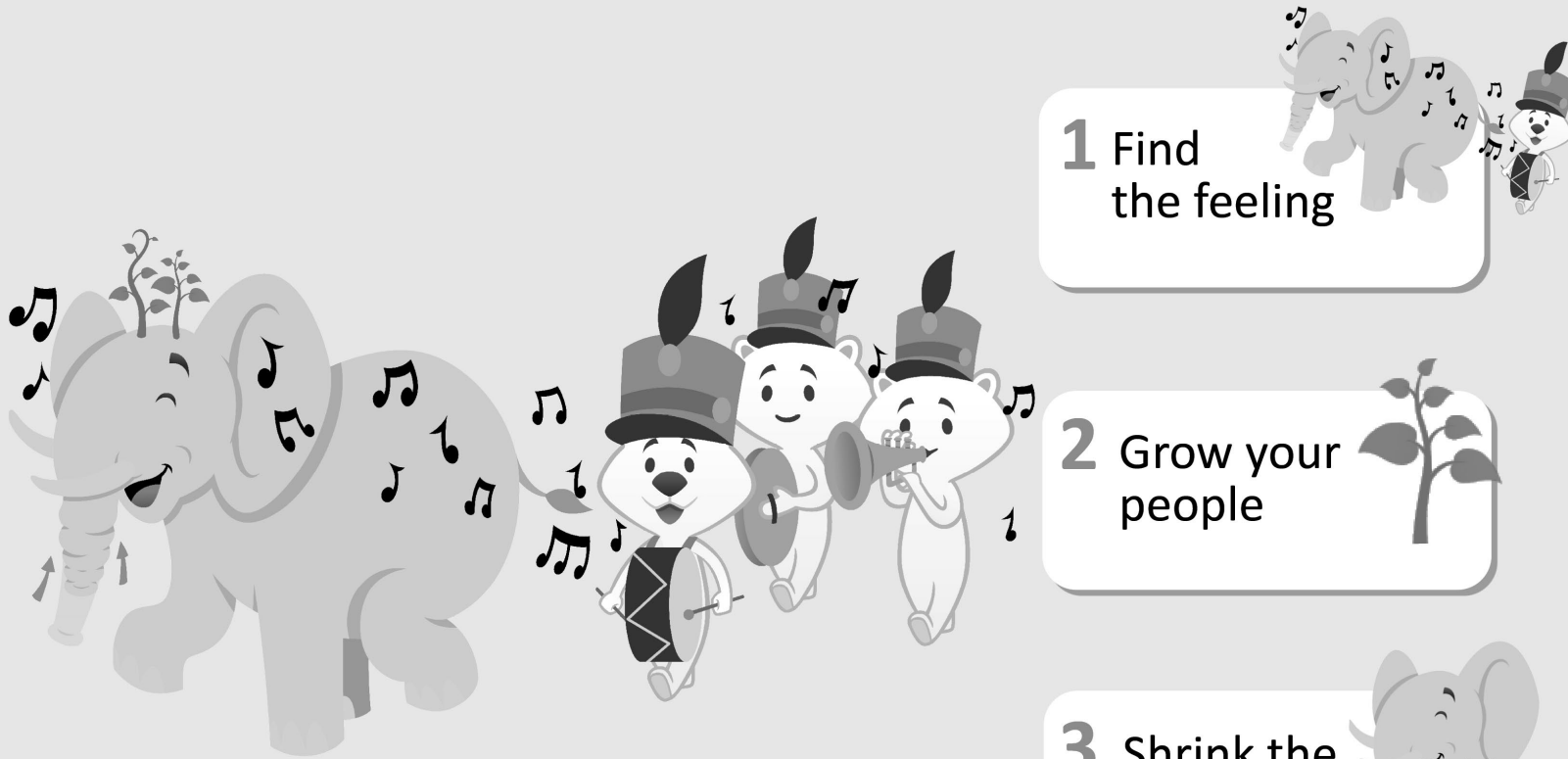


Examples



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**B. Motivate the elephant
Engage the emotions**



