### Phases of Operationalizing Outcome Evaluation Within Organizations

<table>
<thead>
<tr>
<th>Sequential Phases</th>
<th>Wilber’s Aspects of Development</th>
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<tbody>
<tr>
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<td>Individual Intention</td>
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<tr>
<td>Pre-Belief Phase</td>
<td>• No individual belief on the importance of outcome evaluation</td>
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<td>• Lack of evaluation skills</td>
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<td>Getting Ready Phase</td>
<td>• Understand key terms</td>
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<td>• Personal commitment</td>
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<td>• Time commitment</td>
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<td>Choosing Outcomes Phase</td>
<td>• Understand relationship between activities &amp; initial, intermediate, long-term outcomes</td>
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<td>Choosing Indicators Phase</td>
<td>• Understand what constitutes an indicator</td>
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| Preparing for Data Collection Phase | • Understand data sources  
• Understand data collection methods & instruments | • Prepare to collect data:  
- Identify data source for chosen indicators  
- Design data collection methods & tools | • Mutually agree on data sources, collection methods, tools | • Evaluation Plan  
• Data collection tools  
• Data collection procedures  
• Data Storage |
| --- | --- | --- | --- | --- |
| Trial Run Phase | • Understand the importance of a trial run  
• Try out measurement system: Conduct a trial run | • Mutual agreement on resource allocation for a trial run | • Evaluation Plan  
• Data collection tools  
• Data collection procedures  
• Data Storage  
– Statistics program |
| Analyzing and Reporting Phase | • Understand data analysis strategies and techniques  
• Understand reporting methods and formats | • Analyzing & reporting:  
- Analyze data  
- Report findings | • Mutual agreement on type of data analysis, report items, and format  
• Mutual agreement on resource allocation to do analysis and publish report | • Data Storage  
– Statistics program  
• Report software |
| Continuous Improvement Phase | • Believe that continuous improvement is important  
• Understand results of the trial run | • Improve measurement system: Enact improvement strategies  
• Continue outcome evaluation efforts | • Mutually agree on what the trial run tells us and subsequent improvement strategies.  
• Mutual agreement on resource allocation for continued outcome evaluation. | • Continuous improvement documents and structures.  
• Evaluation Plan  
• Data collection tools  
• Data collection procedures  
• Data Storage  
– Statistics program |
| Use Findings Phase | • Understand relationship between findings and program interventions | • Use findings: Determine and enact intervention improvement findings | • Mutually agree on what the findings tell us and what subsequent intervention improvement strategies should be | • Program management structure | • Program intervention structure |

References: