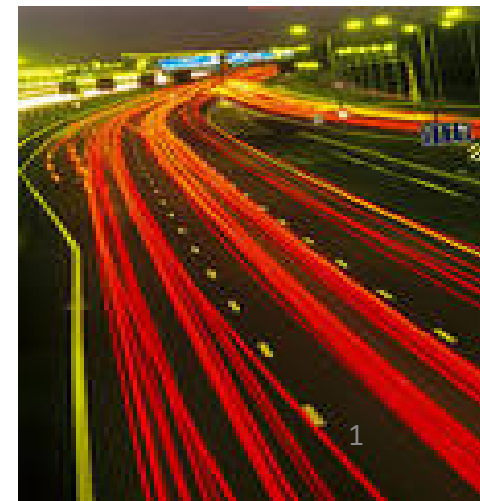




Real Learning in a
*Fast-Paced, Real-Time
World*

*GEO 2013
Learning Conference*



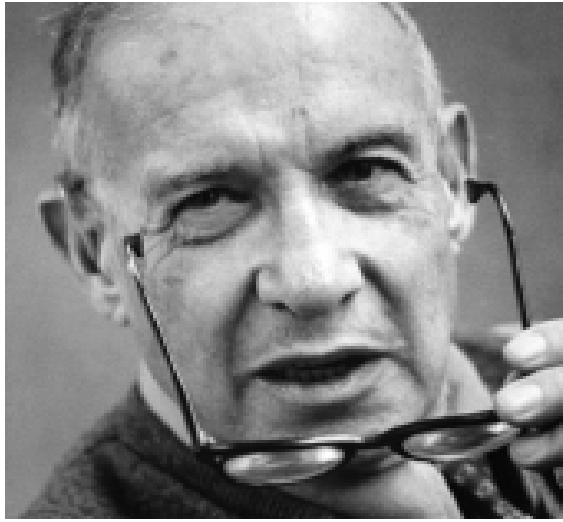
Grantmakers for *Effective Organizations*

