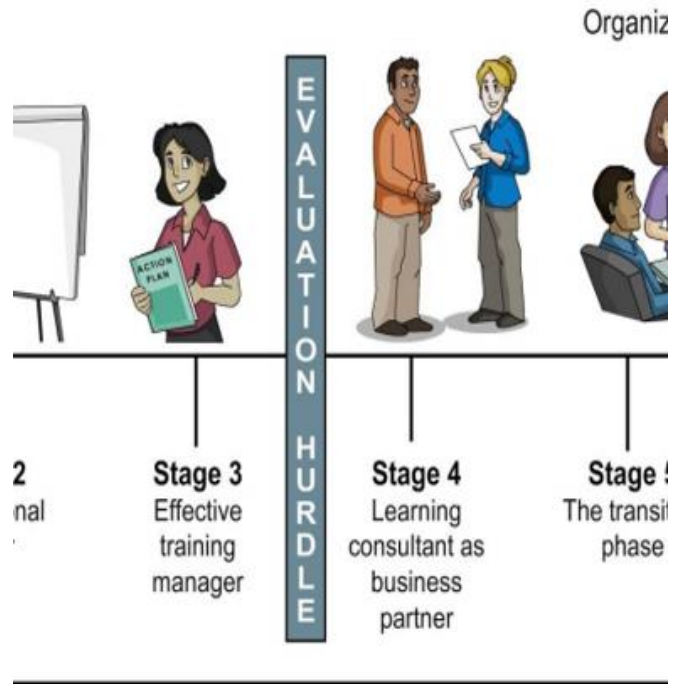


Unlearning Evaluation

Cheryl A. Abram
Lead Evaluator
Federal Executive Institute

April 2019

e on the scale?



A logic model for a family vacation -



2007-2014

My Mental Model

MENTAL MODELS

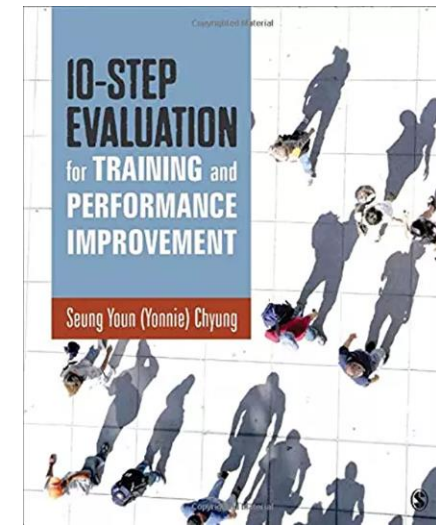
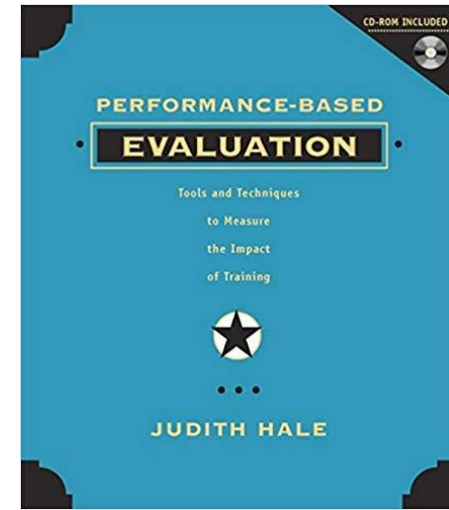
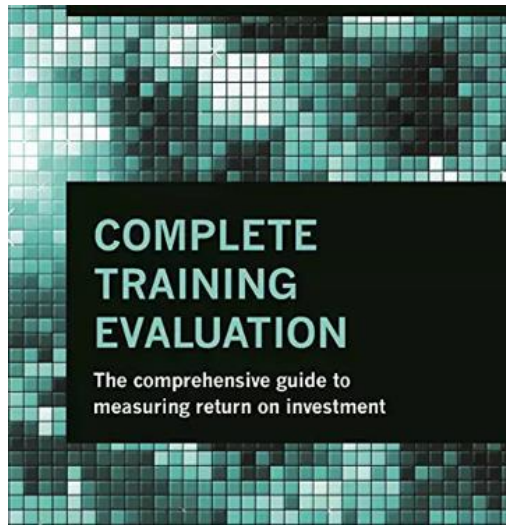
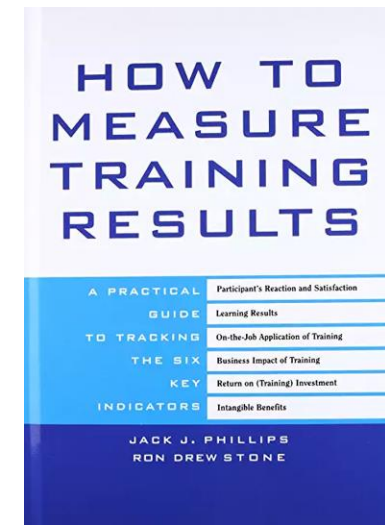
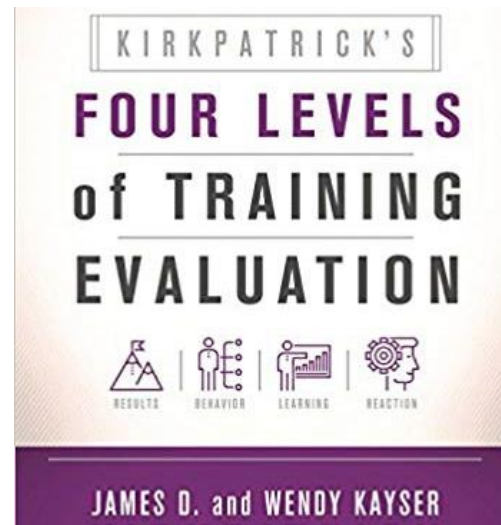
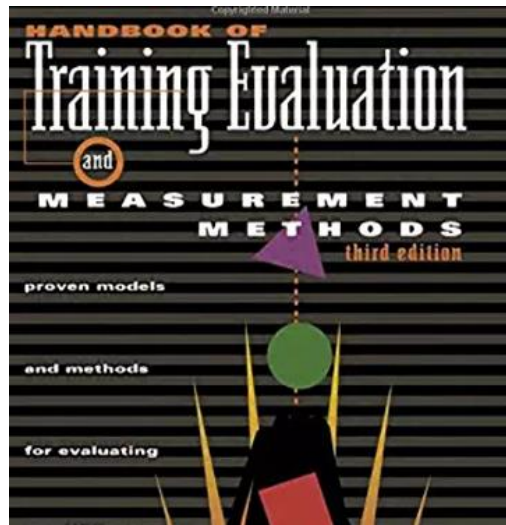
What are Mental Models?

