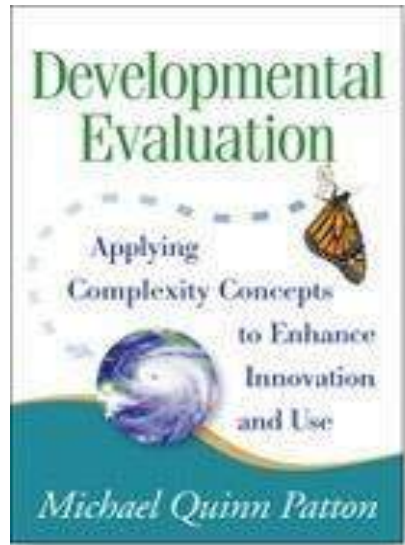


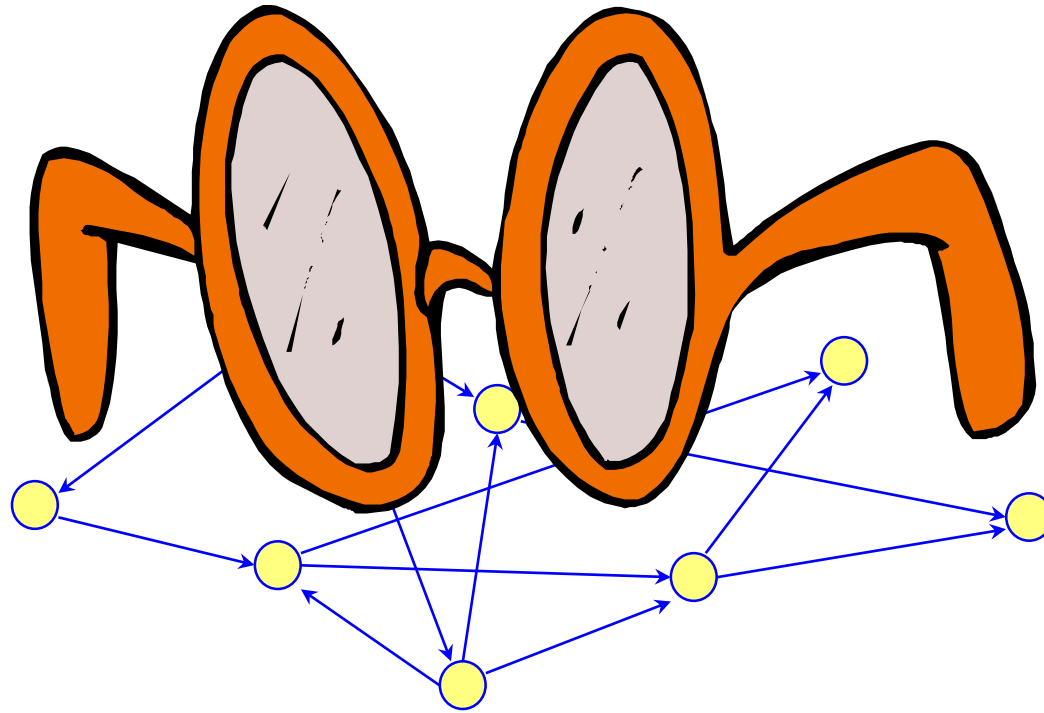
# *Developmental Evaluation: Focus on Emergence*



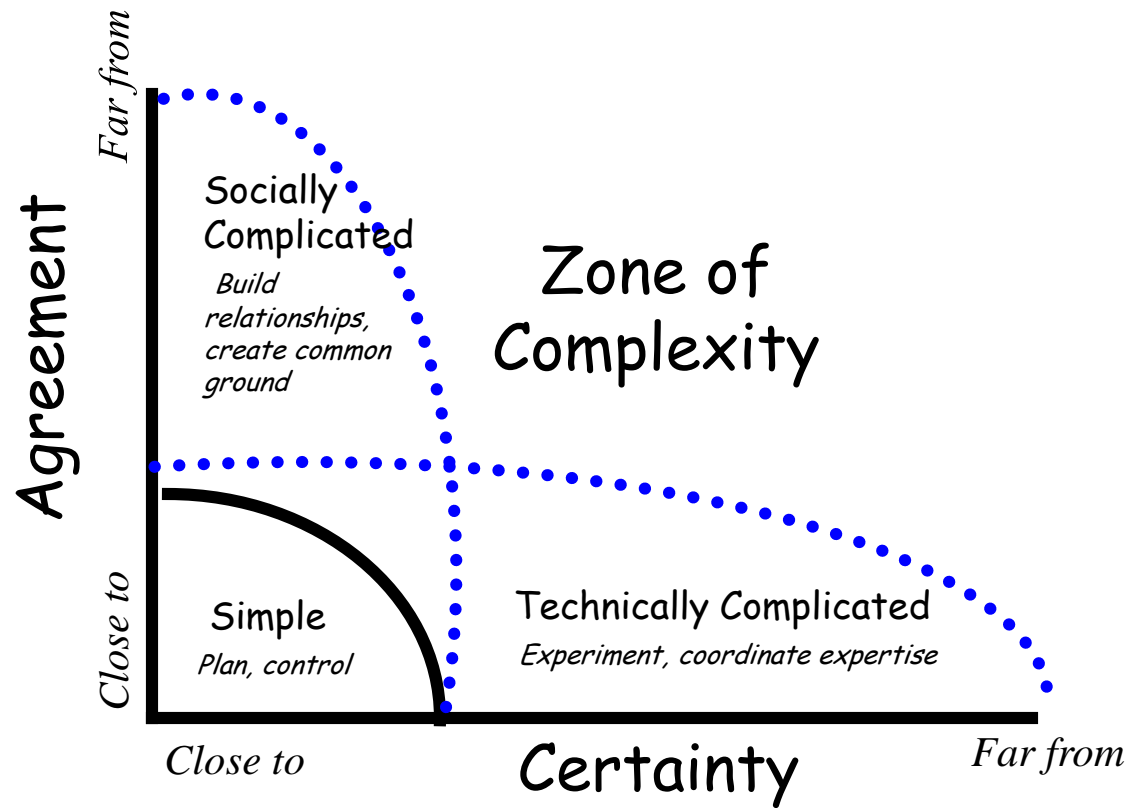
with  
Michael Quinn Patton  
January, 2015