1 Find the feeling

2 Grow your people

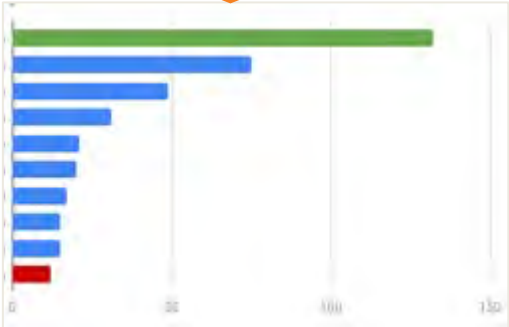
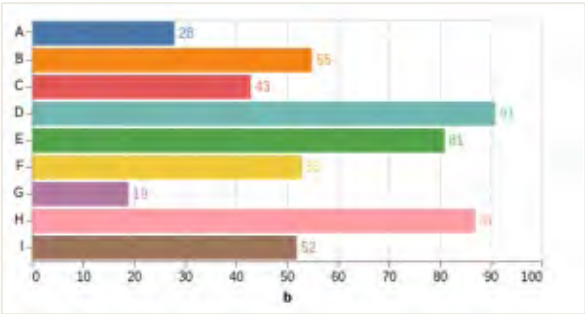
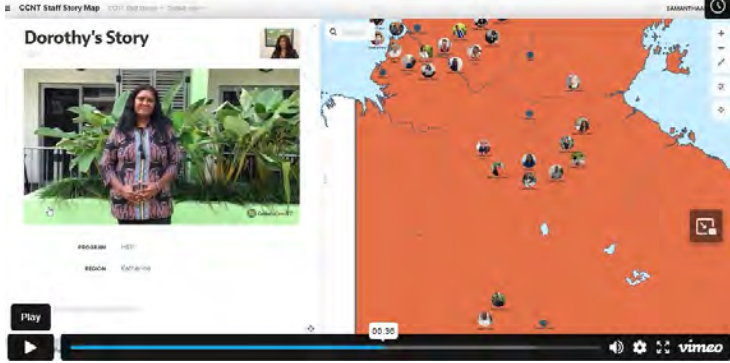
3 Shrink the change

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**B. Motivate the elephant
Engage the emotions**

SC6

Examples



1 Tweak the environment

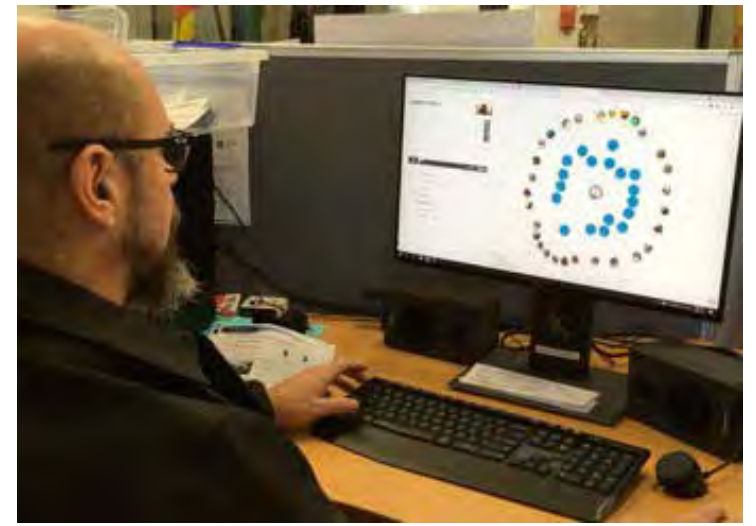


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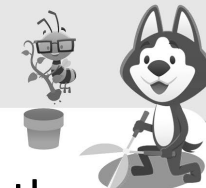
C. Shape the pathway
Change the environment