A person's thought process of understanding the world. It allows people to make assumptions about how things work and unconsciously influence our behaviour and decision making.



Our mental models of how bicycles work can "simulate" this to know it won't work

(Slide adapted from Saul Greenberg)



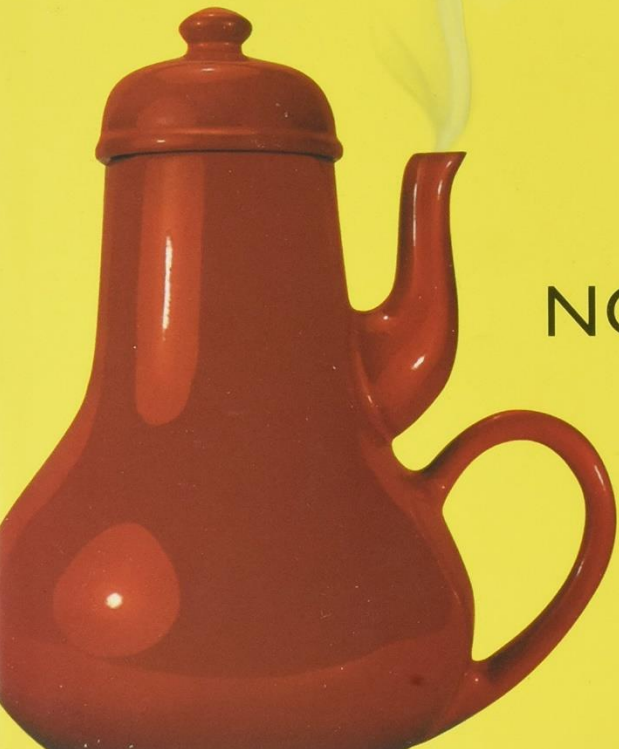
Sisyphean Effort

- L & D operations are undervalued
- Uneven levels of evaluation expertise, & organizational support within and outside the organization, and use across the government
- Few [agencies] had processes to evaluate the impact of training on employees or agency performance
- The following factors are suboptimal:
 - leadership support and buy-in
 - financial and personnel resources
 - evaluation capacity
 - influence on organizational priorities



The DESIGN
of EVERYDAY
THINGS

DON
NORMAN



“A brilliant solution to the wrong problem can be worse than no solution at all: solve the correct problem.”

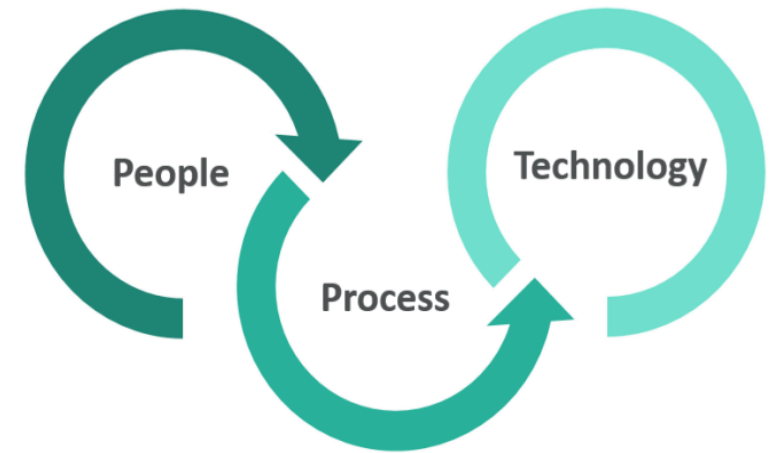
— ***Donald A. Norman, The Design of Everyday Things***



Is Evaluation Necessary?