# Seeing Through A Complexity Lens



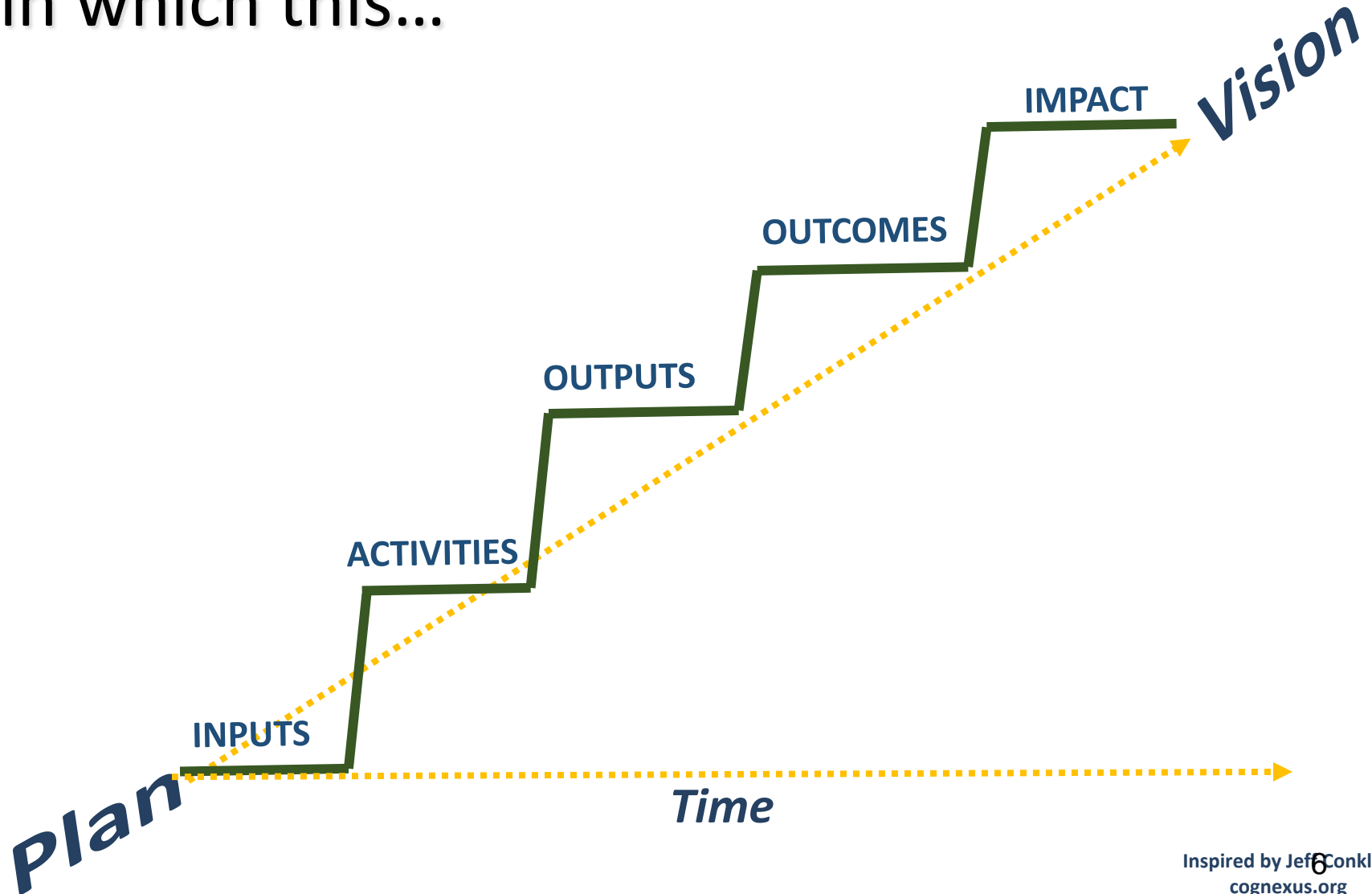
# Know When Your Challenges Are In the Zone of Complexity



