

Building a Culture of Evaluation

30 Ideas to Apply to Your Organization



INVOLVE STAFF TO INCREASE ENGAGEMENT AND OWNERSHIP



Look for small successes.

Start with simple, informal evaluations to demonstrate benefits and worth



POSITION EVALUATION AS A WAY OF **GIVING STAFF A VOICE**

POSITION EVALUATION AS A WAY OF SHOWING THAT **MANAGEMENT IS LISTENING**



→ Emphasize evaluation is something *they* can direct

→ Evaluate the important outcomes only

→ Emphasize intrinsic motivations, like validation of their effort and transferable skills

Be clear about who the evaluation is for, i.e. YOU and not just the funder



RESOURCE IT APPROPRIATELY



GET COMMUNICATIONS STAFF ON-SIDE

It provides them with positive material to promote the organization

Offer evaluation training to build capacity

Engage expertise in the area of organizational culture change

Identify and recruit evaluation "champions" at the senior levels

Orient new partners to your new focus on evaluation

SCHEDULE TIME UP FRONT

IN THE PROGRAM PLANNING PHASE TO DISCUSS EVALUATION



Inject the term **LEARNING ORGANIZATION** into your persuasion efforts



Decrease the use of jargon

talk about "evaluation questions we want to answer" vs. "outcomes we have to measure"

Demystify "measurement"

Use terms such as "tracking" or "following"



Focus more on **QUALITATIVE DATA**, to acknowledge staff's fears that not everything can be reduced to quantitative



Acknowledge the **INFORMAL EVALUATION** that staff already does

CONSCIOUSLY RECRUIT AND HIRE "EVALUATIVE MINDS"

BRING IN A HIGH PROFILE EVALUATION "EXPERT" TO WORK WITH YOUR ORGANIZATION

EMPHASIZE THE BOARD'S ROLE TO REQUEST/DIRECT MORE EVALUATION

Appeal to management's notions of accountability and informed decision-making

Invite senior executives to early evaluation planning meetings to get their perspectives

Incorporate evaluation into **NEW STAFF ORIENTATIONS**



Incorporate evaluation into **STAFF PERFORMANCE APPRAISALS AND PERSONAL DEVELOPMENT PLANS**



BE SUBVERSIVE AND INFORMALLY COLLECT DATA OF INTEREST TO DEMONSTRATE AREAS NEEDING IMPROVEMENT

MODEL EVALUATION AT EVERY OPPORTUNITY