SC10

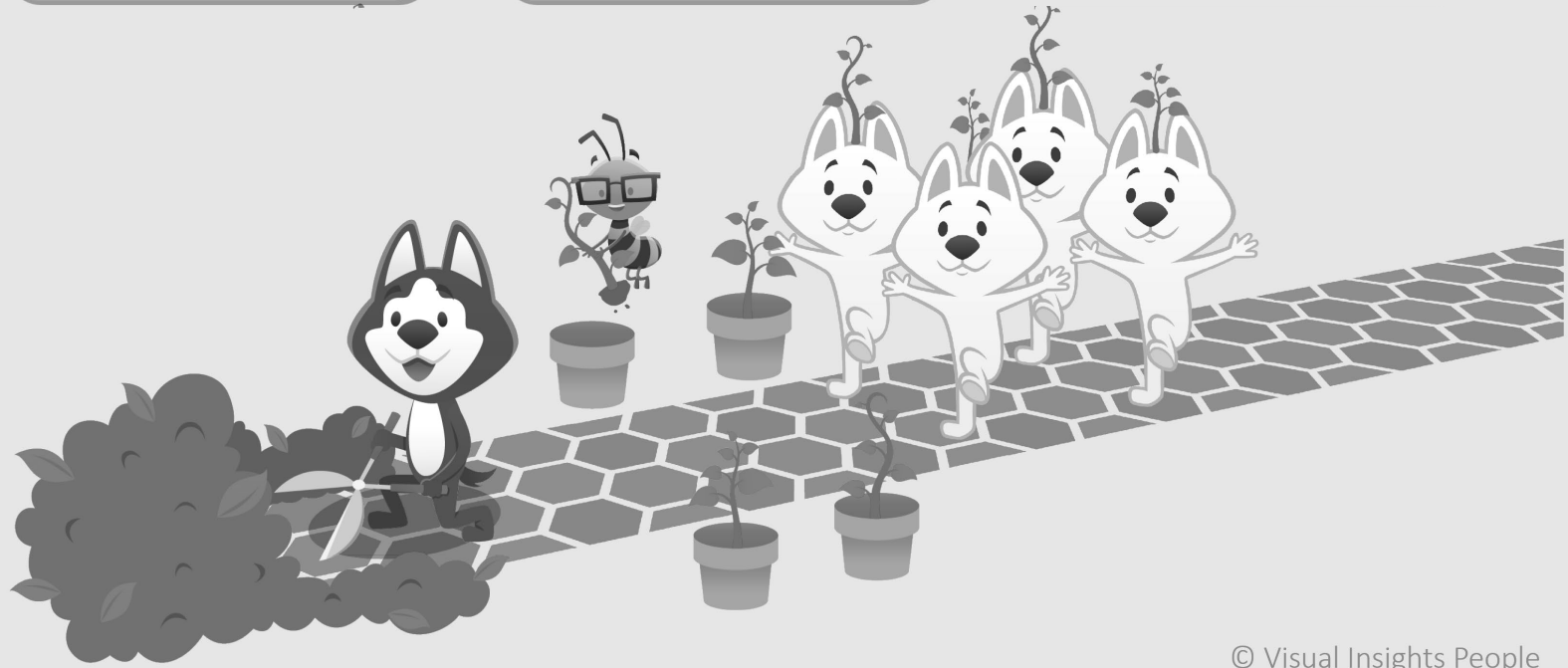
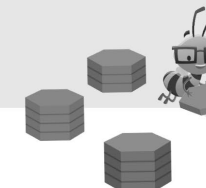
Examples



1 Tweak the environment



2 Build habits

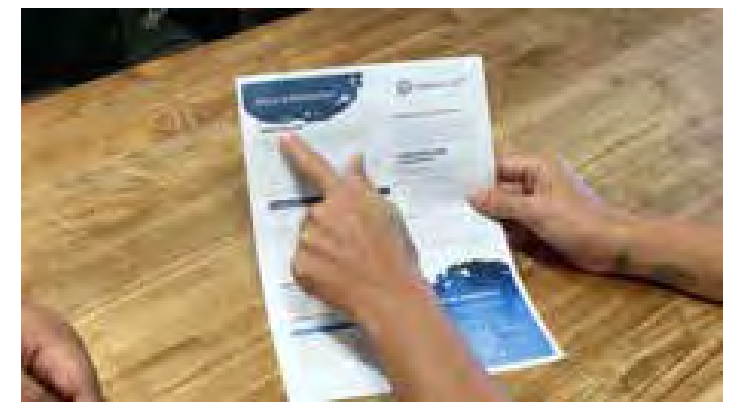
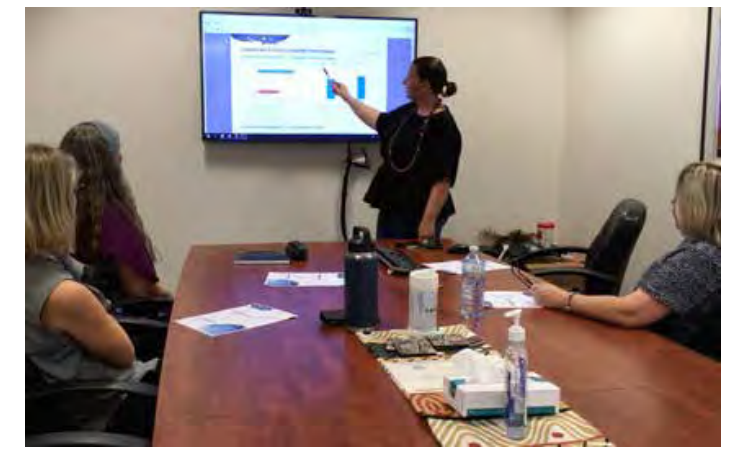