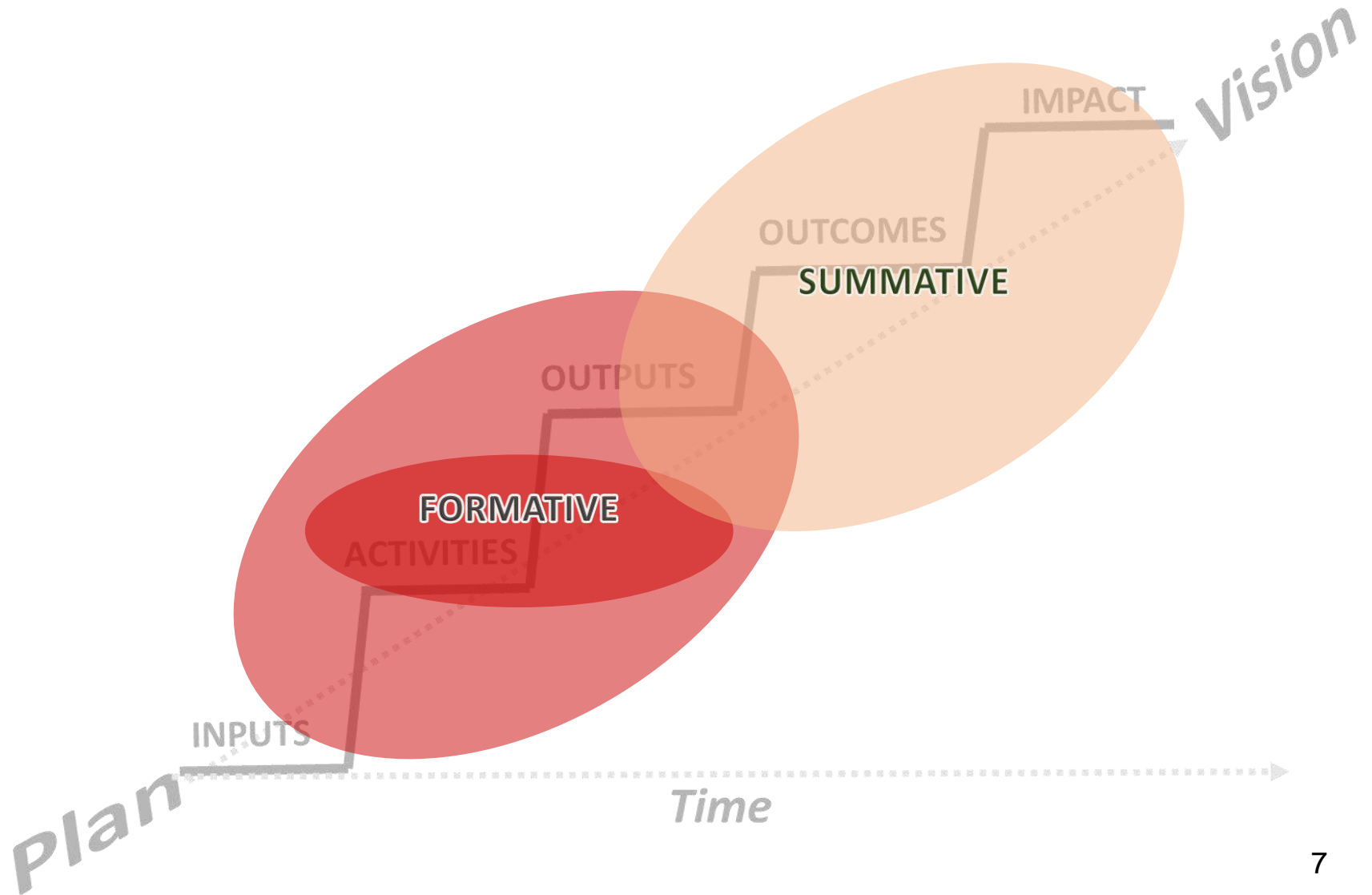
# *Complexity concepts & Evaluation*

- Emergence: Self-organizing, Attractors
- Dynamical: Interactions within, between, and among subsystems and parts within systems can be volatile, changing
- Adaptation: Contextual sensitivity
- Getting to Maybe: Uncertainty; unpredictable; uncontrollable; unanticipated consequences
- Nonlinear: Small actions can have large reactions. “*The Butterfly Wings*” metaphor
- Coevolution: Process uses; interdependence

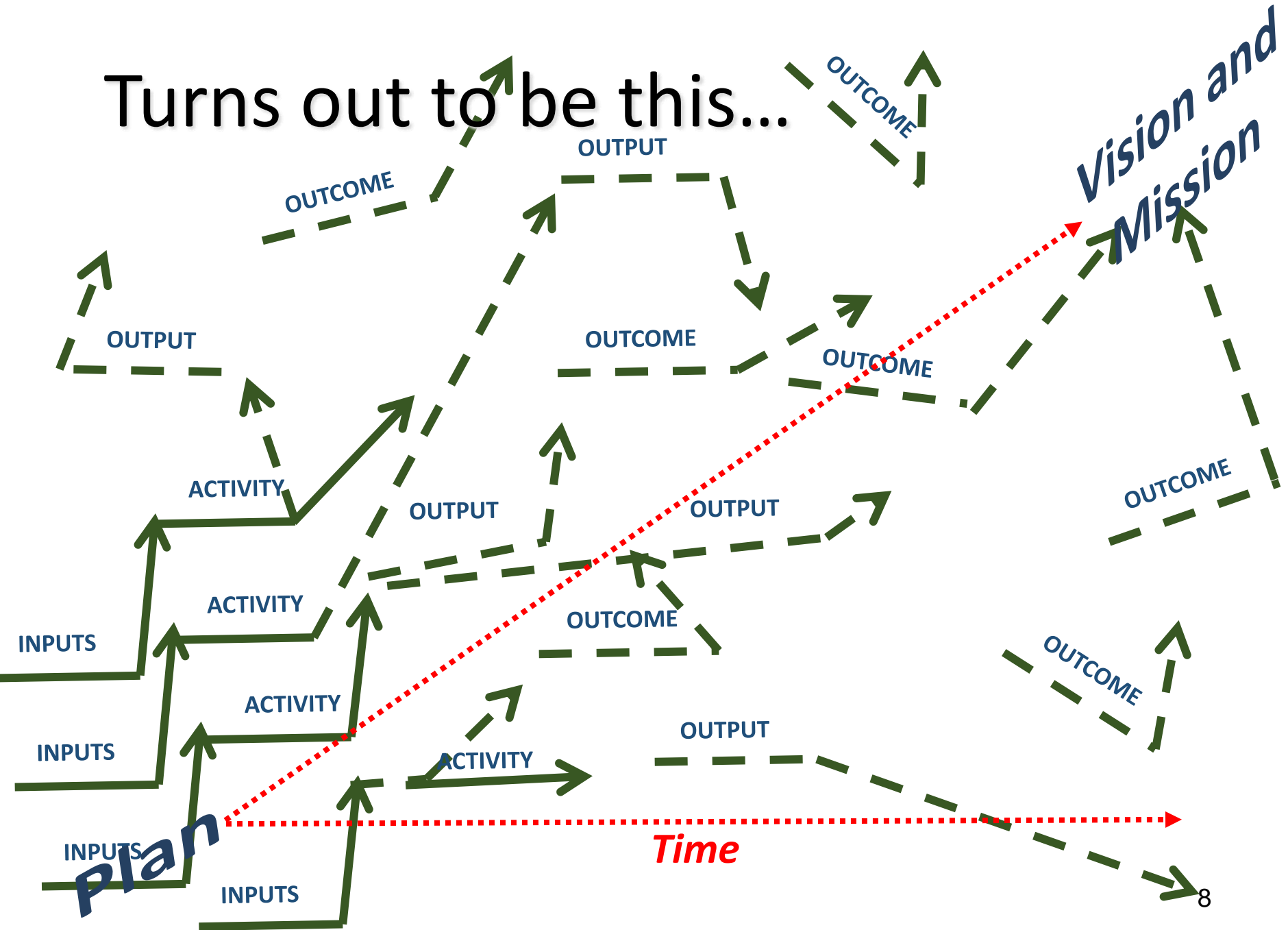
Complex development situations are ones in which this...



And this...

