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Moving Beyond Learning: The Evaluative Organization Imperative

Presentation Outline



- Levels of organizational evaluation
- Distinguishing between learning and evaluation
- Advancing the evaluative organization concept



Levels of Organizational Evaluation



Evaluation is the systematic determination of the merit, worth, or significance of something.

Scriven, 1994

Level 1

- Conscious use of skilled evaluation
- QA methods and compliance
- Self-assessment using external referents
- Performance measurement and monitoring

Level 2

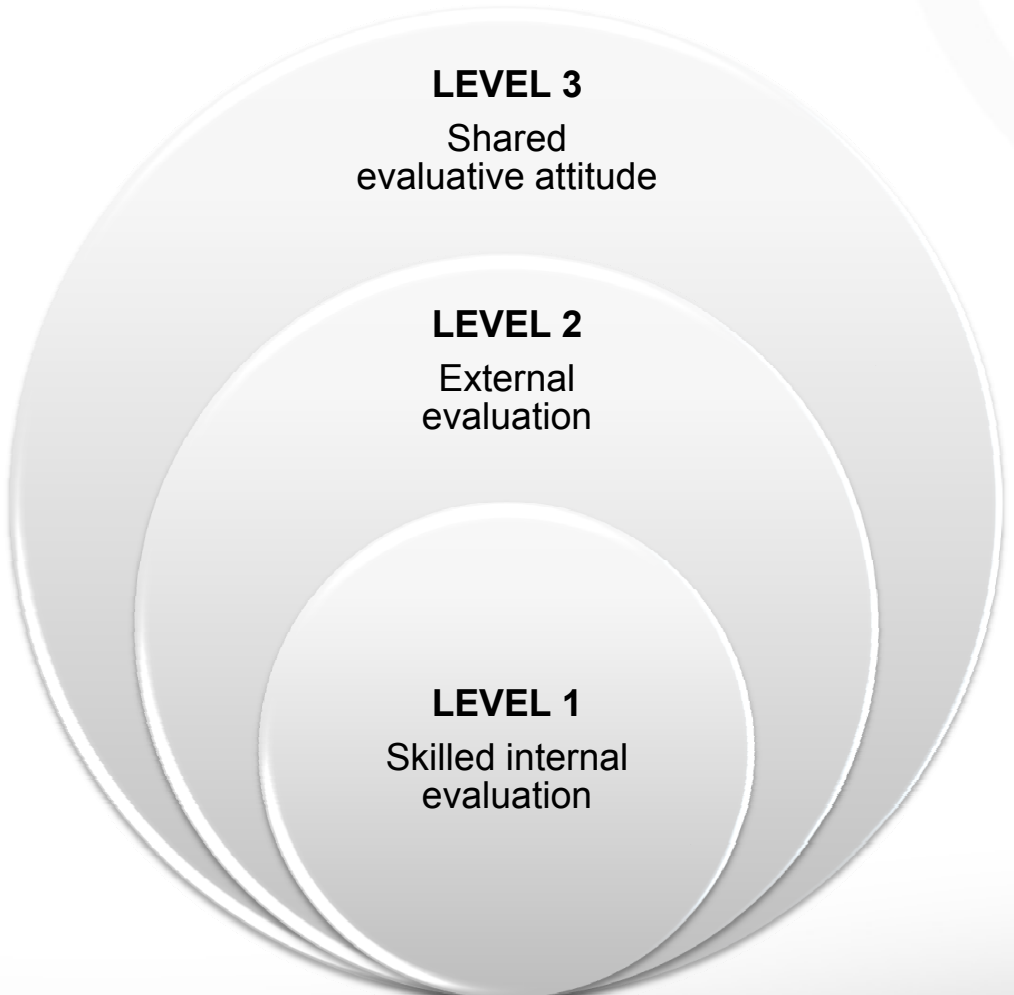
- Level 1 supplemented with external assessments
- Confirms adherence to specific procedures, policies, or external criteria
 - Financial audit, Sarbanes-Oxley compliance
 - ISO quality certification
 - Accreditation
- Performance auditing



Level 3

- Integrates the evaluative attitude into the organization's value system
- Instinctually reflective
- Always linked to organizational performance
- More than performance measurement

The Evaluative Organization



LEVEL 3
Shared
evaluative attitude

LEVEL 2
External
evaluation

LEVEL 1
Skilled internal
evaluation



Learning and Evaluation



A learning organization is one that has the capacity and processes in place to detect and correct error or improve performance based on experience or knowledge acquired.

DiBella & Nevis, 1998



What's wrong with learning?



A learning organization does not specifically attempt to determine the merit, worth, or significance of a business process or initiative or its contribution toward organizational effectiveness.