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**C. Shape the pathway
Change the environment**

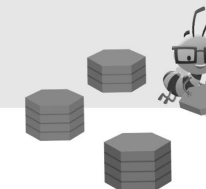
SC10

Examples






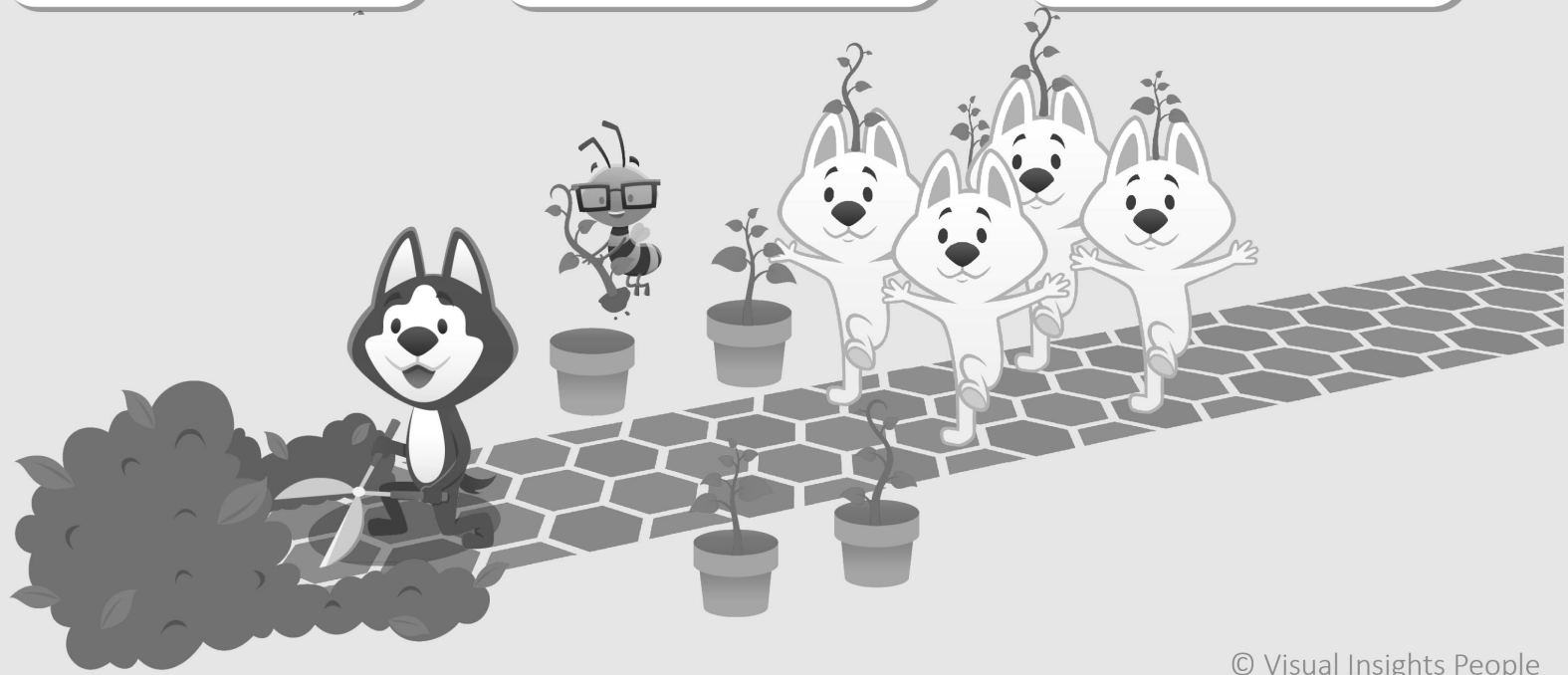
1 Tweak the environment