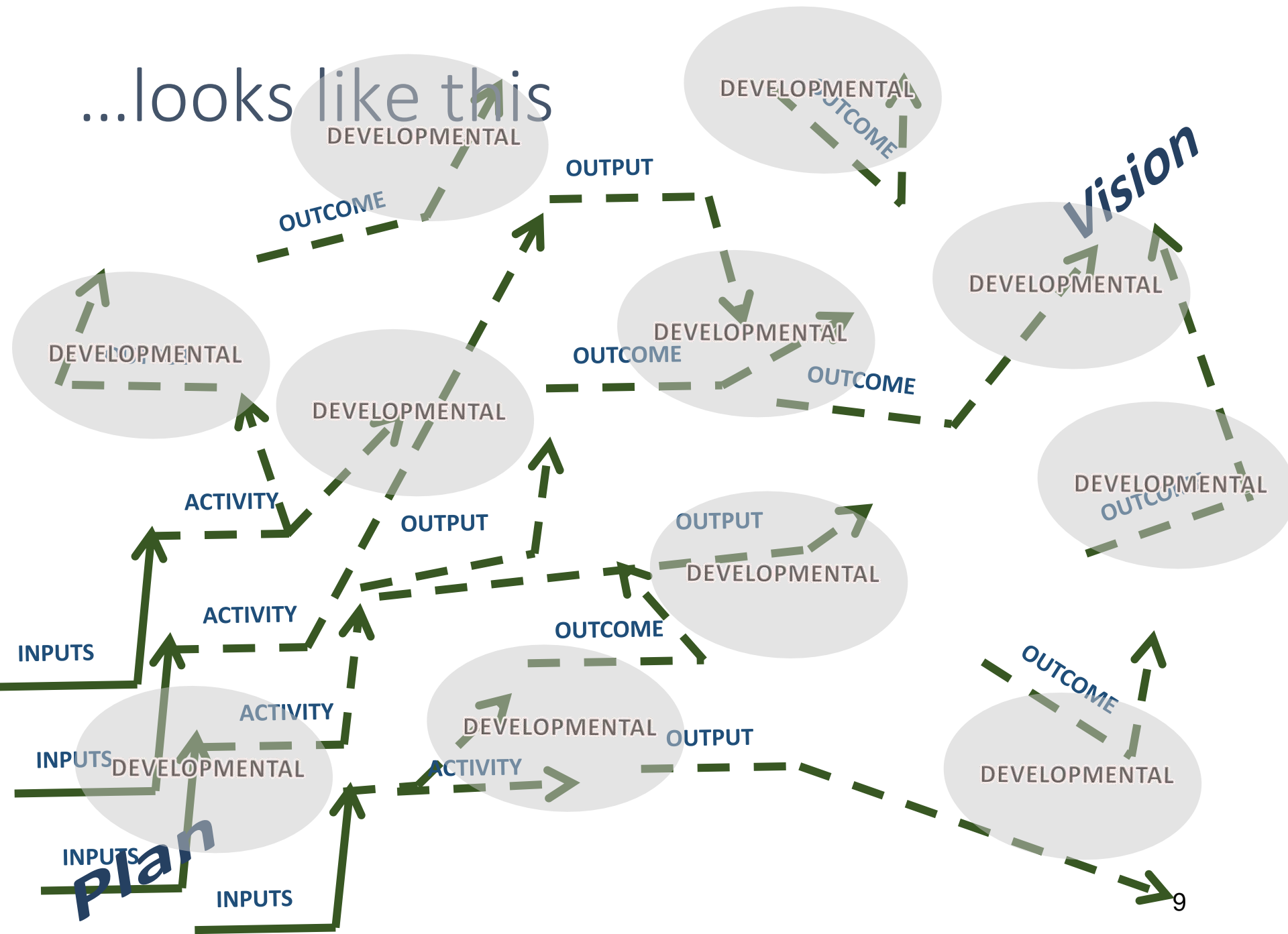


# Turns out to be this...

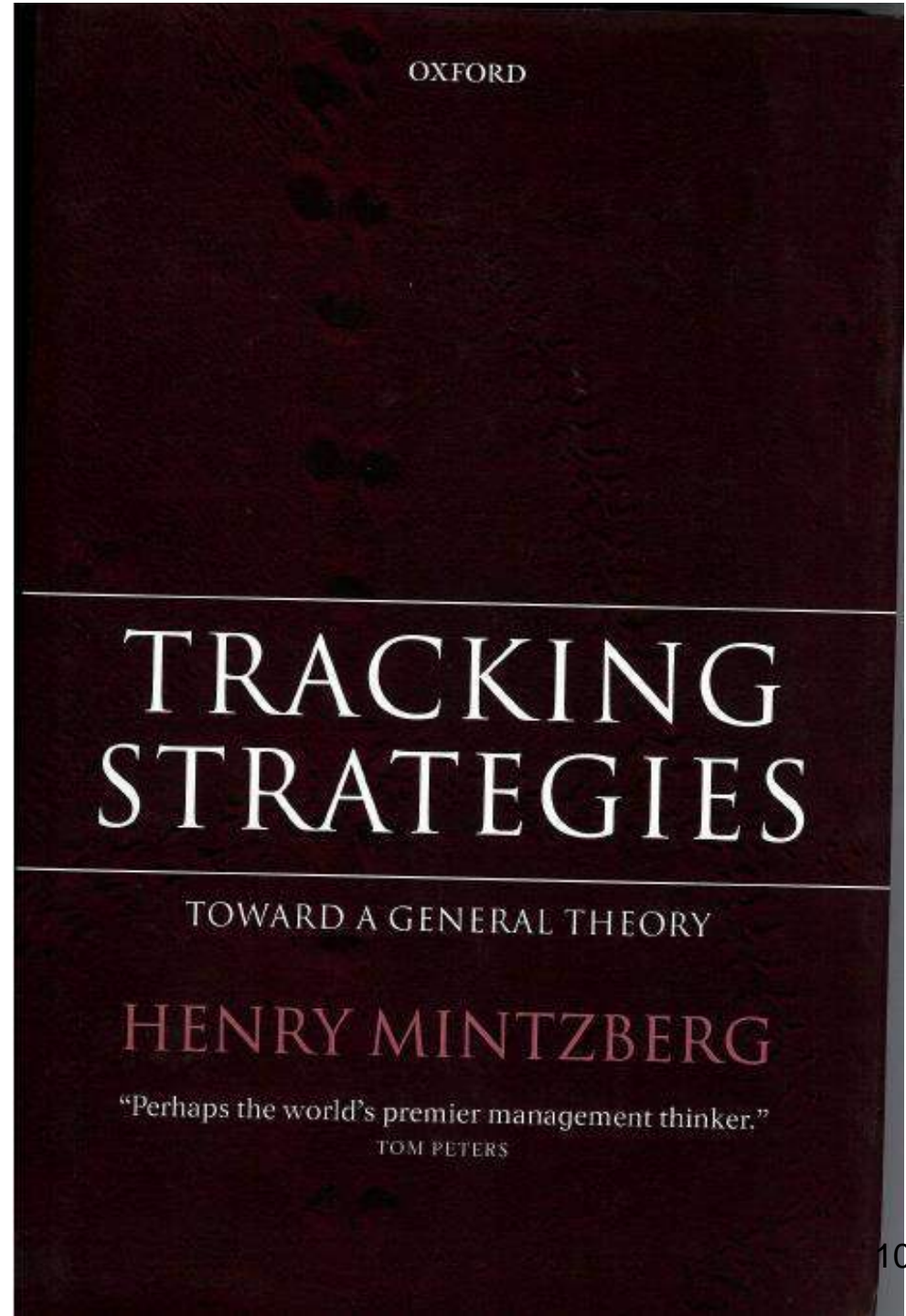




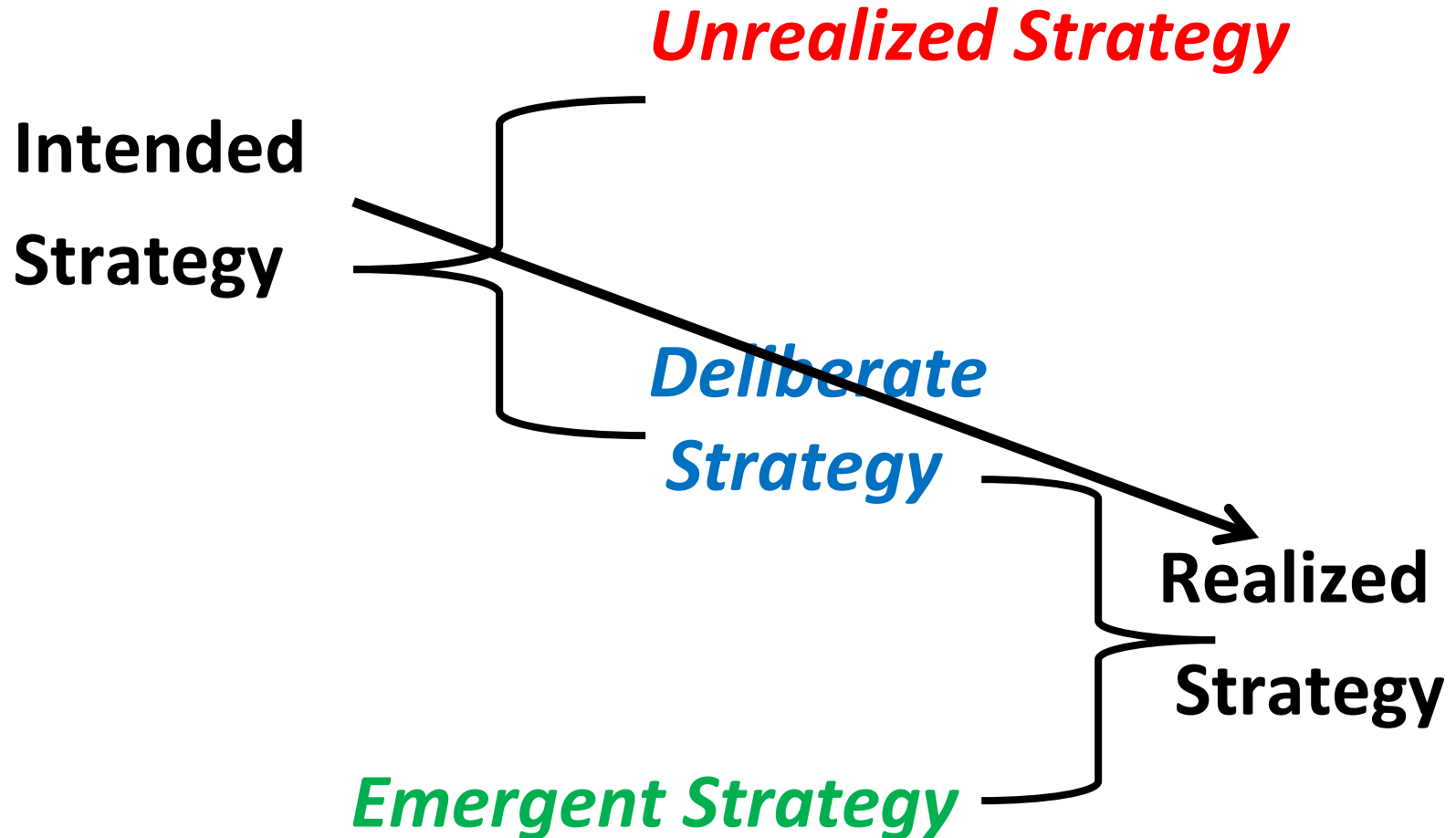
...looks like this



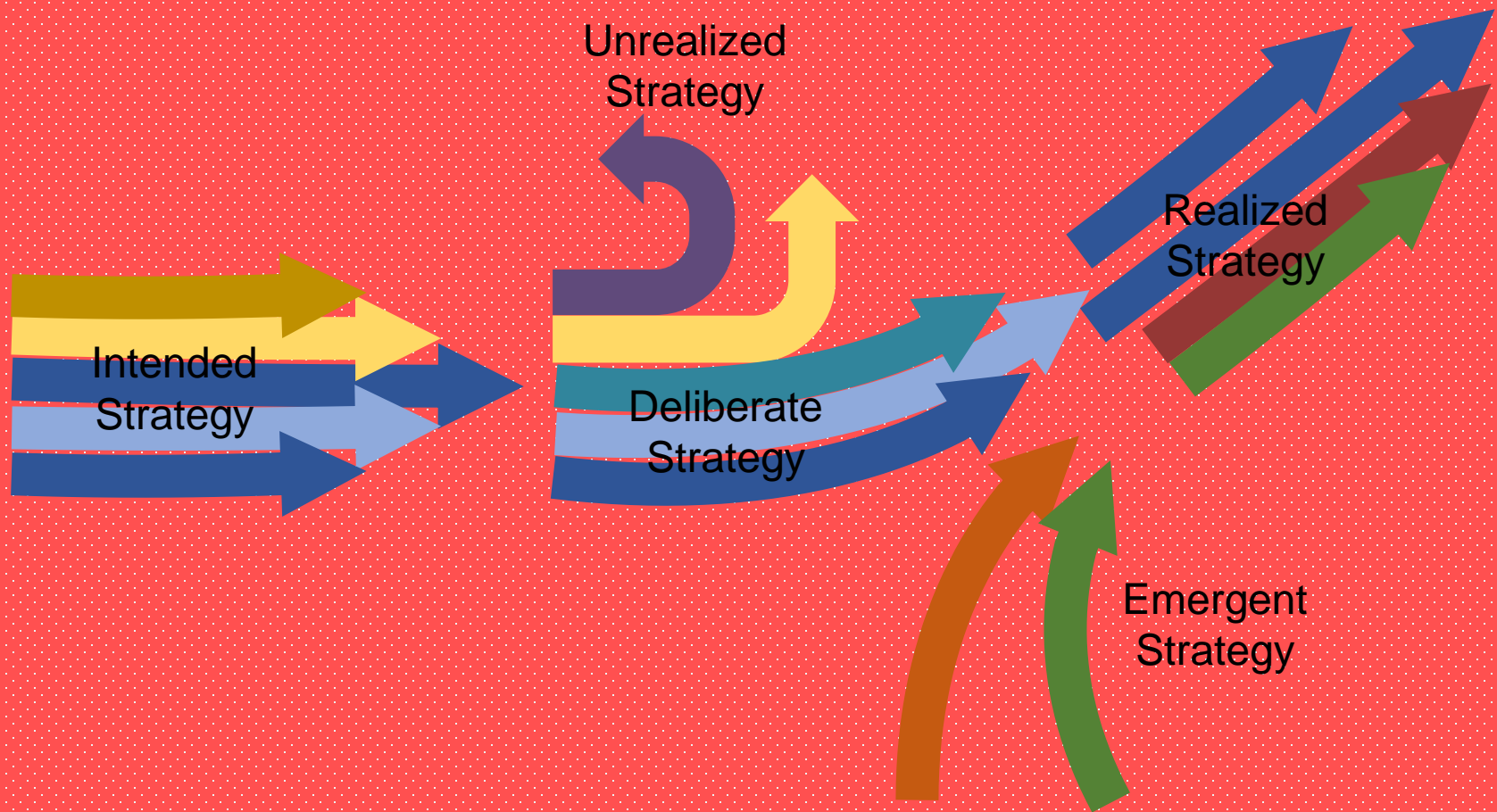
# Strategic Leadership Expert



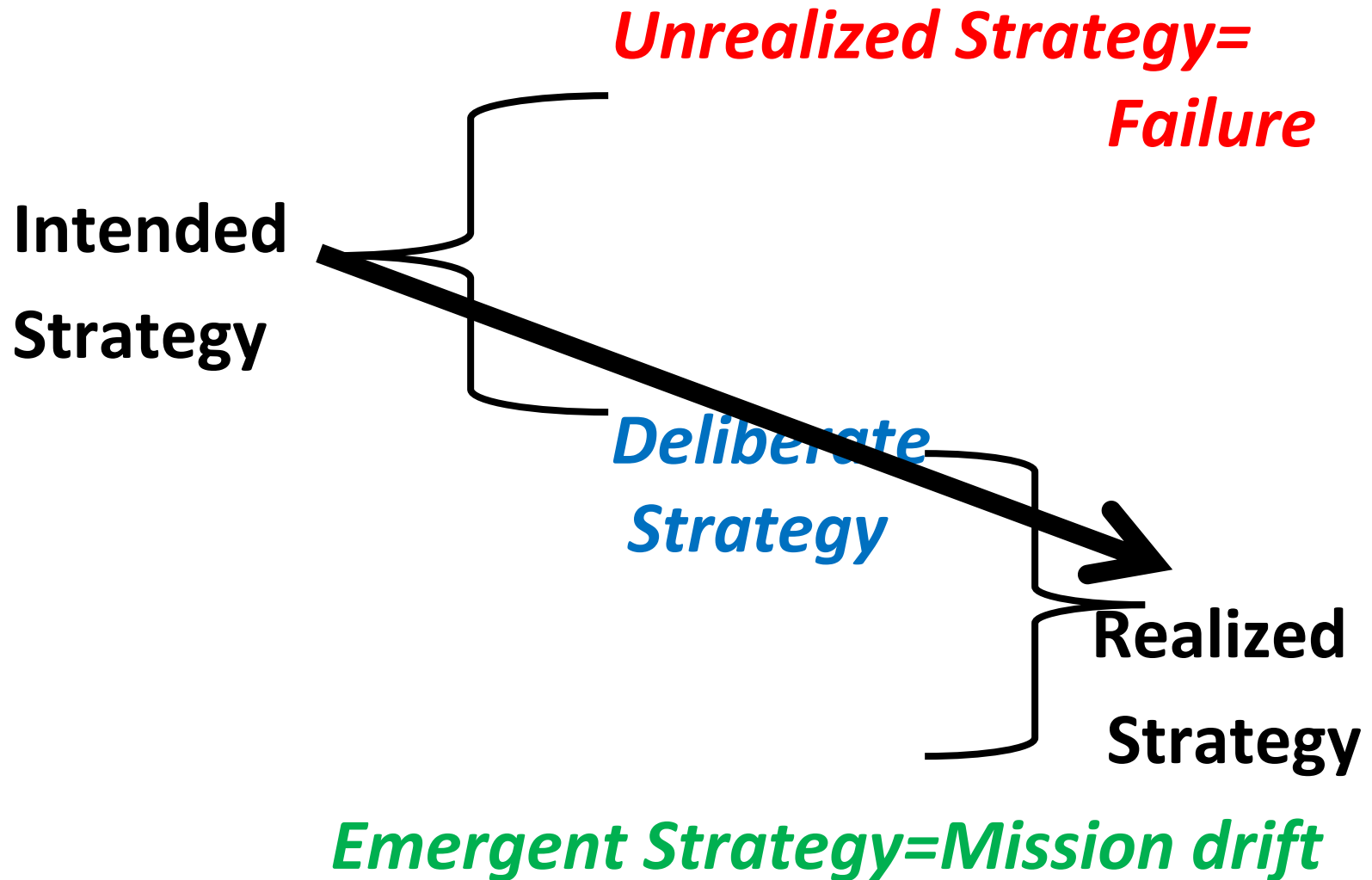
