



# PRINCIPLES-FOCUSED EVALUATION: Newest Approach to Evaluating Complex Change Efforts

A Tamarack Webinar featuring:

**Michael Quinn Patton & Mark Cabaj**

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# TODAY'S WEBINAR SPEAKERS:



**Mark Cabaj**

President

Here to There Consulting



**Michael Quinn Patton**

Evaluation Expert & Author

# WHAT IS THE ESSENCE OF PRINCIPLES-FOCUSED EVALUATION?



- Principles can be evaluated
- Unit of analysis (“evaluand”)
- Approach to action, innovation & programming
- Way to navigate complex dynamic systems
- Approach to evaluation

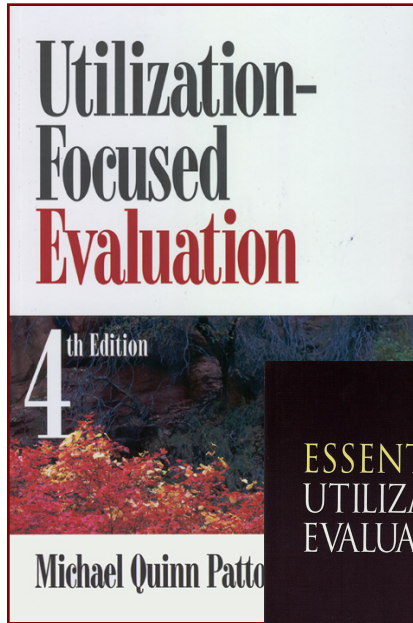
# WHAT ARE THE QUESTIONS EXPLORED?

## PRINCIPLES-FOCUSED EVALUATION QUESTIONS

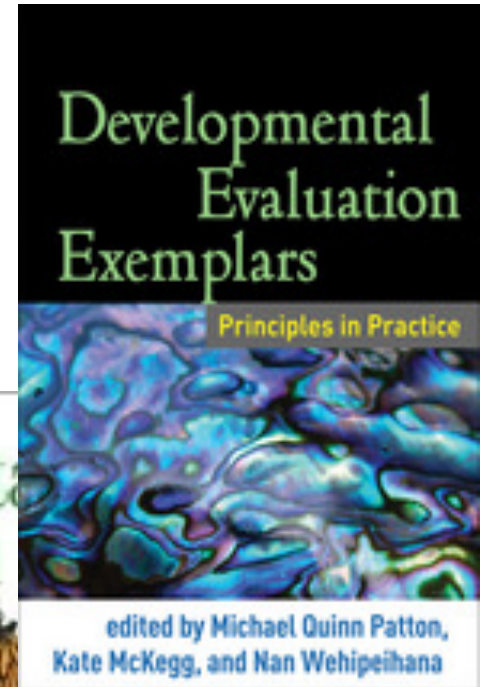
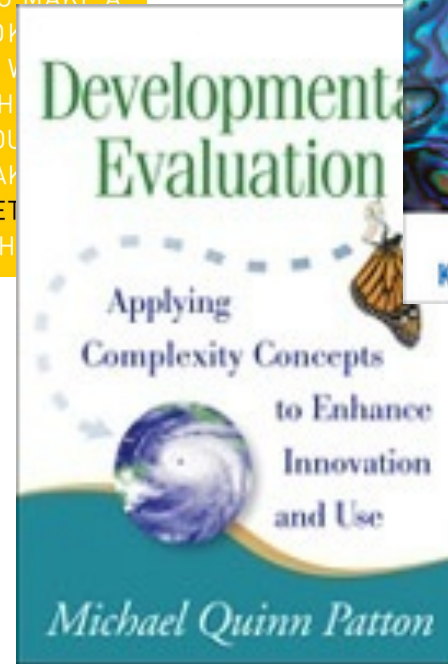
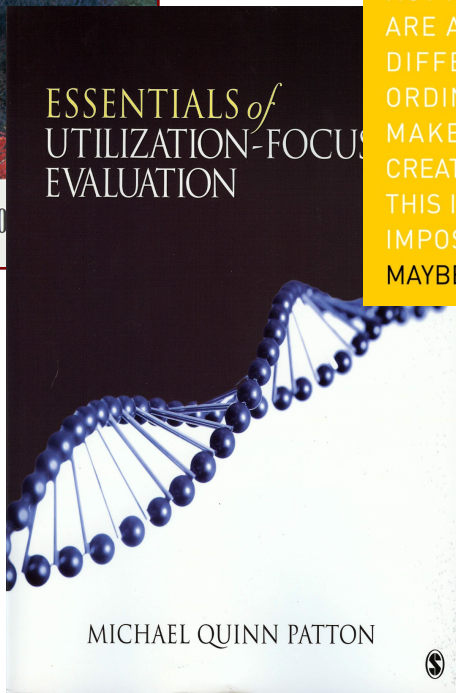
1. Is the principle meaningful to those to whom it is meant to provide guidance?
2. Is the principle adhered to?
3. If adhered to, does it lead toward desired results?