Biomimicry & Bureaucracy

- “... productive hours shall exclude annual leave, sick leave, administrative leave, training, and other nonproductive hours”—OMB Circular A-76 (Performance of Commercial Activities)
- Results=Control of people, processes and technology
- Advantages:
 - efficient decision-making,
 - standardized operating procedures,
 - use of best practices, and
 - empowered individuals relative to their position in the organization (e.g. an executive has more power than a line manager)
 - Making decisions directly towards achieving defined outcomes (strategic thinking)



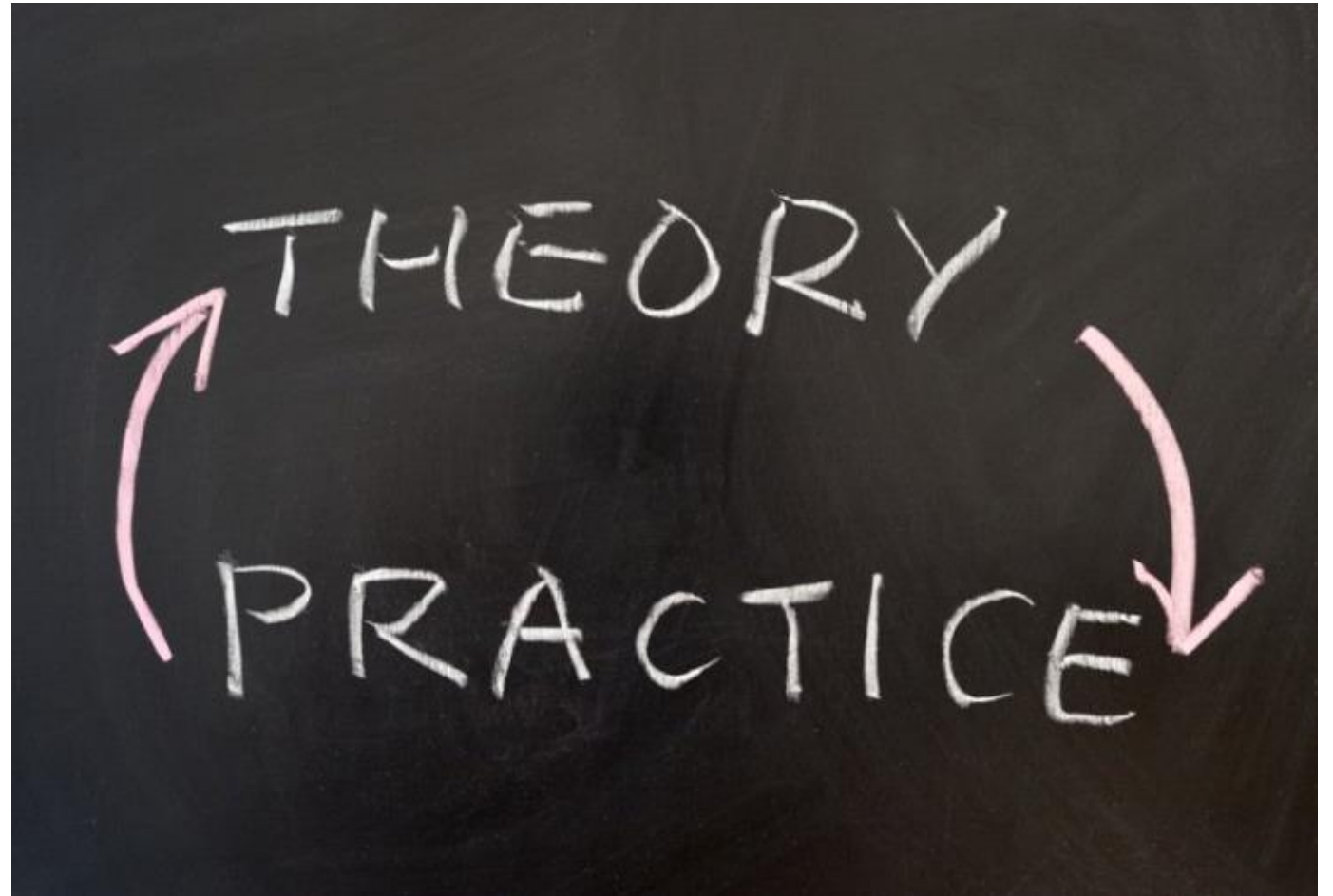
BIOMIMICRY IN ORGANIZATIONS

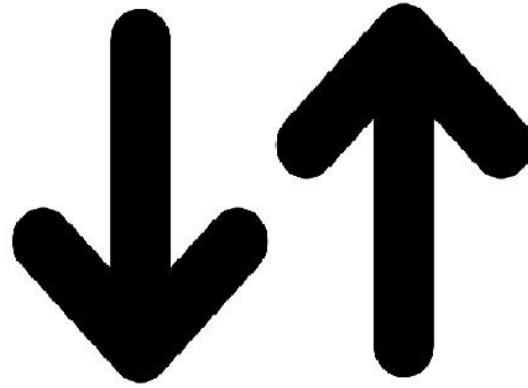
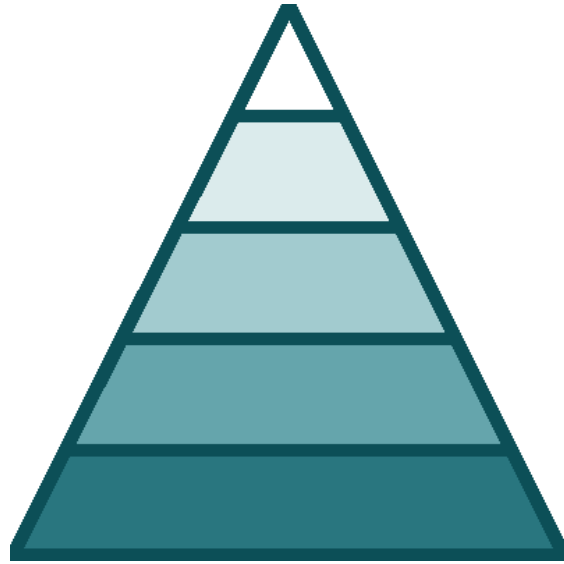
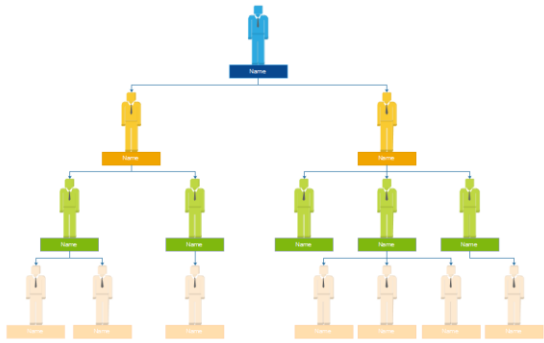