# Mintzberg on Strategy



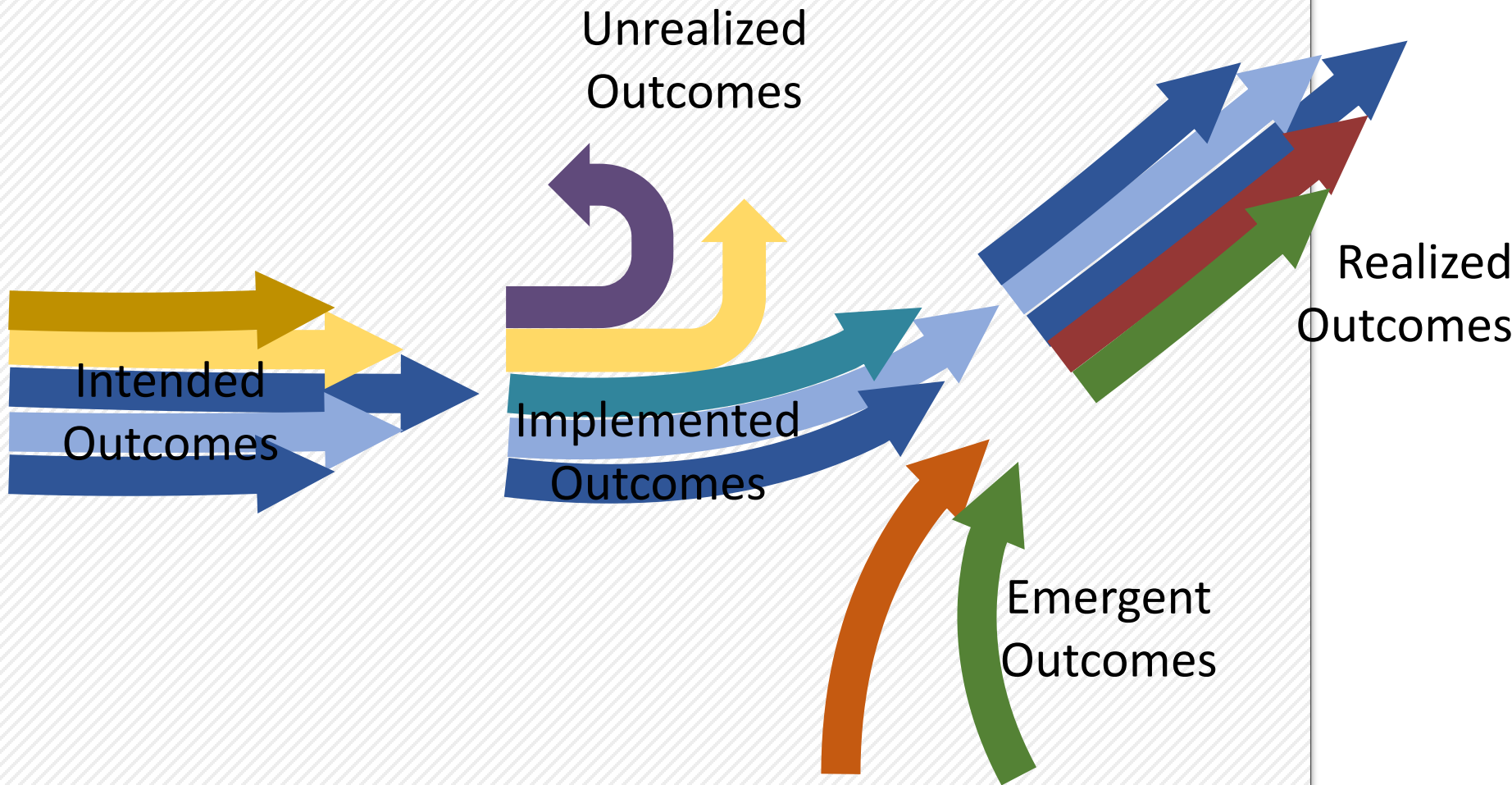
# How emergent strategy works



# Traditional Accountability Focus



# How developmental outcomes evaluation works



# Emergence Example

Wilderness  
Leadership  
Program