# WHY THIS BOOK? WHY NOW?

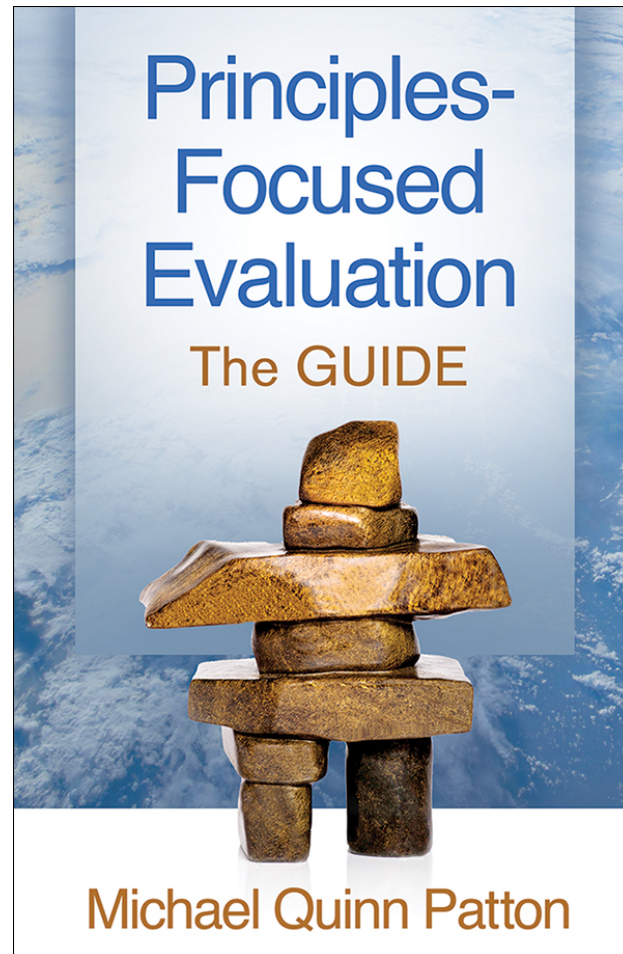


THIS BOOK IS FOR THOSE WHO ARE NOT HAPPY WITH THE WAY THINGS ARE AND WOULD LIKE TO MAKE A DIFFERENCE. THIS BOOK IS FOR ORDINARY PEOPLE WHO WANT TO MAKE CONNECTIONS THAT CREATE EXTRAORDINARY OUTCOMES. THIS IS A BOOK ABOUT MAKING THE IMPOSSIBLE HAPPEN. GET READY: MAYBE: HOW TO CHANGE THINGS.





# WHY THIS BOOK? WHY NOW?



# WHAT ARE THE PRINCIPLES & WHAT ARE THEY NOT?

An effectiveness principle is a statement that provides guidance about how to think or behave toward some desired result (either explicit or implicit) based on norms, values, beliefs, experience, and knowledge.

The statement is a hypothesis until evaluated within some context to determine its relative meaningfulness, truth, feasibility, and utility for those attempting to follow it.



