

Evaluating our effectiveness as OD Practitioners

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Evaluation of our work in OD

- Who cares?
- At the beginning?
- During the project?
- At the end?
- So... 'always be evaluating...'

What are organisations looking for?

- Service Delivery
- Cost effectiveness
- Savings/growth
- Customers
- Efficiency
- Performance

All tangibles

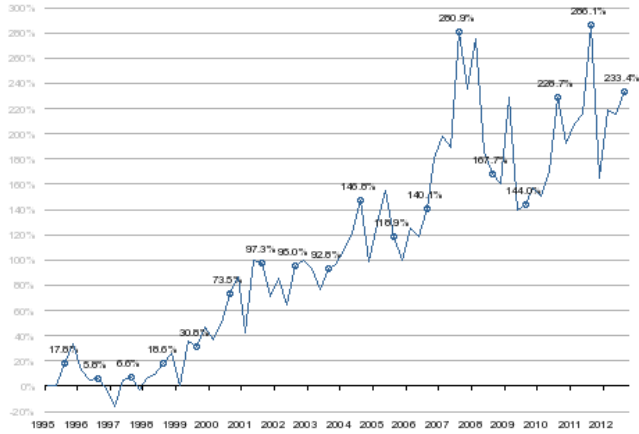
But delivered by...

- Engagement
- Motivation
- Inspiration
- Dedication
- Caring
- Leadership

All Intangibles



Price Change since Apr-Jun 1995 in
EAST MOLESEY - All Properties



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Evaluating my road

Three fundamental challenges

We have to work with:

- Fundamentally subjective measures
- Measures which change when we look at them ('Hawthorne Effect')
- People (and their interests) are always changing – a 'baseline' is problematic

Even in 'Science', something's going on...

“Oxazepam, a drug similar to Valium ... was more effective at treating anxiety in a green tablet, and more effective for depression when yellow.”

Ben Goldacre, *Bad Science*, p68



Action Research

- Local, timely, specific, practical
- Facilitative, co-participatory, democratic
- Storied – helping different (sometimes unheard) groups /individuals find their voice
- About *change* in the process of finding things out – therefore efficient
- Works with (rather than tries to ignore) the politics – doesn't pretend to be objective
- Quality is about practical uses and added value in the here and now rather than universal truth
- Uses 'wider ways of knowing'

“What we require is a balance of stories”

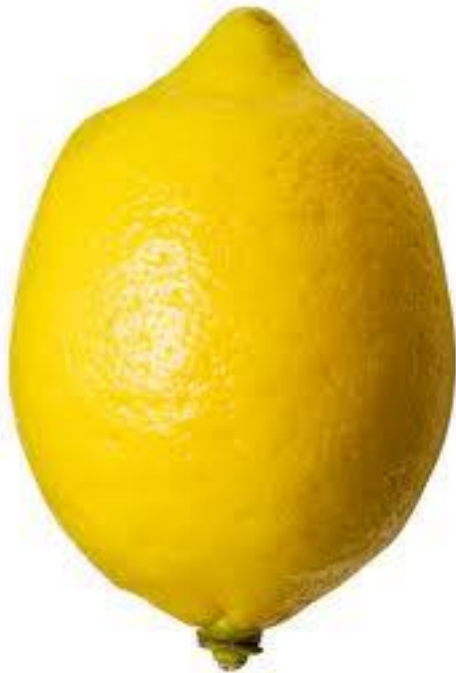
Chimamanda
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Wider Ways of Knowing



John Heron and Peter Reason 1997

Living knowledge - lemons



- What can it be used for?
- What are some ways we can measure it normatively
- What is your lemon story?
- What does it taste/smell like?

Your best work

- Think of a current organisational project in which you are involved, one where you do your best work
- Come up with a list of at least 3 key stakeholders in that project (you can be one of them)
- For each stakeholder, consider what 'better' looks/feels/sounds like ***in their words/voice*** as a result of this particular change?
- Write a paragraph ***in their words*** that describes what has changed for better as a result, as if this change has happened
- Repeat for each key stakeholder
- Share with someone else and notice what implications this has for evaluating the intervention

Your best work

Precious jewel,
You glow,
You shine,
Reflecting all the good things in the world.
Just look at yourself.

Maya Angelou

Thank You



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