Business Management
Inspired by Nature

FAUSTO TAZZI

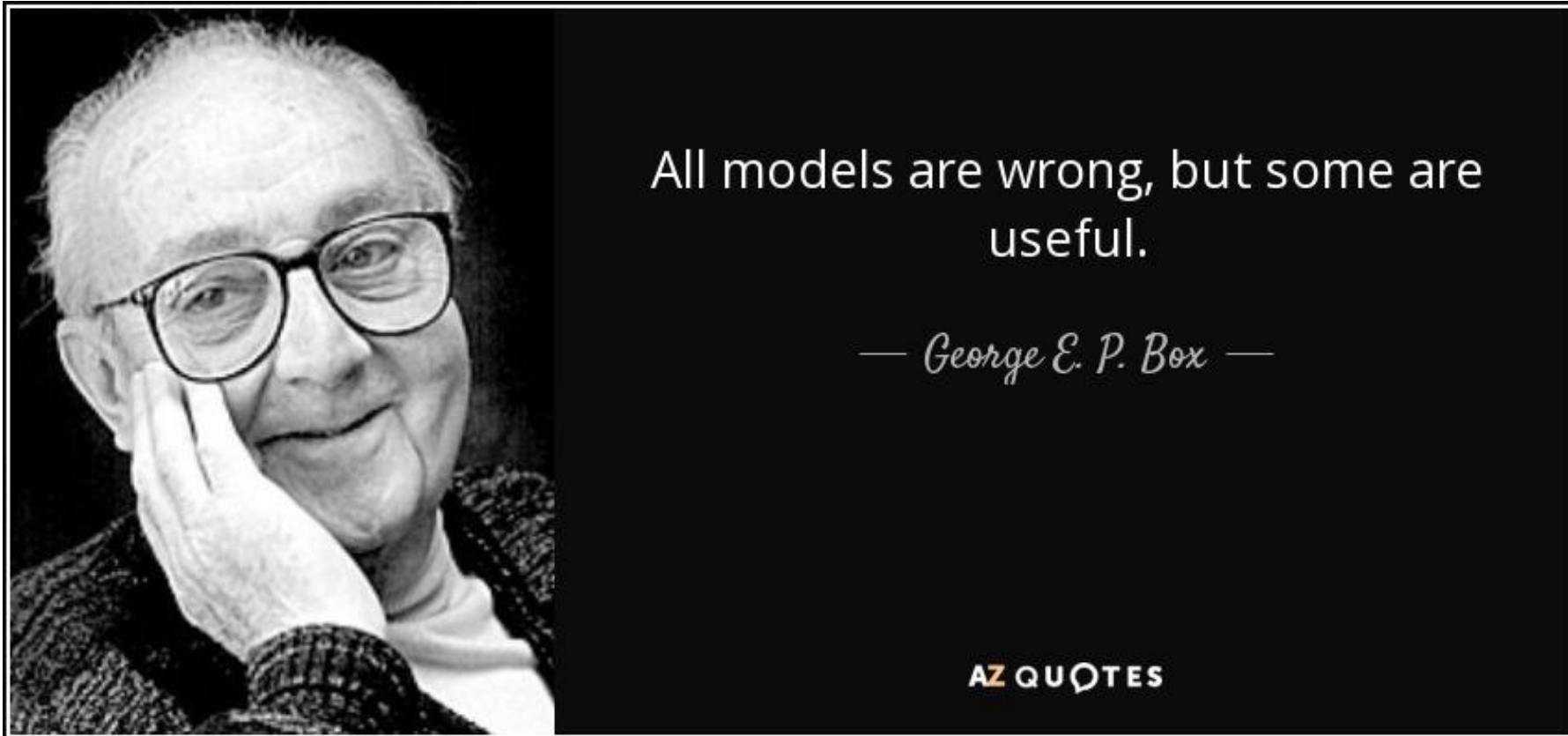
-
- Economic theory
 - Socialization theory