# RECIPES VS PRINCIPLES

## REPLICATION RECIPE

Add  $\frac{1}{4}$  tsp salt



## ADAPTIVE PRINCIPLE

Season to taste and situation





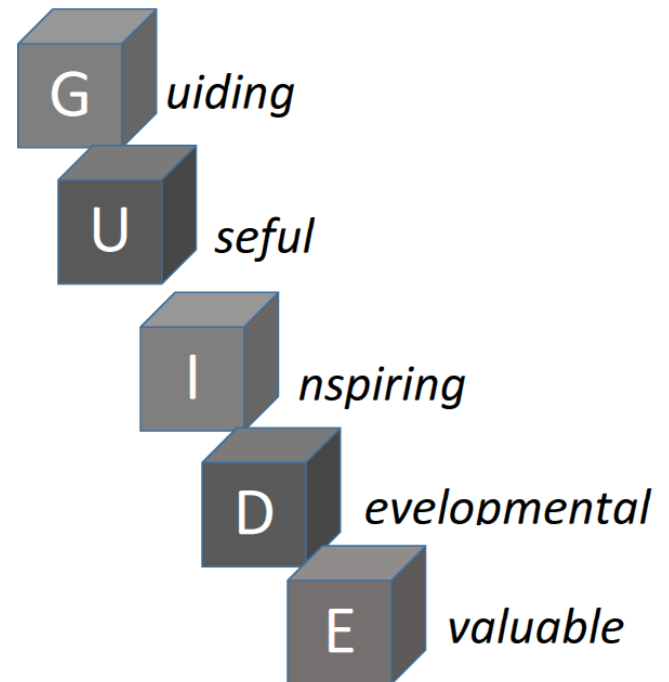
# GUIDE FOR EFFECTIVE PRINCIPLES

## SMART GOALS



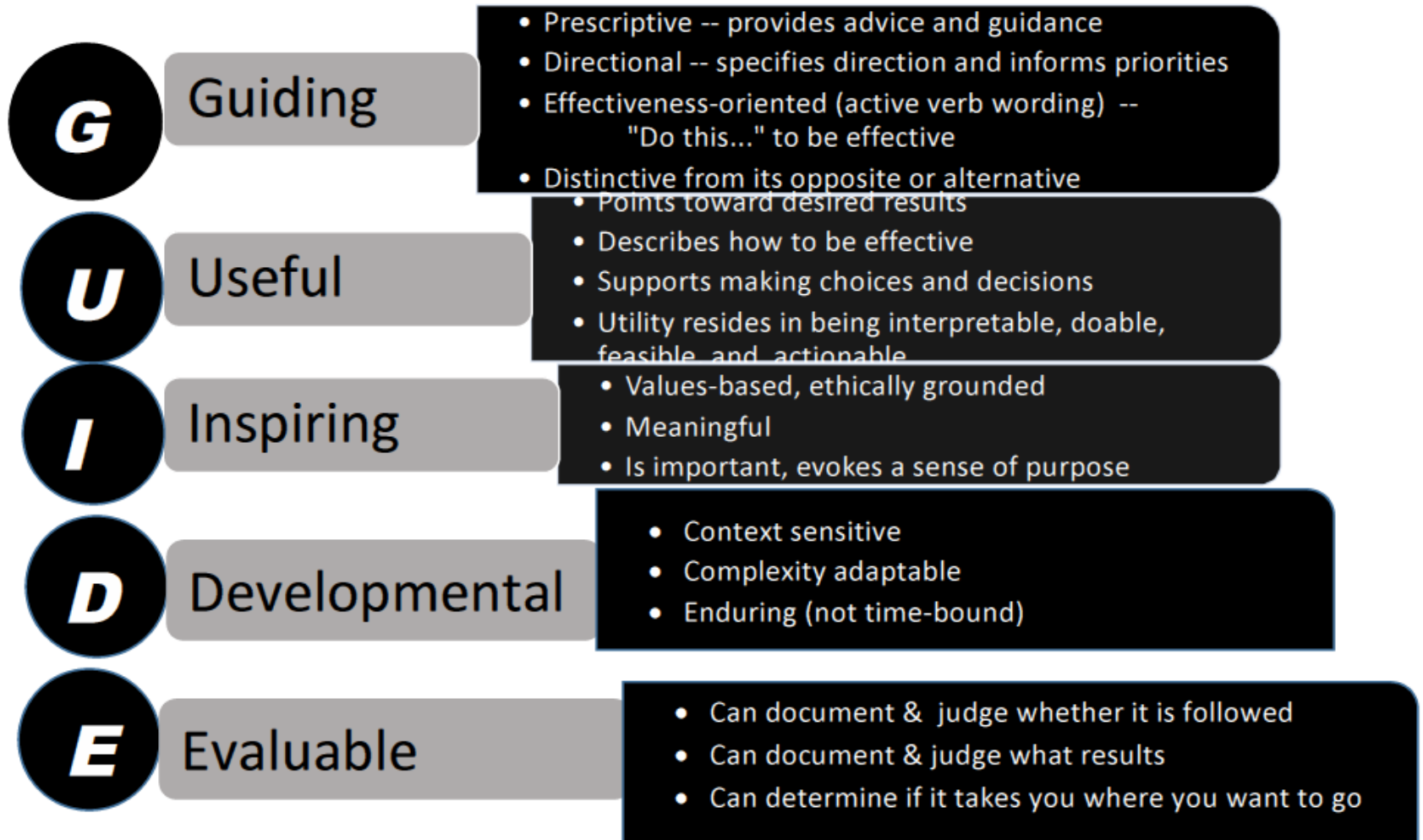
## GUIDE FRAMEWORK

GUIDE Framework for Effectiveness Principles



R is sometimes *Relevant* rather than *Realistic*; T is sometimes *Time-bound*, not *Timely*.

# GUIDE FOR EFFECTIVE PRINCIPLES: GUIDE FRAMEWORK



# WHAT ARE THE PRINCIPLES & WHAT ARE THEY NOT?

## WHAT ARE THEY **NOT**?

- Values alone
- Goals
- Empty rhetoric

# CAN YOU SHARE SOME EXAMPLES?

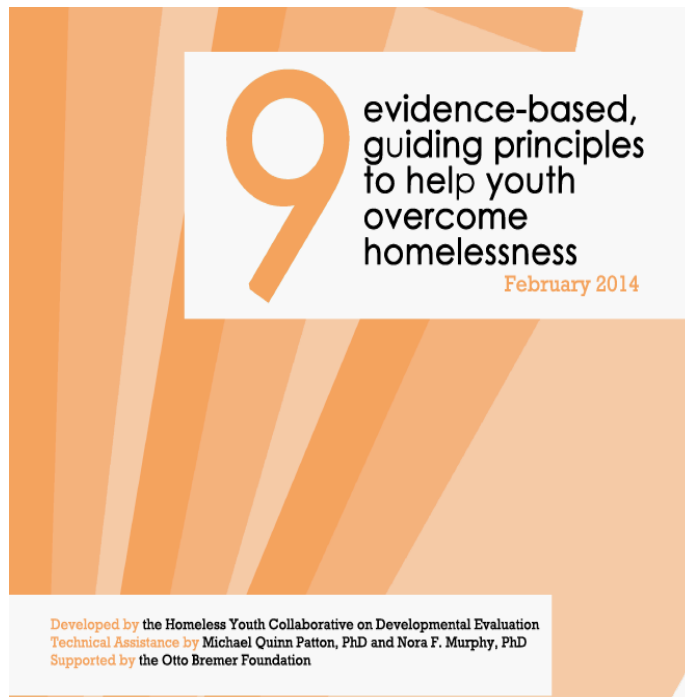
## VIBRANT COMMUNITIES CANADA 2002-2011



Shift From	Shift To
Alleviating the effects of poverty...	... reducing poverty.
Addressing individual symptoms ...	... addressing the inter-related root causes.
Working in organization and sectoral silos ...	... working across organizational and sectoral boundaries.
Focusing on community deficits ...	... building on community strengths.
Emphasizing plans and silver bullet intervention	... embracing a long term process of learning and change.

# CAN YOU SHARE SOME EXAMPLES?

## YOUTH HOMELESSNESS



- Build relationships by interacting with youth in an honest, dependable, authentic, caring and supportive way...

rather than ...

- ... focus on the transaction (ex: help with GED preparation, help with resume writing, help applying for housing) while minimizing opportunities for relationships to develop.

