The Development and Field Testing of the ECB Leadership Theory of Change

Albertina (Aly) Lopez, PhD
Senior Associate
Center for Evaluation Innovation
We need to be more explicit and strategic in developing leaders and leveraging leadership to make ECB stick.
I used literature from multiple disciplines and mixed-methods to develop, explore, and test the ECB Leadership Theory of Change.

- **Literature Review**: Reviewed the leadership literatures in ECB, organizational learning, and organizational change.
- **Study 1**: Interviews with 13 foundation evaluation leaders who do ECB and expert ECB consultants.
- **Study 2**: Survey of 167 American Evaluation Association (AEA) members who do ECB.
What I am sharing today is what the literature and my survey tell us about how leaders affect ECB.

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**Study 1**
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**Study 2**
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Why is leadership important in ECB? What the Literature Says.
Organizational learning and change research suggests that leaders influence staff intention and behavior to get to goals.
ECB leadership is the process of facilitating organizational change and learning in evaluation capacity as well as influencing others to build and sustain the organization’s ability to do or use evaluation.
I developed a **theory of change** based on leadership literatures in ECB, organizational change, and organizational learning.
We want to achieve desired goals in evaluation capacity building.
Staff commitment and behavior matter in getting there.
Different kinds of leadership at all management levels shape ECB commitment, behavior, and goals.
How did I test the ToC and what did I find?
What the survey says.
I surveyed 167 AEA members who do ECB.
Survey participants focused on one ECB effort throughout the survey.
Strong relationships exist among the ECB Leadership Theory of Change components.
As predicted, change leadership influenced greater progress in ECB goals through staff commitment and behavior.

Indirect effect ($\beta$) = .07, $SE = .03$, $p < .001$
In a post hoc analysis, senior management commitment related to more progress in ECB goals through commitment and behavior.

Indirect effect ($\theta = .13$, $SE = .04$, $p < .001$)
Why does it matter?
My thoughts on our research and practice.
Organizations are systems.

*This model was produced in the article “What will it take for philanthropy to learn,” which adapts Donella Meadows’ systems change work.
We need to use higher leverage points like leadership to get ECB efforts to stick.

*This model was produced in the article “What will it take for philanthropy to learn,” which adapts Donella Meadows’ systems change work.*
We must move our ECB research and practice forward to pull higher leverage points.

- Use organizational development, learning, and change
- Identify who holds power and who follows them
- Know what kinds of leadership and followership matters

One path to the future of evaluation capacity building