

Getting to What Matters

The art and practice of evaluation

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Evaluation is leadership

Watch effect, not just effort

The story we tell ourselves is often just that

Simple and elegant is best

All evaluation educative

Beware of vanity metrics

Participation is powerful

Making people critics of themselves is better

Metrics are people too

Avoid the naturalistic fallacy

There is no short-cut to insight

Evaluation is a human endeavor

Key Idea #1

Why do we evaluate?

To Prove

To Improve

Key Idea #2

Two Modes of Evaluation

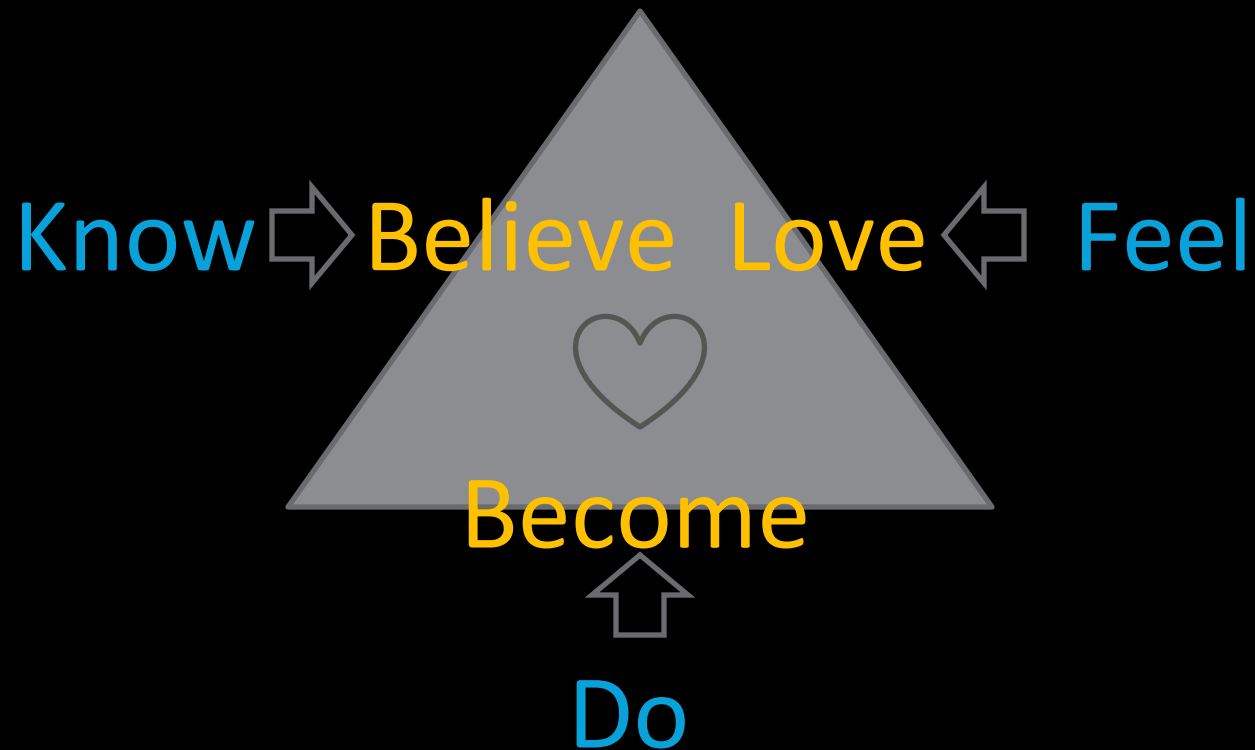
Modes of Evaluation

	Quantitative	Qualitative	Anecdote
<i>data</i>	<i>numbers</i>	<i>conversations, observations, artifacts</i>	<i>stories</i>
<i>instrument</i>	<i>tool</i>	<i>self</i>	<i>hearsay</i>
<i>method</i>	<i>standardized</i>	<i>organic</i>	<i>“treasure hunt”</i>
<i>purpose</i>	<i>measure</i>	<i>see qualities</i>	<i>illustrate</i>
<i>application</i>	<i>compare/contrast</i>	<i>appraise/discern</i>	<i>inspire/warn</i>
	Credible	Credible	Not Credible