A Century Plus of Striving
Toward
Increased Organizational
Effectiveness

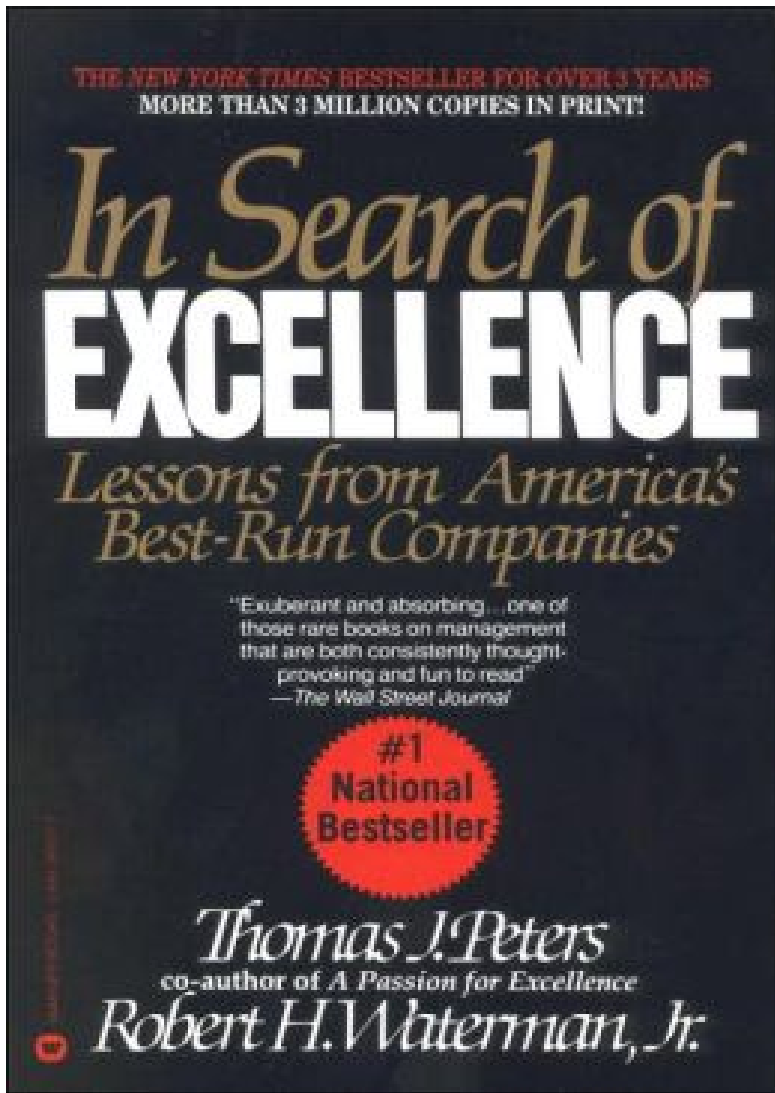


Frederick Taylor, Principles of Scientific Management, 1911

- **Hawthorne plant, Western Electric Company studies , 1927-1932**
- **The Hawthorne effect** — an increase in worker productivity produced by the psychological stimulus of being singled out and made to feel important.



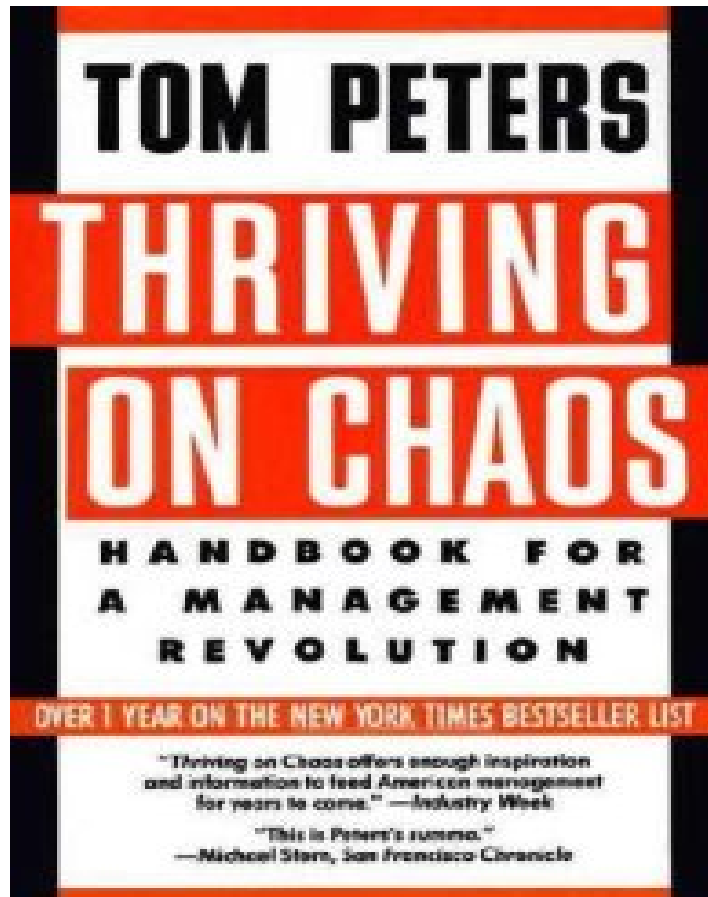
Peter Drucker, Management by Objectives, 1954



