

Evaluating Leadership and Leadership Development Efforts

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CENTER FOR
ASSESSMENT AND
POLICY DEVELOPMENT

Overview of Evaluating Leadership and Leadership Development Efforts



Opportunities

Evaluation can help to:

- Clarify why you are in the “leadership business”
- Clarify assumptions about how to support and amplify the kind of leadership you want to create
- Highlight which strategies are in your control and which ones aren’t
- Identify successes and help you understand if and how your strategies contributed to them
- Support lean design strategies



Challenges

- Isolating the contribution of a leadership program (to an individual, to an issue, to a place, to an organization)
- Isolating the contribution of a specific component of a leadership program to its overall results
- Assessing cost-benefit
- Identifying value-added

Some Questions for Leadership Evaluation

- How is our effort contributing to people being better off in the places and on the issues we care about?
- How are we identifying, forming, supporting, and/or helping to activate individual and/or groups of leaders?
- How are we helping to develop and activate leaders and leadership competencies in multiple places? (infusion model)
- How are we amplifying the leadership of people not normally championed as leaders?
- How can we do our work better, faster, cheaper?



Discussion

In dyads, please discuss your thoughts around the questions you were asked to consider prior to the workshop. Be prepared to share some of what you discuss with the full group.

- How do you define “leadership?”
- If your effort forms and supports leaders in the way in which you intend, what might change as a result? How would you know those changes are happening?
- Would you say you are helping to support leadership to maintain the status quo or to interrupt the status quo, or something in the middle?

Tools and Practices for Leadership Development Evaluation



Tools and practices

- Measuring change along a path of personal transformation that leads to action
- Theories of change, logic models, leadership outcome measurement
- Adding a DEI lens that is explicit about white supremacy, white privilege, structural and institutional racism in the works being assessed, and in the practices of evaluation

**Incorporating Power Shifting,
Equity and Other Justice Goals
into Evaluation**

Every evaluation is political *and* technical

- What constitutes success, and who says so?
- What resources are committed to ensuring that we will have sufficient and accurate data to disaggregate by race/ethnicity?
- What early or mid-point changes are likely to predict longer-term success, given likely resistance and retrenchment?
- What protections are in place for those with less power in the process?

Every evaluation is political *and* technical

- What types of qualitative and quantitative data are considered reliable and valid, and by whom?
- Who “owns” data? Who sees data first and what are the processes for addressing different perspectives on findings and conclusions, if there are any?
- How are findings presented and shared in ways that do not “blame the victim”?
- What are the likely consequences of positive or negative findings? Whose responsibility, if it is anyone’s to address differential consequences based on power dynamics?

Embedding a structural racism lens in evaluation – some ideas

- Collect sufficient data to disaggregate
- Acknowledge the limitations and controversies of Census definitions
- Check the algorithms
- Frame findings in terms of systemic issues

Thinking Like an Evaluator: 5 things you can do today*

- Track details (implementation and short-term outcomes)
- Engage with the folks that your work is ultimately intended to benefit
- Keep a log of stories that illustrate results
- Keep a log of insights and reflections
- Keep looking for ways to share or shift power



* If you haven't already

Additional Resources

- [Center for Culturally Responsive Evaluation and Assessment](#)
- [Evaluating Leadership for Social Change](#), ORS Impact
- [Flipping the Script: White Privilege in Community Building](#), Chapter 9: Doing Evaluation Differently
- [Evaluation tools with a racial equity lens](#),
racialequitytools.org
- [*The Handbook of Leadership Development Evaluation*](#),
Center for Creative Leadership (book)