

Part 2: Deeper Evaluative Strategies for Staying Healthy

To keep your group healthy, it's important to reflect on your work and how it is or isn't meeting your goals – at the individual and group levels. The KLCC II sites and the national evaluation team from Michigan State University used these activities and tips in their national evaluation process. They can help you and your group members use everyone's reflections to best effect and enhance the dynamics and work of the group.

ACTIVITY: MOST SIGNIFICANT CHANGE

Over time, your group – its members, dynamics, goals, strategies, and mission – inevitably changes. Examining specific moments of change is a helpful way to take advantage of lessons from the past in planning for the group's future.

OVERVIEW

This activity will help your group identify its core beliefs and the stories that best represent these beliefs. It is presented here in relation to organizational change, but you can adapt this activity to trace individual development.

OBJECTIVES

- To identify key instances of organizational change
- To record these moments, thus helping the group to understand what led to change at a specific moment
- To identify your group's core beliefs
- To link actions to your group's goals

TIME REQUIRED

Two sessions: Session 1, 90 minutes; Session 2, 60 minutes

SUPPLIES

You'll need a flip chart with your organization's goals (domains) as headers, tape to post story drafts to the flip chart, and copies of **Handout 7B** and pens or pencils for participants.

WHAT	TIME	HOW	MATERIALS
Step 1: Setting the context	5 min	<p>Tell your group, "We've been working together for some time now, and during that time we've seen a lot of changes. Change can be a great thing. Change often signifies progress. To learn from change, we need to evaluate it in terms of our core beliefs."</p> <p>Point to the flip chart. Explain, "I've divided this chart according to our organization's goals. We're going to think about and change in each of these categories."</p>	Flip chart with your organization's goals (<i>domains</i>) as headers

continued next page

WHAT	TIME	HOW	MATERIALS
<p>Step 1: Setting the context (cont.)</p>		<p><i>The KLCC II National Evaluation Team referred to broad organizational goals as “domains.” The four domains it identified were (1) building trust, (2) co-constructing purpose and strategic plan, (3) acting together, and (4) deepening, sustaining, and making the work a way of life. In discussing how you’ll evaluate change with your group, feel free to use KLCC II terminology or more general terms. For more information about KLCC II’s domains, check out The Collective Leadership Framework: A Workbook for Cultivating and Sustaining Community Change on the KLCC website at: www.klccleadership.org.</i></p>	
<p>Step 2: Drafting stories*</p>	<p>15 min</p>	<p>Give each participant one copy of Handout 7B per goal or domain. Tell participants, “I want you to think of stories – stories of events or changes that have occurred with this group – that best represent each of our group’s goals. While you think of stories, keep in mind the characteristics of a good story. Good stories engage the heart and head, focus on a single theme of change, succinctly document the change or changes taking place, and include the story’s context and details from the speaker’s perspective.” With your group, brainstorm other characteristics of good stories. Invite a volunteer to take notes on a flip chart for all to reference.</p> <p>Have all participants outline a story (from your work together) that they feel captures the essence of each goal or domain.</p>	<p>Handout 7B</p> <p>Pens or pencils</p> <p>Flip chart</p> <p>Markers</p>
<p>Step 3: Sharing stories*</p>	<p>60 min</p>	<p>Divide the full group into smaller groups of 3 to 5 participants. In the small groups, have participants share the stories they drafted. Use these questions to prompt discussion in the small groups:</p> <p>How did you (the storyteller) first become involved with this organization, and what is your current involvement?</p> <ul style="list-style-type: none"> ■ Why was this story significant for you? For the organization? For the community? ■ What other stories do you think demonstrated the most significant change that took place <i>inside</i> this organization? What other stories do you think demonstrated the most significant change that took place <i>outside</i> the organization? <p>Ask each small group to select one story it collectively thinks best represents each domain.</p> <p>Return to the full group. Allow all the small groups time to share the stories they selected for each domain and to discuss how and why their story is representative of that group’s experience.</p> <p>From these stories, select, as a full group, one story that best represents each domain. Stories may be expanded or combined. Use the small-group discussion questions to prompt discussion.</p>	

continued next page

WHAT	TIME	HOW	MATERIALS
Step 4: Posting stories and determining next steps*	10 min	For each goal or domain, ask a volunteer to commit to developing the draft of the selected story into a more detailed narrative, with the relationship between the story and the domain clearly explicated. Make copies of all drafts and distribute them to those who volunteered to develop the story in full; keep a copy of the story for group records and post another copy of the drafts on your flip chart under the proper domain.	Flip chart with domain headers Tape

Session 2 – at least 1 full week after Session 1

WHAT	TIME	HOW	MATERIALS
Step 5: Sharing final drafts*	60 min	Gather again with your entire group. Have the authors of each domain’s story share their drafts with the group. They may share their story verbally or pass out printed copies of the story; you may also decide to post copies of the story on the wall and have group members circulate to read them. Now is the time for other group members to help revise the story. When the stories are final, post them on the flip chart. Lead the group in a reflection on the stories: <ul style="list-style-type: none"> ■ As you look at or hear all our stories, what stands out to you? ■ How do the stories make you feel? ■ What do the stories tell us about our progress as a group? ■ How can we use these lessons as we move forward? ■ What other people should we share these stories with? 	Flip chart with domain headers Tape

*Throughout this process, be sure to collect all the stories – even the ones your group does not select as most significant. The stories can serve as an archive of actions taken by your group and evidence of progress toward your desired goals (domains).

“The Most Significant Change” and the photovoice activities were just two of many exercises employed to facilitate the KLCC II evaluation process. For results of the evaluation to date, visit www.klccleadership.org. For a more complete treatment of evaluation – including how to engage youth and adults as partners in evaluation and how to fully develop and implement an evaluation plan – see our **Reflect and Improve** tool kit in the “Activities, Tool Kits & Reports” section of our website, www.theinnovationcenter.org.