Henry Mintzberg, Strategy Guru

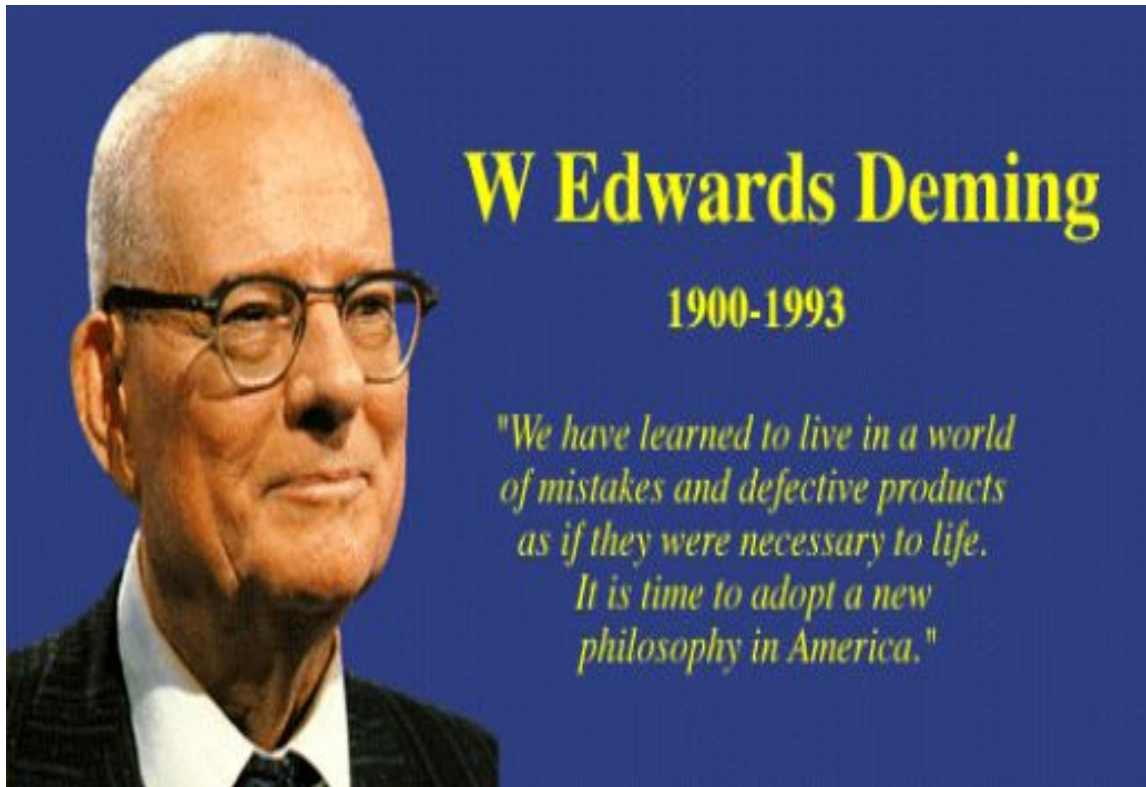


1979

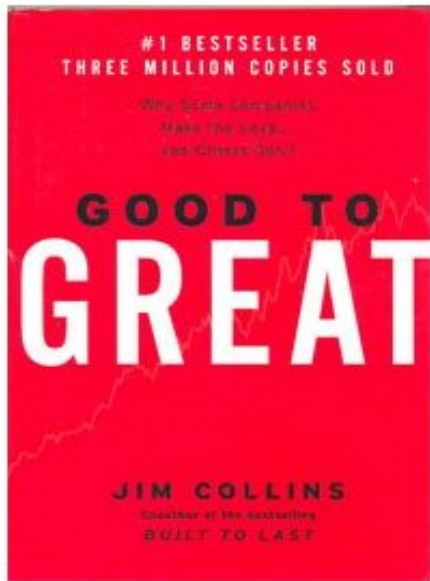


1987

Speed,
Just-in-time
world



QUALITY MOVEMENT, 1990's



2001

LEADERSHIP

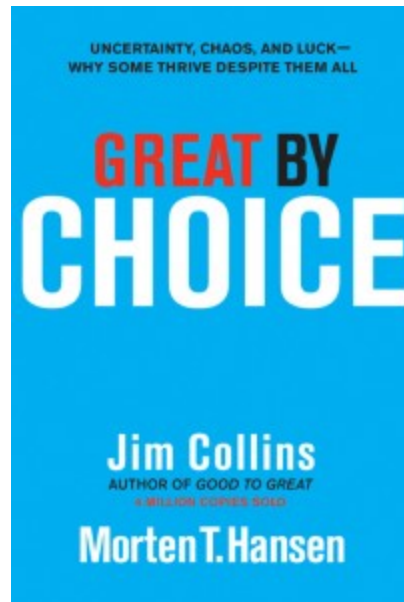


Fail Fest

- Three examples of failure due to lack of leadership buy-in

Courtney Bourns, Michael Maness
and Ted Chen

Complexity



2012

COMPLEXITY

“A Leader's Framework for Decision Making” by David J. Snowden and Mary E. Boone, *Harvard Business Review*,

November, 2007:

Wise executives tailor their approach to fit the complexity of the circumstances they face.

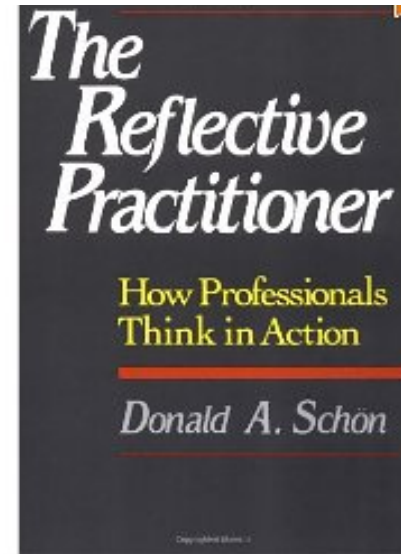
Never leave anything behind.

Just add more.

