

Contents

List of Exhibits		xix
1.	Developmental Evaluation Defined and Positioned	1
	The Distinction Emerges	2
	Facing Complexity and Facing Reality: Or, Facing the Realities of Complexity	4
	Developmental Evaluation and Complexity Theory	7
	Developmental Evaluation and Single-Loop versus Double-Loop Learning	11
	The Importance of Interpretive Frameworks	12
	Developmental Evaluation as Utilization-Focused	13
	Charting the Developmental Journey: Overview of the Book	17
	Five Developmental Evaluation Purposes and Uses	21
2.	Developmental Evaluation as a Distinct Purpose and Niche	28
	Beyond Planning: Jumping into the Fire	29
	Evaluation Questions under Different Engagement Scenarios	30
	Vision Encounters Reality: The Territory of Developmental Evaluation	30
	Systems Issues: Boundary Management as a Developmental Evaluation Focus	34
	Developing Innovations versus Improving and Testing Models:	
	Developmental Evaluation Distinguished from Formative and Summative Evaluation	36
	Ongoing Development Informed by Developmental Evaluation	41
	Strategic Thinking and Developmental Evaluation	42
	The Niche of Developmental Evaluation: Chapter Overview and Summary	51

3. Thinking Outside Evaluation's Boxes	53
Creative Evaluation	53
Of Plums and Prunes	54
History and Biography as Context: The Personal Factor	55
More History and Biography as Context	58
Fundamental Principles	59
Developmental Evaluation in Context	60
External Evaluators and Developmental Evaluation	64
Ten Key Points about Developmental Evaluation Illustrated by the Caribbean Example	75
4. Situation Recognition and Responsiveness: Distinguishing Simple, Complicated, and Complex	80
Detecting Patterns	80
Detecting Complexity as a Distinct Pattern and Territory for Inquiry	81
The Challenges of Situation Recognition	84
A Situation Recognition Heuristic: Distinguishing Simple, Complicated, and Complex	84
Situational Evaluation: Implications for Practice	97
Variations on a Theme: The <i>Cynefin</i> Framework	106
5. Systems Thinking and Complexity Concepts for Developmental Evaluation	111
From Train Brakeman to Locomotive Engineer to Evaluation Champion	112
Project SleepBetter	115
Systems Thinking	117
Complexities of Complexity	122
Useful Complexity Constructs for Developmental Evaluation	124
Complexity-Sensitizing Concepts	146
6. How the World Is Changed: A Dialectic with Thesis and Antithesis and Developmental Evaluation as the Synthesis	152
Competing Perspectives on How the World Is Changed	153
The Top-Down Approach	155
Adaptation versus Replication: Principles for Developmental Evaluation	160
Best Practices versus Effective Principles	167
From the Grass Roots to the Adaptive Middle	167
Alternative Approaches to Change	176
Developmental Evaluation: The Action in the Muddled Middle	177
Looking Back and Looking Forward	184
Appendix 6.1. Positioning and Contrasting Developmental Evaluation with Other Evaluation Approaches	187
7. The Adaptive Cycle and Developmental Evaluation	189
Some Context for Understanding the Adaptive Cycle: Poetry, Ecology, Sociology, Business, and Evaluation	190
The Complexity Doorframe Redux	193
Five Developmental Evaluation Purposes and Uses	194
Resilience and Developmental Evaluation	196

A Strategic Approach to Resilience: <i>Engineering Resilience</i> versus <i>Ecosystem Resilience</i>	198
The Adaptive Cycle	202
The Adaptive Cycle and Psychosocial Regimes	204
Evaluation and the Adaptive Cycle	206
Through the Looking Glass of the Adaptive Cycle: Examples of Organizational and Program Cycles	210
Transitions and Traps	212
Taking an Innovation to Scale: Challenges and Traps in Cross-Scale Change	218
<i>Panarchy</i> : Cross-Scale Interactions	220
Panarchy-Informed Evaluation: The Fact of a Doorframe	225
8. Developmental Evaluation Inquiry Frameworks	227
Frameworks for Developmental Evaluation Inquiry	228
Developmental Evaluation Inquiry Frameworks: Ten and Counting . . .	261
9. Developmental Evaluation <i>Bricolage</i>: Reflective Practice, Sensitizing Concepts, Action Research, Abduction, Systems Change, and Retrospective Developmental Evaluation	264
Reflective Practice for Developmental Evaluation Inquiry and Engagement	265
Sensitizing Concepts as a Focus for Reflective Practice and Developmental Evaluation	270
<i>Kia ora</i>	274
Action Research and Developmental Evaluation	280
Intersections of Developmental Evaluation and Action Research: A Distinguished Evaluation Pioneer Reflects	280
Reasoning and Developmental Evaluation	283
In Praise of Methodological Diversity and Appropriateness: A Methods and Tools Rant	288
Systems Change and Developmental Evaluation	290
Retrospective Developmental Evaluation	294
Damiano's Retrospective Developmental Evaluation	298
Developmental Evaluation <i>Bricolage</i>	303
10. Utilization-Focused Developmental Evaluation: Engagement Practices, Diverse Designs, and Adaptive Methods	305
Different Kinds of Developmental Evaluation	306
Diversity of Design and Methods Options	307
Utilization-Focused Developmental Evaluation	315
Ten Utilization-Focused Developmental Evaluation Design Examples	315
Developmental Evaluation Engagement, Design, and Methods Summary	333
The First Developmental Evaluation: A Creation Story	337
References	341
Author Index	355
Subject Index	361
About the Author	375