**Something more is required
beyond pure learning.**



**The evaluative organization is an
“enhanced” learning organization.**



The Evaluative Organization

- More than rule-following
- More than correcting deficiencies
- Predisposition to continuously examine, analyze, and improve
- Evaluative attitude is an implicit element of the organization's value system

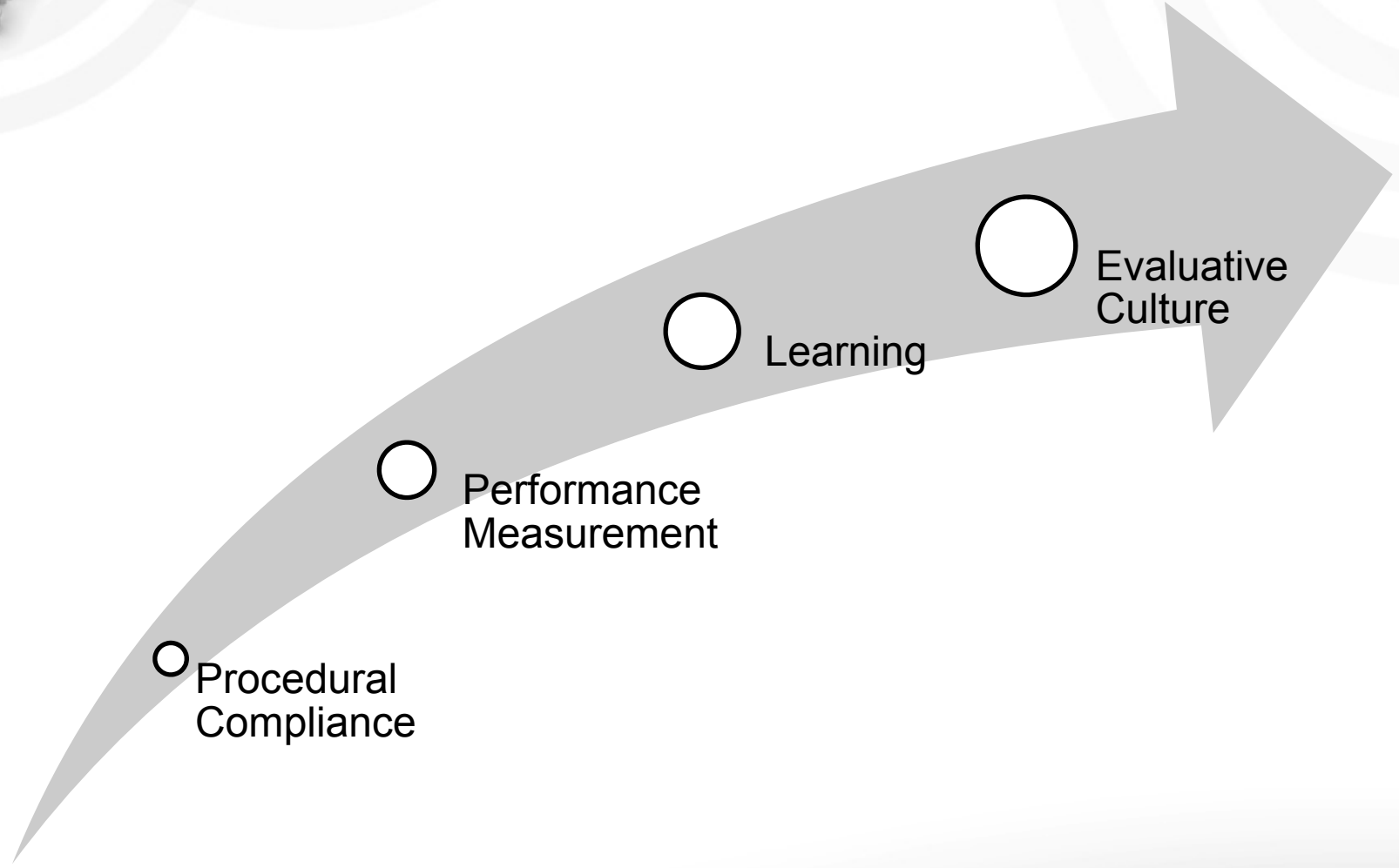


Advancing Evaluation in Organizations

Obstacles to Overcome

- Misconception of value claims
- Evaluation anxiety
- Performance measurement proliferation

Toward Becoming Evaluative



References



DiBella, A. J., & Nevis, E. C. (1998). *How organizations learn*. San Francisco: Jossey-Bass.

Scriven, M. (1991). *Evaluation thesaurus*. (4th ed.). Thousand Oaks, CA: Sage.