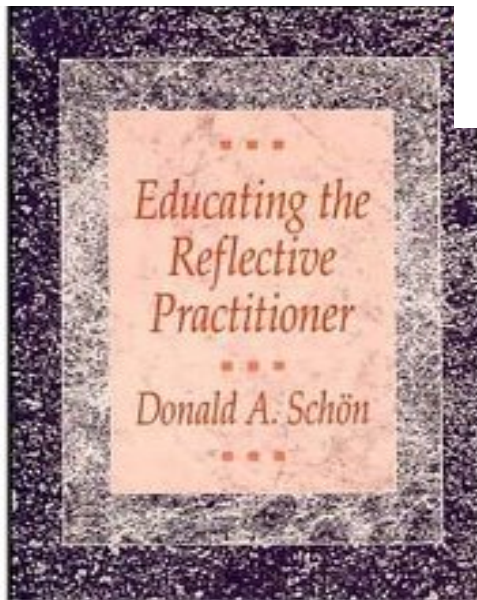
Need for
ONGOING LEARNING..../

1984

Reflective Practice: Theory

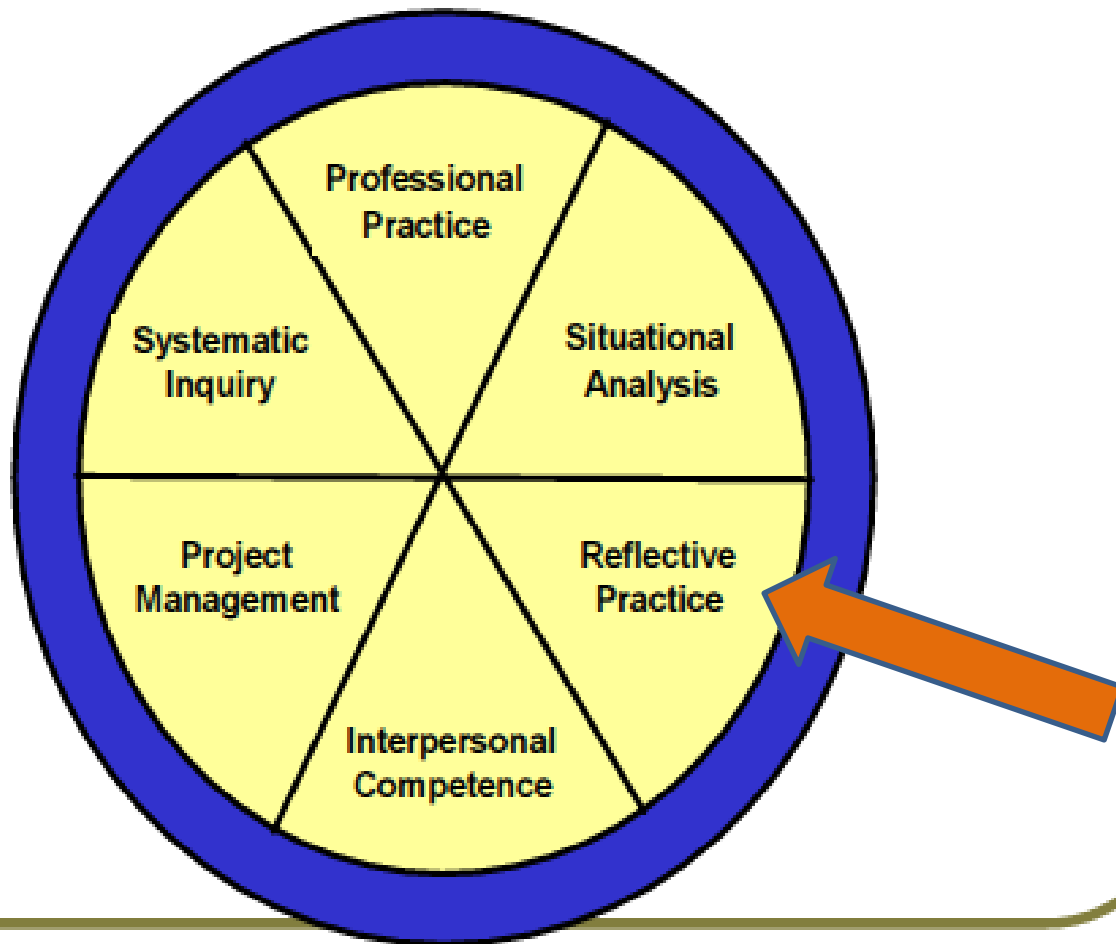


1990



Applications to Evaluation Practice

Essential Competencies for Program Evaluators



LEARNING ABOUT PROCESS USE

The Evaluation of the Paris Declaration

Evaluation of the Evaluation

June, 2011

Evaluation of the Paris Declaration

Five Paris Declaration Principles

- 1. Country ownership**
- 2. Alignment**
- 3. Harmonization**
- 4. Mutual accountability**
- 5. Managing for results**

LESSONS LEARNED AND THE CONTRIBUTIONS OF THE PARIS DECLARATION EVALUATION TO EVALUATION THEORY AND PRACTICE

Niels Dabelstein

Danish Institute for International Studies
Copenhagen, Denmark

Michael Quinn Patton

Founder and Director, *Utilization-Focused Evaluation*
Saint Paul, Minnesota, USA

PURPOSEFUL LEARNING

Real learning occurs when you are purposeful in your learning. It requires a mindfulness and intention to take in data and information in an on-going manner.

- Andrew Zolli and Mindfulness
- Pasteur: “Chance favors the prepared mind.”

Inquiry into Learning Org Culture

Does the organization (or program area) have a learning agenda?

If so, what is it? How is it pursued?

What is the purpose of the learning agenda? Who will use the learnings?

What decisions/actions will learning inform?

Inquiry into Learning Culture

- Utilization study of current uses of evaluations of various kinds.
- Interviews with staff: “Give me an example of learning that you’ve shared together as an organization. How has this informed and changed what is done here?” Connecting the dots between findings and actions
- What are the CEO’s messages about learning?” The Board’s.
- Analysis of what happens to grantee reports: How used? How responded to?