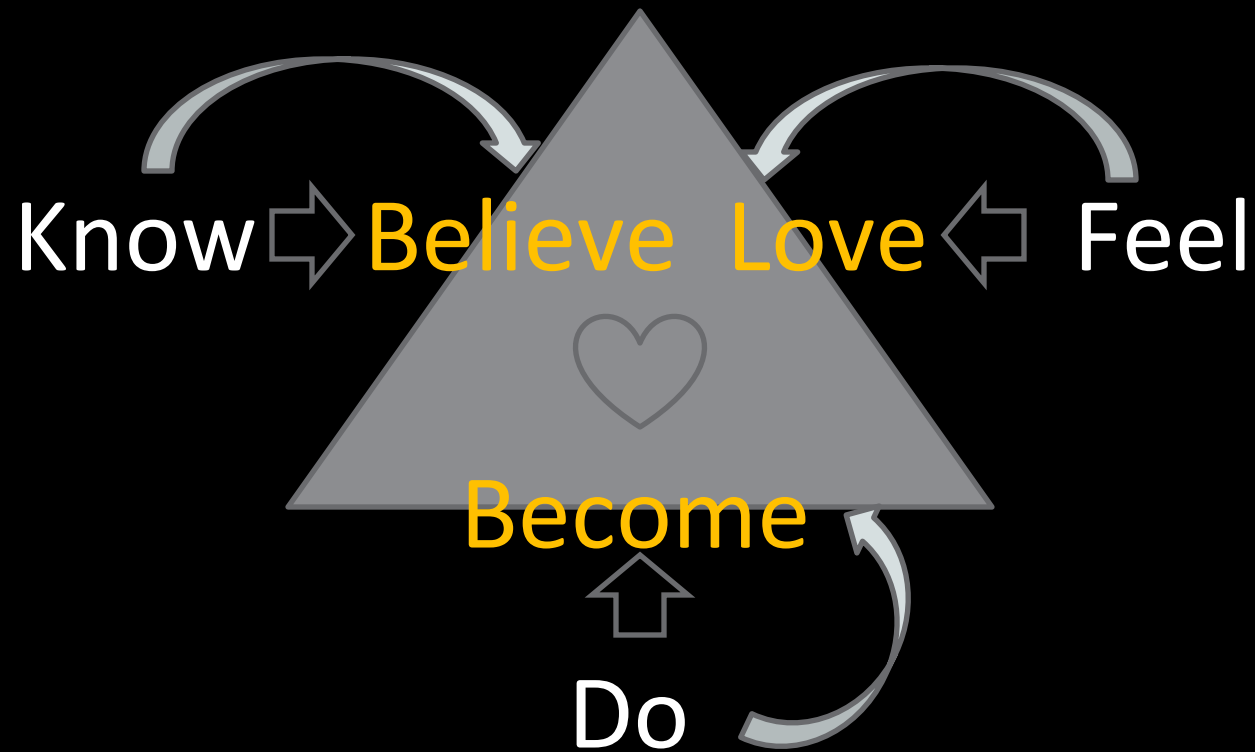
Key Idea #3

Heart Triangle

Heart Triangle™



Qualitative Evaluation



Nonprofit Association of Oregon

Equity and Diversity Cohort

What have been some of the most significant insights you've received from participating in this program? → How have those affected your value system and how you think about issues of diversity and equity? (know-believe)

What assumptions did you hold that you had to change or reformulate during the course? → How did you wrestle with those shifts of perspective along the way? (know-believe)

What about how we handle diversity and equity doesn't make sense? What about the principles are most difficult to comprehend? → What parts of your belief systems have been challenged the most through this? (know-believe)

Nonprofit Association of Oregon [Equity and Diversity Cohort](#)

What fears or insecurities affected your ability to lead well in the areas of equity before you took this course? How have those changed over these past few months? → In what ways are you more settled and centered now than you were? How has that been developing through this course? (feel-love)

As you've worked on this over the past few months, what has unnerved you the most? What has been most frustrating to see in yourself? → How are you resolving those as you have been going along? (feel-love)

In what ways are you more concerned about diversity and equity than you used to be? What appalls you about what is happening in our society (and in our sector) more now than it used to? → How has that affected your commitment for inclusion and equity? (feel-love)

What were some of the most important skills that you learned through this course? → How has that made a difference in how you show up as a leader? (do-become)

What habits have you had to unlearn? → How has that affected your sense of who you are as a leader (identity)? (do-become)



What do you consider to be your greatest achievement/ accomplishment in your work for equity and inclusion? → What changes do you see in yourself as a result of this work? What changes in you have others noticed and commented on, inside or outside of work? (do-become)

What do you still struggle to apply? What do you think will be the most difficult to do going forward? → What has developed in you as a result of this course that you anticipate will serve you well in the future? What do you still need to develop to be true to this work? (do-become)

Key Idea #4

Evaluation Windows

Evaluation Windows™

	Activity (Effort)	Impact (Effect)
Outside the triangle  Quantitative Know, Feel, Do	E1	E3
Inside the triangle  Qualitative believe, love, become	E2	E4

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Getting to What Matters:

*How to Design and
Develop Evaluation*