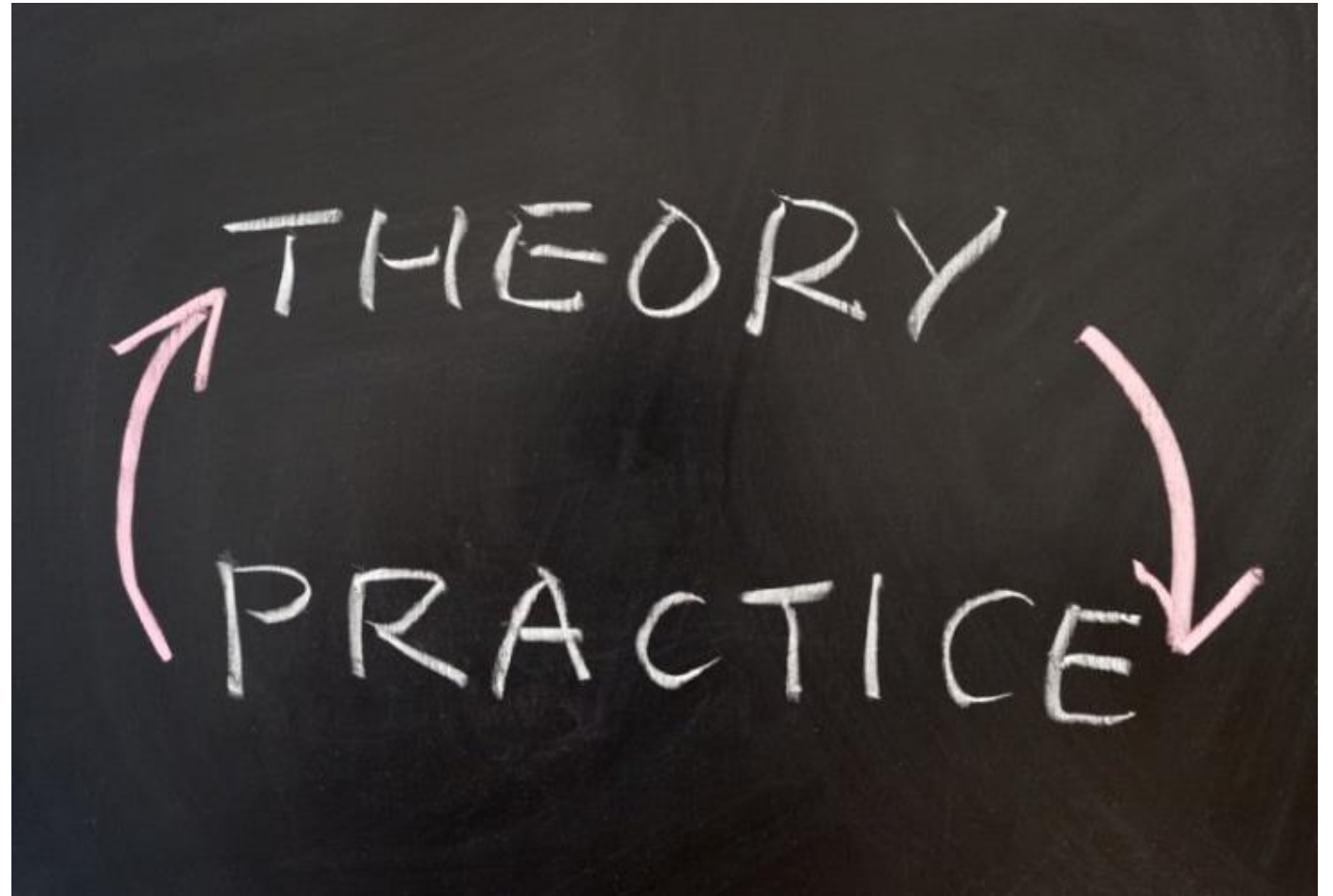


Metaphors

A More Useful Mental Model



-
- Systems Theory
 - Choice Theory
 - Self-Determination Theory

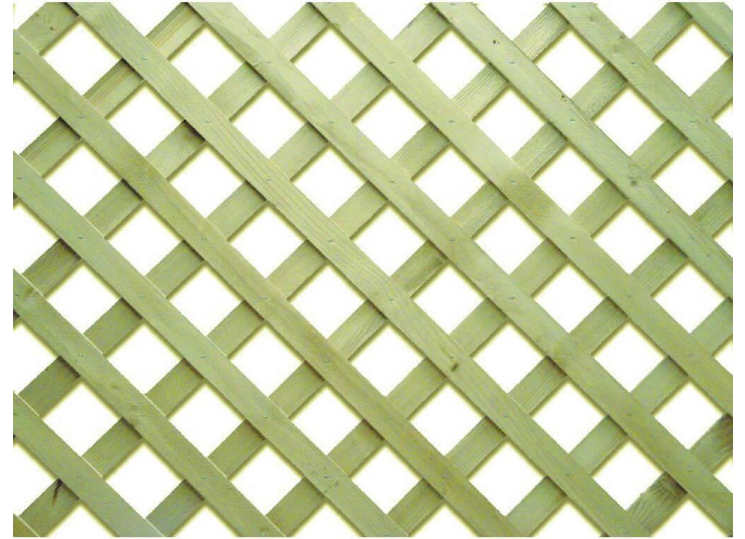
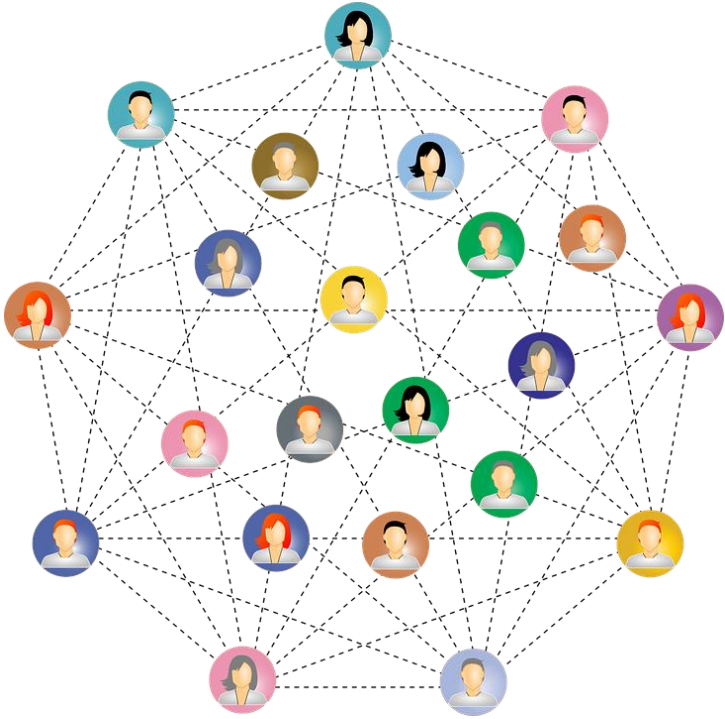


