

*FSG GRID			FRIESEN ADDITIONS	
Propositions	Description	Helpful Tools / Methods	Orienting Questions	Skills Required – Institutional and Individuals
<p>①</p> <p>Design and implement evaluations to be adaptive, flexible, and iterative.</p>	<p>Evaluation needs to be nimble and open to periodic “refreshes” as stakeholders constantly learn from feedback.</p> <p>Evaluators must be comfortable with shifting gears as needed.</p>	<ul style="list-style-type: none"> • Felxible evaluation plans and budgets 	<p>Are your evaluation approaches as dynamic and adaptive as the realities you are attempting to measure?</p>	<p>Capacity to customize and re-interpret previous approaches and methods.</p> <p>Capacity to listen and pay attention.</p> <p>Capacity to un-learn previous successes.</p>
<p>②</p> <p>Seek to understand and describe the whole system, including components and connections.</p>	<p>It’s important for the evaluators to know how and why different components interact.</p> <p>This is to be treated as a “dynamic” and ongoing activity, rather than one-off.</p>	<ul style="list-style-type: none"> • Systems Mapping • Social Network Analysis • Interviews 	<p>Do your evaluations and measurements account for the whole system including both its elements and interactions?</p>	<p>Ability to see a context through a wide range of lenses.</p> <p>Attentiveness to both the topography and dynamics of multiple layers of systems.</p>
<p>③</p> <p>Support the capacity of the system to learn by strengthening feedback loops and improving access to information.</p>	<p>Evaluation can help improve and strengthen the system’s capacity to learn through the collection, analysis, and co-interpretation of data.</p> <p>As data are collected and analyzed, learning conversations with stakeholders and insights into how and where the system is responding to the initiative’s activities can be particularly useful.</p>	<ul style="list-style-type: none"> • Rapid Feedback Debriefs • Summaries / Learning Memos • Critical Incident Reviews • After Action Reviews 	<p>Do your evaluations form natural and meaningful feedback loops into the realities you are seeking to change?</p> <p>Do they naturally fit with the time frames and rhythms of the contexts and systems you are seeking to change?</p>	<p>Ability to understand how the evaluation changes the system(s).</p> <p>Ability to link evaluation to change-points in the initiative.</p> <p>Courage to wait.</p> <p>Ability to trust people in the structures and to limit the role of experts to an appropriate degree.</p>

<p>④</p> <p>Pay particular attention to context and be responsive to changes as they occur.</p>	<p>Context must be explicitly studied as part of the evaluation.</p> <p>Evaluation should also measure ways in which the initiative affects the context.</p> <p>Evaluation findings should be interpreted and grounded in context.</p>	<ul style="list-style-type: none"> • Timeline of Key Events • Review of information related to context, including print and social media, demographic information, and other publicly available data • Interviews 	<p>Does your evaluation integrate both the initiative and the context it operates in?</p>	<p>Consistent attention.</p> <p>Adaptive teams including adaptation of strategy.</p> <p>Ability to let go of provisional plan sufficiently for new plan to emerge.</p> <p>Tolerance for and appreciation of error.</p>
<p>⑤</p> <p>Look for effective principles of practice in action, rather than assessing adherence to a predetermined set of activities.</p>	<p>Evaluation should identify and explicate how effective principles of practice are alive in the work.</p> <p>Data and insights about how, where, and with whom the principles show up can provide a rich source of learning.</p>	<ul style="list-style-type: none"> • Reflective Practice • Design Labs • Interviews • Focus Groups • Most Significant Change • Appreciative Inquiry • In-depth Case Studies 	<p>Is your evaluation directed by guiding principles arising from the context or measures that you have already determined are suitable for identifying success or failure?</p> <p>Do your evaluations reveal assumptions that you already know what needs to change and how?</p>	<p>Capacity to distinguish between guiding principles and specific practices.</p> <p>Ability to productively critique best practices expectations.</p> <p>Ability to differentiate data arising from principles and data arising from practices.</p>
<p>⑥</p> <p>Identify points of energy and influence, as well as ways in which momentum and power flow within the system.</p>	<p>Evaluation needs to look for times and places where energy, influence, power, and momentum show up within the system.</p> <p>This may include examples of how individuals and organizations are building new or different connections, power dynamics, and patterns of engagement.</p>	<ul style="list-style-type: none"> • Systems Mapping • Focus Groups • Ripple Effect Mapping • Observations • Digital Storytelling • Snap Shot Surveys • Bellwether Interviews • Social Network Analysis 	<p>Do your evaluations demonstrate awareness of possible tipping points in the system or systems your initiative is part of?</p>	<p>Experience with failure, disruption, and breakthroughs.</p> <p>Ability to discern between formal and informal processes and structures.</p> <p>Understanding of complex systems in nested settings.</p>

<p>⑦</p> <p>Focus on the nature of relationships and interdependencies within the system.</p>	<p>Evaluation should capture and describe relationships and interdependencies between various parts of the system.</p> <p>With each key relationship, it's important to understand its nature, its strength, and its longevity.</p>	<ul style="list-style-type: none"> • Systems Mapping • Social Network Analysis • Surveys • Interviews • Digital Storytelling • Web Analytics 	<p>Do your evaluations reflect the relational realities of the people and organizations your initiative is part of?</p>	<p>Ability to use formal tools to understand and reveal social structures.</p> <p>Ability to see the limits of relational tools and identify where they impair the change process.</p> <p>Capability of differentiating between data and insight.</p>
<p>⑧</p> <p>Explain the non-linear and multi-directional relationships between the initiative and its intended and unintended outcomes.</p>	<p>Evaluation should capture the complex relationship between cause and effect.</p> <p>This process involves tracking the pathway between an initiative and its outcomes, and understanding how it varies under different conditions and circumstances.</p>	<ul style="list-style-type: none"> • Interviews • Focus Groups • Appreciative Inquiry • Media Tracking • Observations • Ripple Effect Mapping • Contribution Analysis • Causal Diagrams 	<p>How many and what kinds of pathways exist between your initiative and the outcomes you are claiming to measure?</p> <p>How would you know that your involvement was the cause of the measured outcome?</p>	<p>Clear understanding of how to distinguish between success as a cause of intervention and success as inherent to the system.</p> <p>Ability to create formal and informal visualizations of complex interactions suitable for agents to understand and act on.</p>
<p>⑨</p> <p>Watch for patterns, both one off and repeating, at different levels of the system.</p>	<p>Evaluation needs to pay close attention to patterns as a way to gauge the coherence in the system.</p> <p>Attention should also be paid to the ways certain patterns (both productive and unproductive) repeat themselves at multiple levels of a system.</p>	<ul style="list-style-type: none"> • Observations • Interviews • Focus Groups • Surveys • Time Series Designs 	<p>Are your evaluations designed to take adequate account of relational and organizational patterns that influence the initiative?</p>	<p>Capable of distinguishing between what can and cannot be known about organizational and system patterns.</p> <p>Literate about the limits of system understanding including sensitivity to initial conditions.</p> <p>Understanding of the positive and negative aspects of system resilience.</p>

*"Evaluating Complexity: Propositions for Improving Practice" by Hallie Preskill and Srik Gopal of FSG. Link to downloadable report:

<http://www.fsg.org/publications/evaluating-complexity>