How strategy functions within an organization, and implications for evaluation.

4 P's of strategy
- plan
- perspective
- position
- pattern

tensions

Program performance

Corporate Strategy

External review panel:
To what extent was the implementation of the prospectus appropriate?

Program questions into strategy

Environment.

4 P's of strategy
- plan
- perspective
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External review panel:
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New program plans:
articulate perspective, position and tensions. Document strategic decisions as well as outcomes.

program self report:
- strategy and its evolution
- research findings
- outcomes
- lessons

Evaluative questions into strategy

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Evaluating strategy: Experiences from the International Development Research Centre
Evaluating strategy: Experiences from the international development research centre

Corporate Strategy
Program performance

strategy questions into evaluation
evaluative questions into strategy

How strategy functions within an organization, and implications for evaluation

Based on a paper by Tricia Wind and Fred Garden, to be published in an upcoming edition of New Directions in Evaluation.
Corporate Strategy

Program performance
4 P's of strategy

- plan
- perspective
- position
- pattern
tensions
“Identifying tensions and making them explicit creates an opportunity to learn from them and become more intentional and effective in managing them. Tensions are largely not resolvable... Nor can perfect or even optimal balance necessarily be achieved ... Indeed, what constitutes “balance” can change as conditions and situations change, so too with what constitutes effectiveness. Being alert to tensions and, importantly, their consequences, can enhance execution of strategy.” (Patrizi and Patton 2009, 5)
strategy questions into evaluation

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Henry Mintzberg, 2007
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