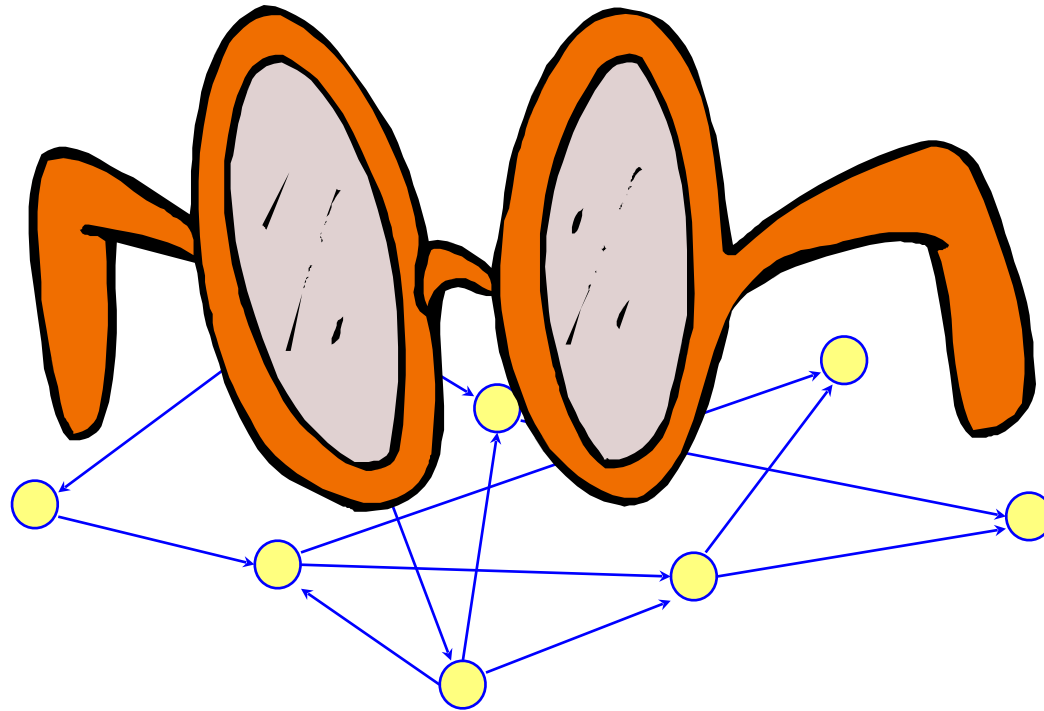
# WHAT IS THE 'NICHE' FOR PRINCIPLES FOCUSED EVALUATION?

## PRINCIPLES NICHE & PURPOSE

- Provide direction but not detailed prescription
- Are grounded in values about what matters
- Are based on evidence about how to be effective
- Must be interpreted and applied contextually
- Require judgment in application
- Inform choices at forks in the road
- Are the rudder for navigating complex dynamic systems
- Point to outcomes and impacts
- Can be evaluated for both process (implementation)  
-- **and results**

# WHAT ARE THE CONDITIONS FOR READINESS?

## SEEING THROUGH A COMPLEXITY LENS



# WHEN SHOULD YOU NOT USE THIS APPROACH?

"Principles are like prayers. Noble, of course, but awkward at a party."

- *Lady Crawley, the Dowager Countess, Downton Abbey*





# QUESTIONS?



# **EVALUATION MASTERCLASS: Principles-Focused Design & Evaluation for Community Changemakers**

Join evaluation pioneer Michael Quinn Patton and experienced evaluator Mark Cabaj in a one day masterclass that explores the principles-focused evaluation approach and demonstrates its relevance and application in a range of settings.

**Toronto, ON - March 12**

**Regina, SK - March 14**

**Calgary, AB - March 15**

**Vancouver, BC - March 16**

Registration and Event Info:

[\*\*http://events.tamarackcommunity.ca/evaluation-masterclass\*\*](http://events.tamarackcommunity.ca/evaluation-masterclass)



# COLLECTIVE IMPACT 3.0

**February 28 – March 2, 2018**  
**Edmonton, AB**

Collective Impact 3.0 is a three-day intensive workshop for practitioners in early stage, mid stage and later stage community change work. The workshop will explore the latest in the practice of collective impact from experts, practitioners and early adopters of the work.

Registration and Event Info:  
<http://events.tamarackcommunity.ca/ci-3.0>



# ASSET-BASED COMMUNITY DEVELOPMENT: For Healthy Neighbourhoods

April 17-19, 2018  
Kitchener, ON

This workshop is an opportunity to learn the fundamentals of Asset-Based Community Development with a focus on Neighbourhood Development and Community Health. Join us in Kitchener, Ontario for a rare opportunity to learn from Cormac Russell and John McKnight, two of the world's top trainers in Asset-Based Community Development (ABCD), for their first time together in Canada.

Registration and Event Info:  
<http://events.tamarackcommunity.ca/abcd>

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Thank you!