# Emergence Wilderness Program Example

**TURTLES**

**TRUCKERS**



# Taking Emergence Seriously

- **Unanticipated consequences & side effects**
- **Beyond “unanticipated consequences” to genuine openness**

# Uncertainty and Emergence

*“No battle plan ever survives contact with the enemy.”*

Field Marshall Helmuth  
Carl Bernard von Moltke

*“Everyone has a plan...until he gets hit.”*

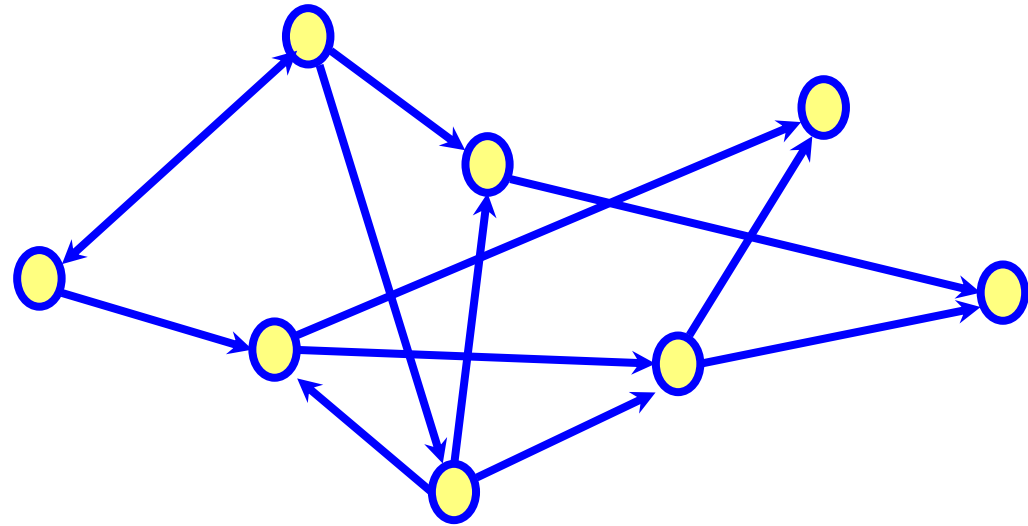
Former World Heavyweight  
boxing champion, Mike Tyson

Tom Peters (1996) *Liberation Management* :