2 Build habits



3 Rally the herd

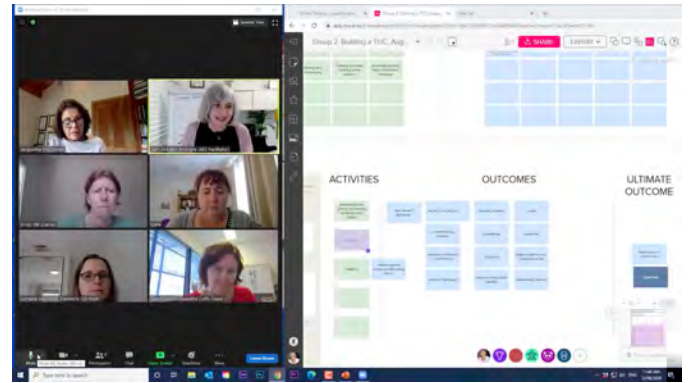


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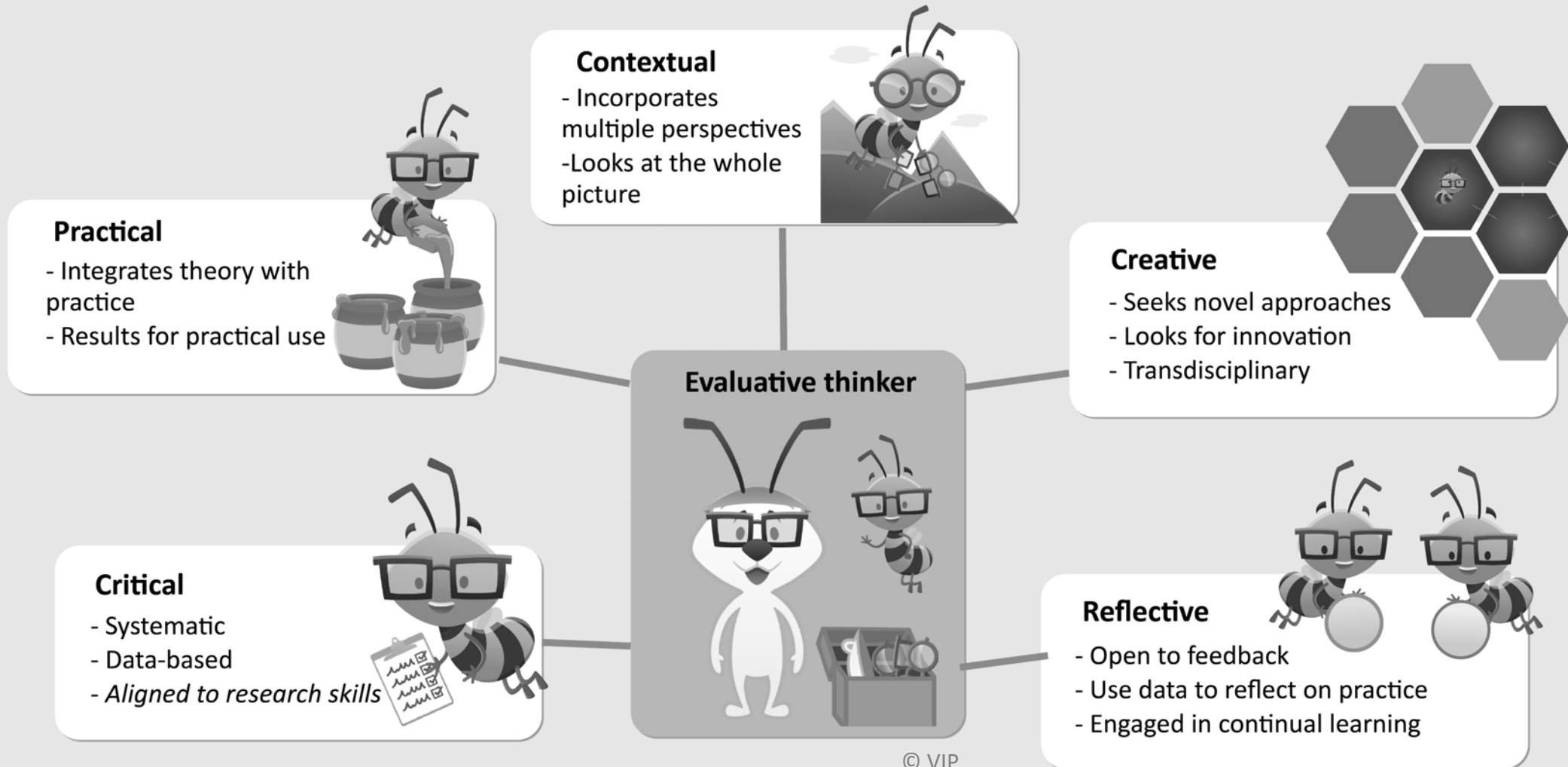
C. Shape the pathway
Change the environment