Puzzles and Mysteries

- **Puzzles:** frustration, answers, experts, best practices, simple, complicated, not enough information
- **Mysteries:** answer is contingent, Volatile, Uncertain, Complex, Ambiguous (VUCA); framing, too much information



The Future of Humanity, Malcolm Gladwell – World Government Summit 2018

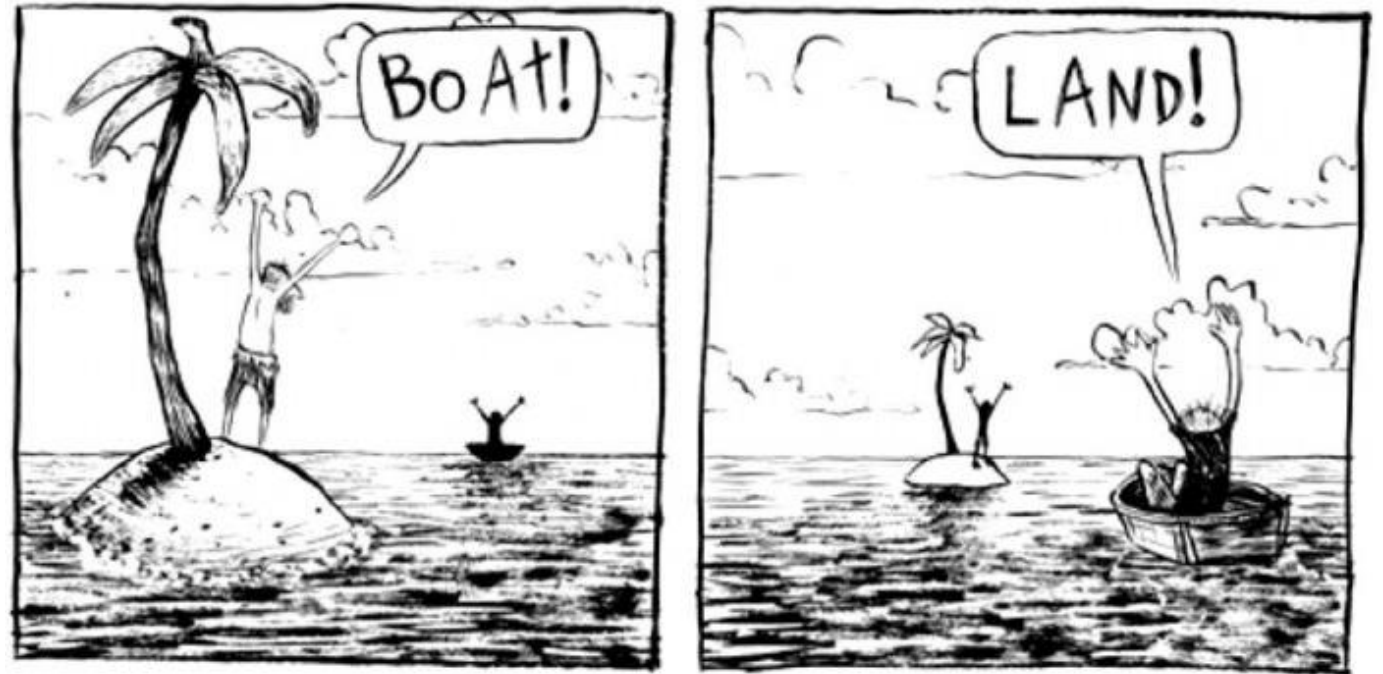


Metaphors

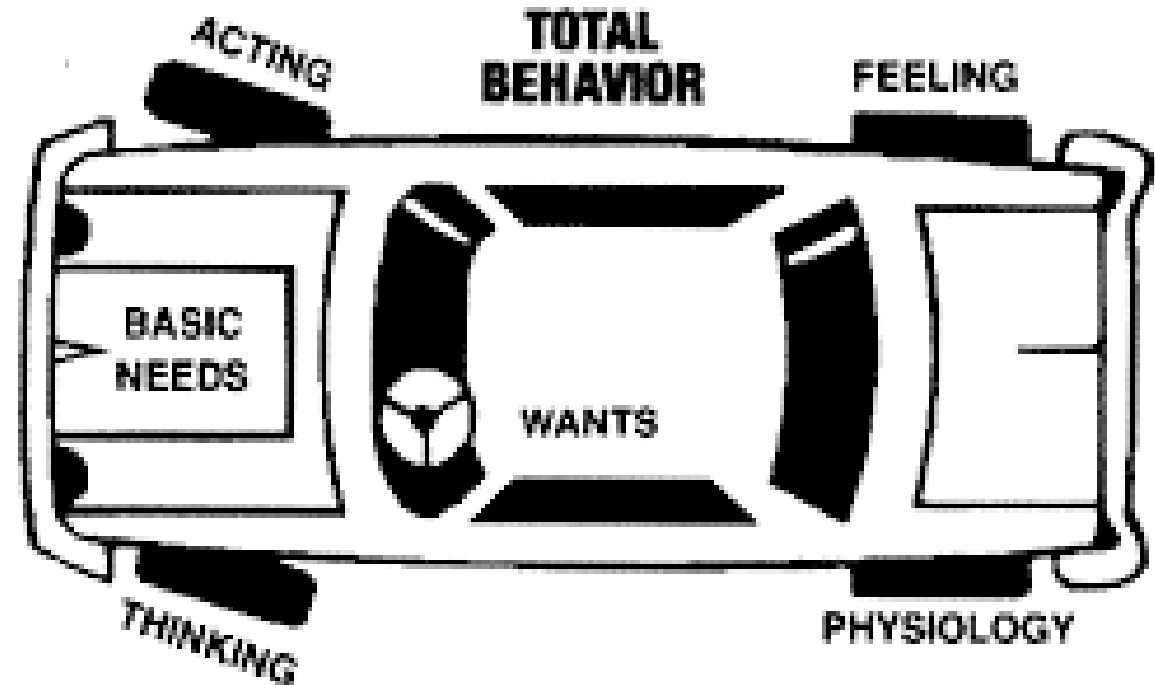


Evaluation Design Model

- **Phase 1:** See Interconnections (Why, Where)
- **Phase 2:** Engage with Perspectives (Who)
- **Phase 3:** Frame Evaluation Boundaries (How)



- **Phase 4:** Create Criteria & Questions (What)
- **Phase 5:** Determine Evaluation Method & Focus (When)
- **Phase 6:** Collect Credible Evidence & Artifacts (What)
- **Phase 7:** Ensure Use & Share Lessons (Why, So What)