*“READY. FIRE. AIM.”*

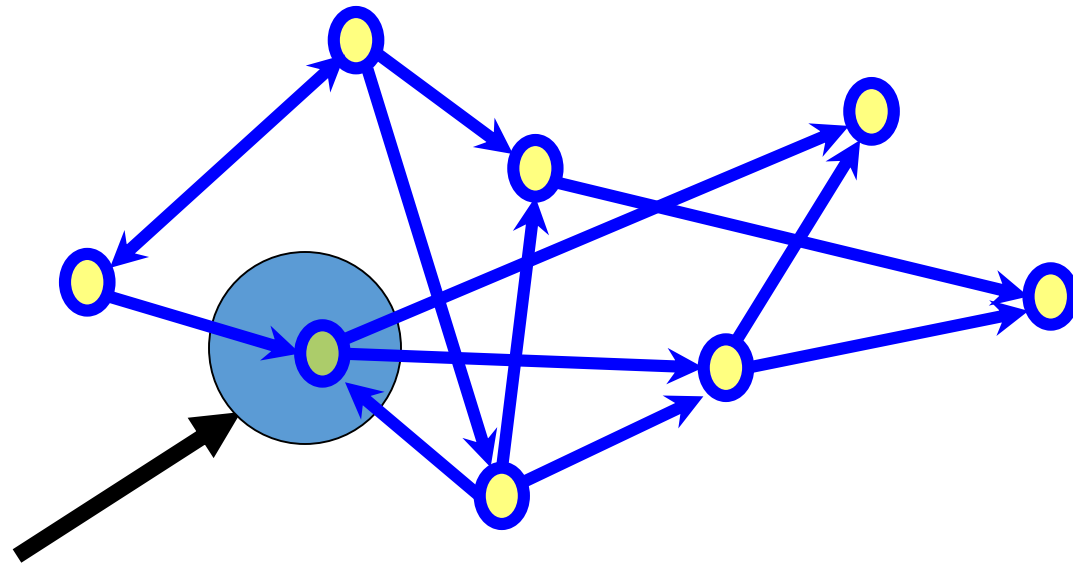
# Emergence: What to watch for

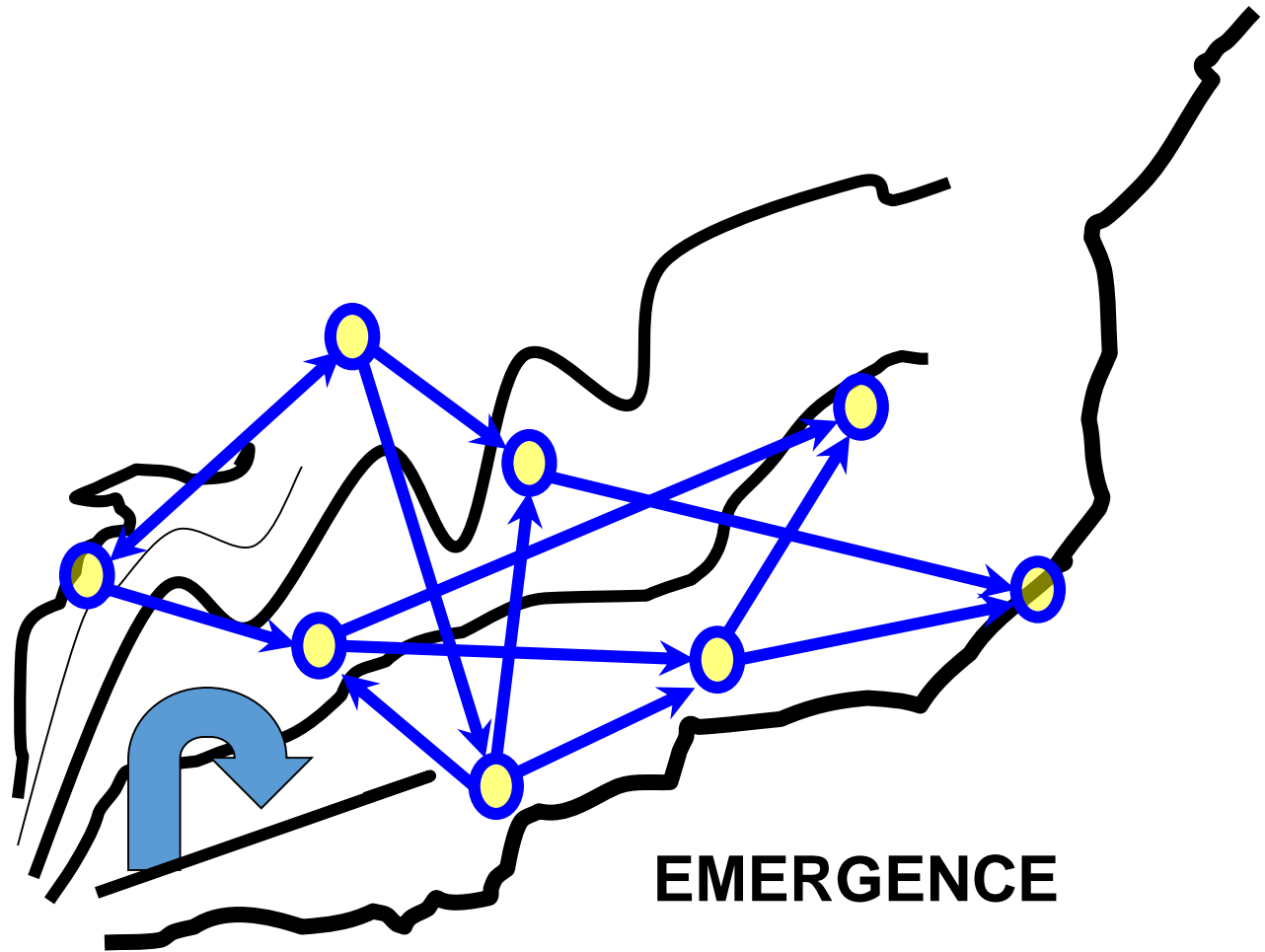
- Sub-groups
- Critical incidents
- Issues
- Staff-participant relationships
- Processes
- Outcomes
- Impacts
- Nonlinear effects (ripple)



# Complex Interdependencies

# Insert action into the system





**“A Leader's Framework for Decision Making” by David J. Snowden and Mary E. Boone, *Harvard Business Review*,**

November, 2007:

*Wise executives tailor their approach to fit the complexity of the circumstances they face.*

*Wise evaluators tailor their approach  
to fit the complexity of the  
circumstances they face*



# Your ????