SC10

Example



And one more element – Val, the evaluative thinker



Playing the game


- A simple scenario – Building ECB of a team of five project staff – One is excited and motivated. They have supported evaluation efforts in the past. The other four are unfamiliar with evaluation and are sceptical.
- Teams of 8-10
 - One token (or token operator!)
 - One giant dice roller
 - Two Judges/scribes
 - A swarm of 4-6 bee-like thinkers to come up with ideas
- To win
 - Get as far along the board as possible – Score the number on the hexagon
 - Successful completion of any of the nine picture squares – 10 points each

Photo request

- Prize for the best five photos
- Consent forms for any identifiable people (photo of)
- Send photos (and consent forms) to Sam.Abbato@VisualInsights.com.au



Report back and discussion

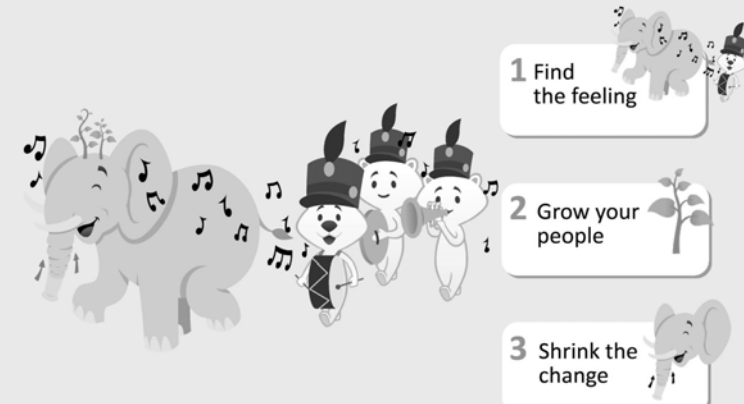


- 1 Follow the bright spots
- 2 Script the critical moves
- 3 Point to the destination

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A. Direct the rider
Make sure the rider knows where they need to go

SC2

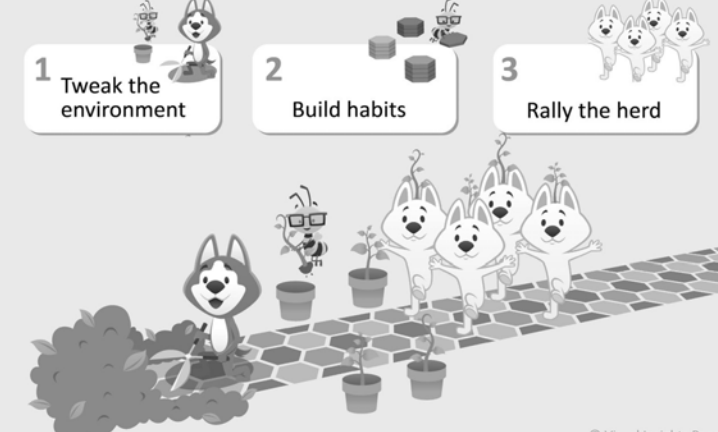


- 1 Find the feeling
- 2 Grow your people
- 3 Shrink the change

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B. Motivate the elephant
Engage the emotions

SC6



- 1 Tweak the environment
- 2 Build habits
- 3 Rally the herd

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C. Shape the pathway
Change the environment

SC10

References

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