EVALUATION

Evaluation Objectives

1. To see where you are and what to do next
2. To assess the effectiveness and value of the process you have completed
3. To learn from your experience, e.g., to increase your skills and knowledge for managing a change process
4. To help people in the organization integrate the changes that have taken place

What to Evaluate
(This should have been determined in the planning stage.)

1. Movement in terms of the planned outcomes (goals, objectives, hoped for results, etc.)
       -- Improved, worst, the same?
2. The process of planned change
       -- Diagnosis, Planning, Implementation -- how well did we do in each stage?
3. You might use a system diagnosis tool in reflecting on your work
       --For Example: Use "Six Primary Elements of the System" -- Vision, People, Dynamics, Structure & Processes, Leadership, Environment
4. If a consultant was used -- Develop a mutually agreeable way to assess the consultant's work.

How to Evaluate

• Decide on ways to gather information, ie, interviews, survey, observations/sensing.
• Decide on who to involve -- Who will need to act on the results?, Who would you like to be influenced by the evaluation process and results? Who might provide information or opinions? Who might best interpret the information and draw conclusions on behalf of the organization?
• Decide on who should see the results.

Next Steps

The evaluation team needs to look at two follow through areas.

1. What do we need to do to continue reinforcing and stabilizing the change?

2. Is this the time to terminate (for now) the formal process of planned change? Or, does the evaluation suggest the need to return to an earlier stage for additional work?

Celebration

Take time to celebrate what has been done together. Acknowledge special efforts and contributions to the work.