

TRADITIONAL EVALUATIONS/AUDITS	COMPLEXITY-BASED, DEVELOPMENTAL EVALUATIONS
Definite judgments of success or failure	Provide feedback, generate learnings, support/affirm changes in direction
Predetermined Goals	Develop new measures and mechanisms as goals emerge and evolve
Outside evaluations/audits to assure independent and objectivity	Internal evaluation/self-audits integrated into work with ongoing interpretive processes
Measures based on cause and effect	Capture system dynamics, interdependencies, and emergent connections
Based on generalizing findings across time and space	Produce context-specific understandings that inform ongoing innovation/processes
Accountability focused on ROI	Accountability focused on fundamental values and commitments
Controlled to locate blame and failures	Transparent Learnings responding to what is unfolding and responding strategically
Perspective driven by meeting standards or QC documentation	Collaboration to design a process that matches philosophically and organizationally.
Evaluations/Audits stimulate a fear of failure	Evaluations support an appetite for learning.