Core Concepts

LEARNING AS
WORK

KNOWLEDGE
RISK

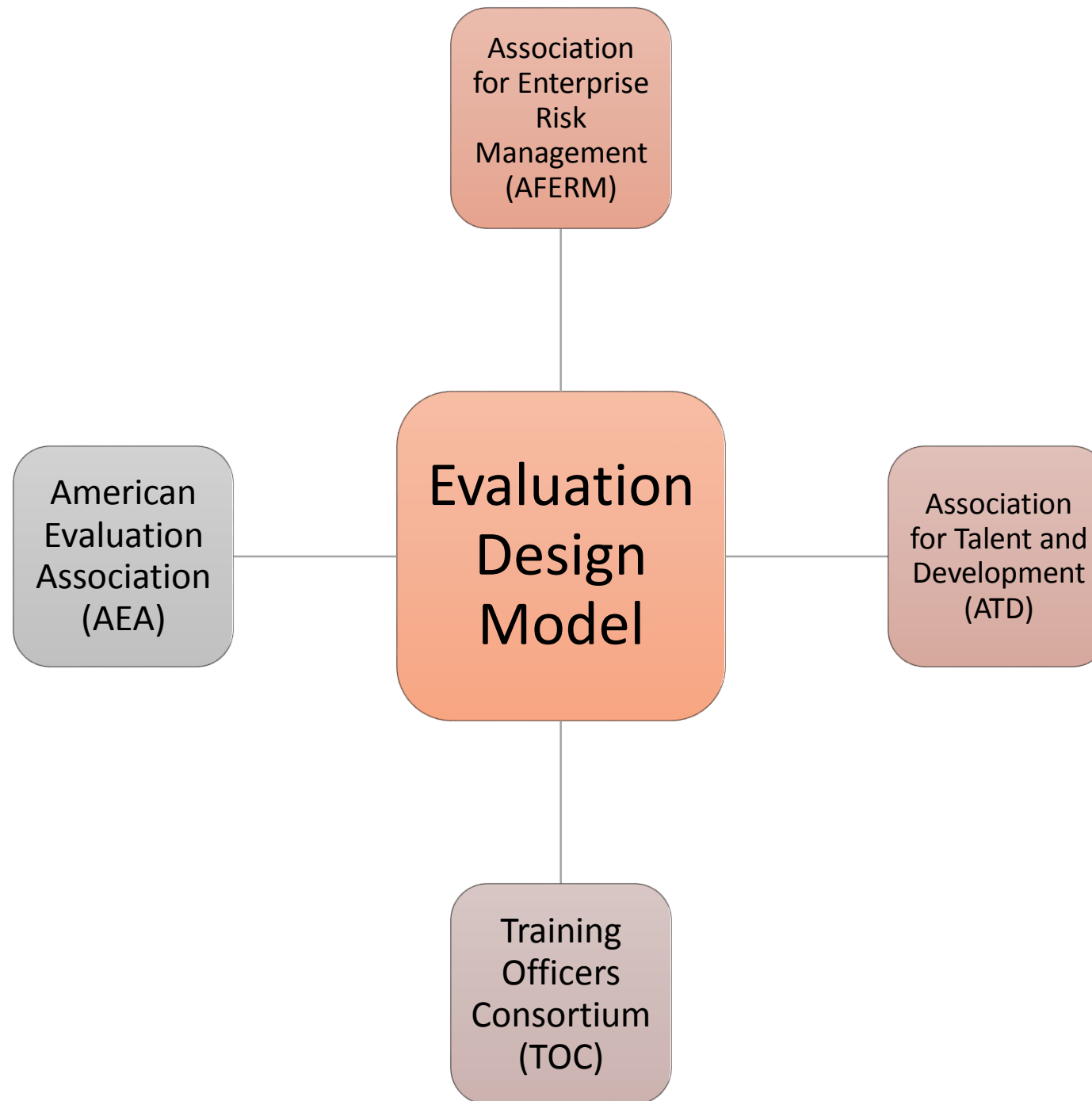
TOTAL
BEHAVIOR

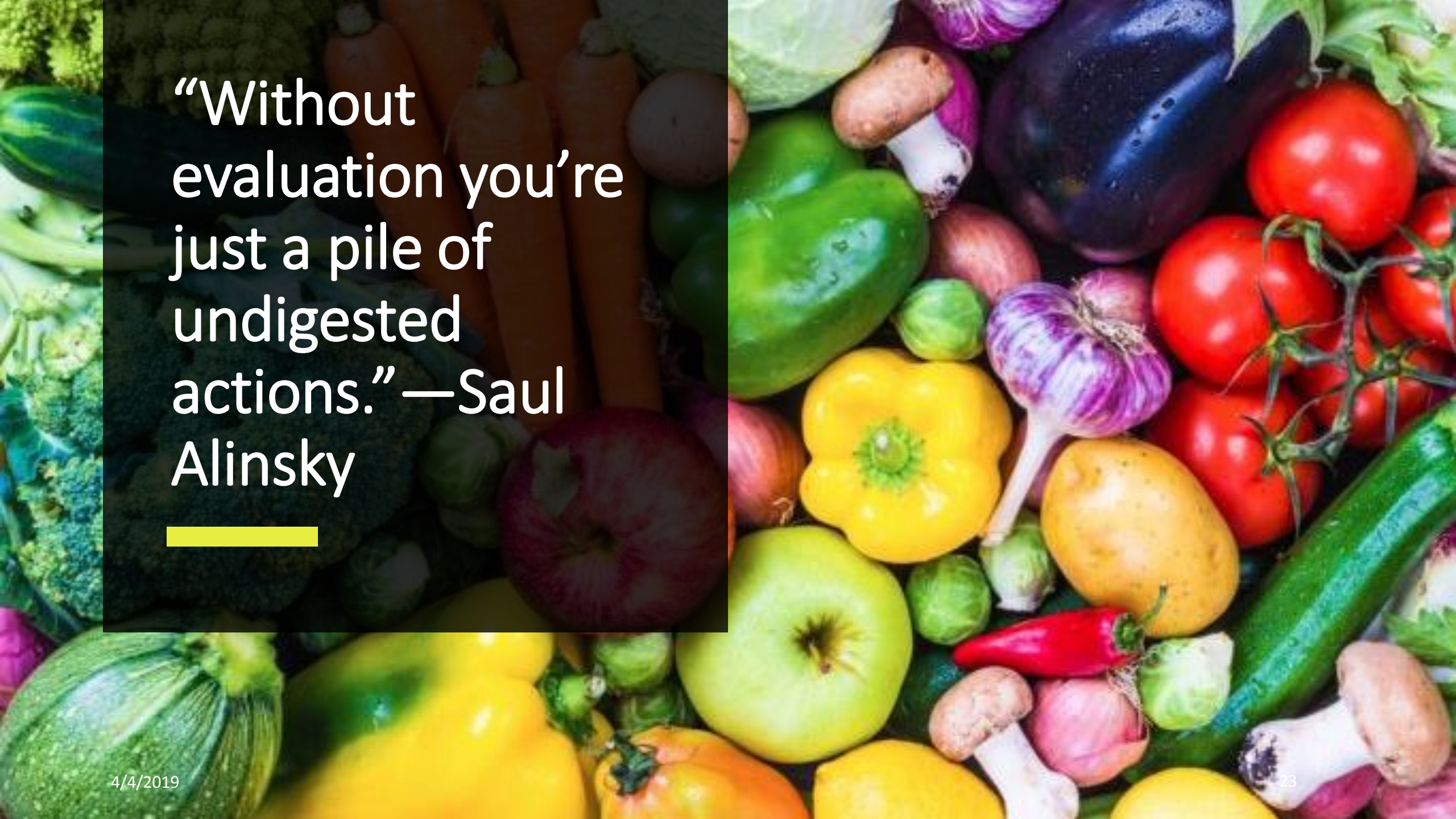
PROOF-OF-
WORK

CHOICE OF
EVALUATION

VALUE
MANAGEMENT
(WELL-BEING)

Partnerships





“Without
evaluation you’re
just a pile of
undigested
actions.” —Saul
Alinsky

Thanks For Listening!

For Questions, Feedback, and Further Discussion

Contact

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