Theories of change Theories of people

Ben French

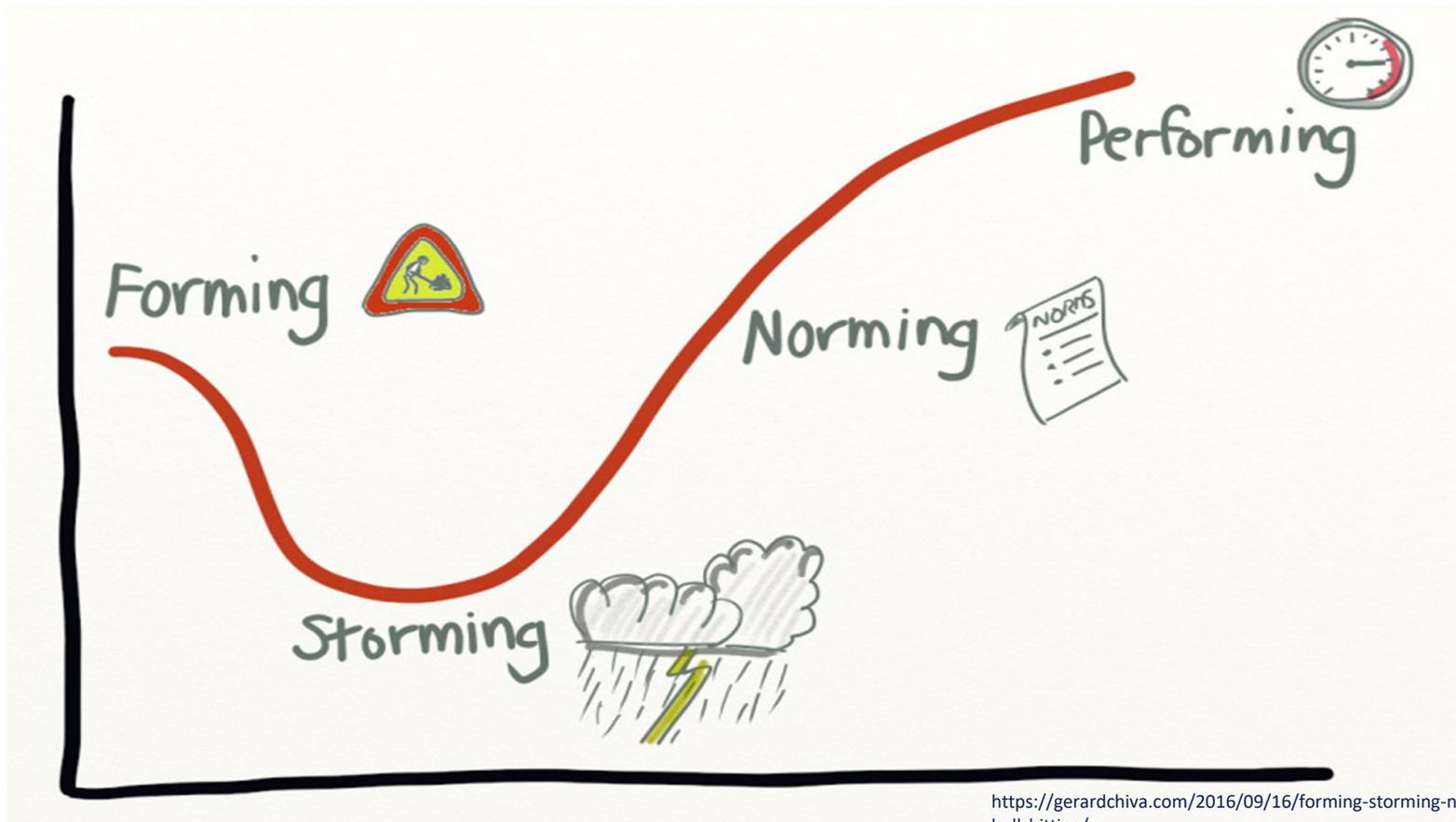**Oxford Policy Management**

05 June 2018

Team

https://gerardchiva.com/2016/09/16/forming-storming-norming-bullshitting/
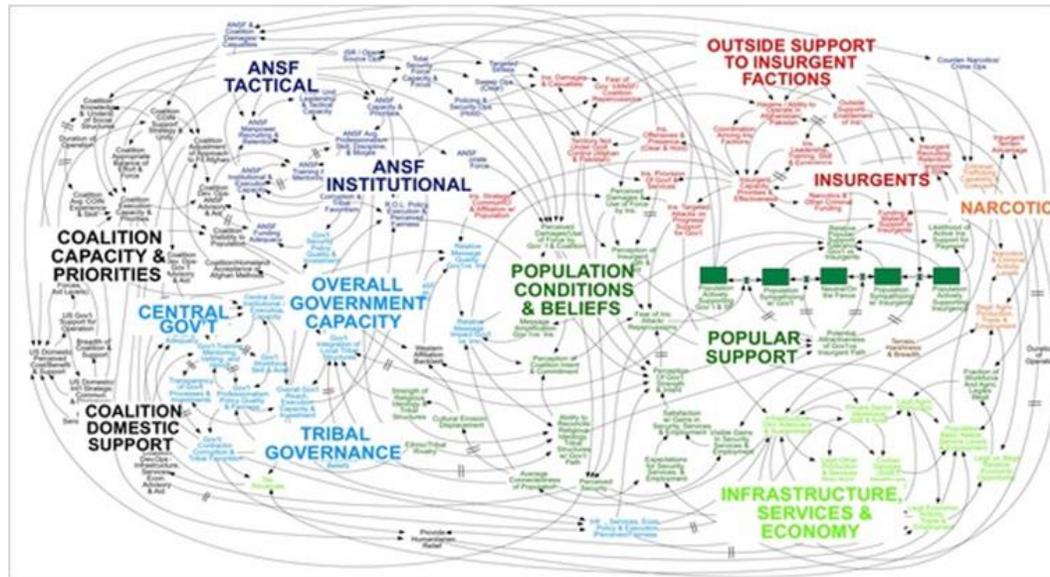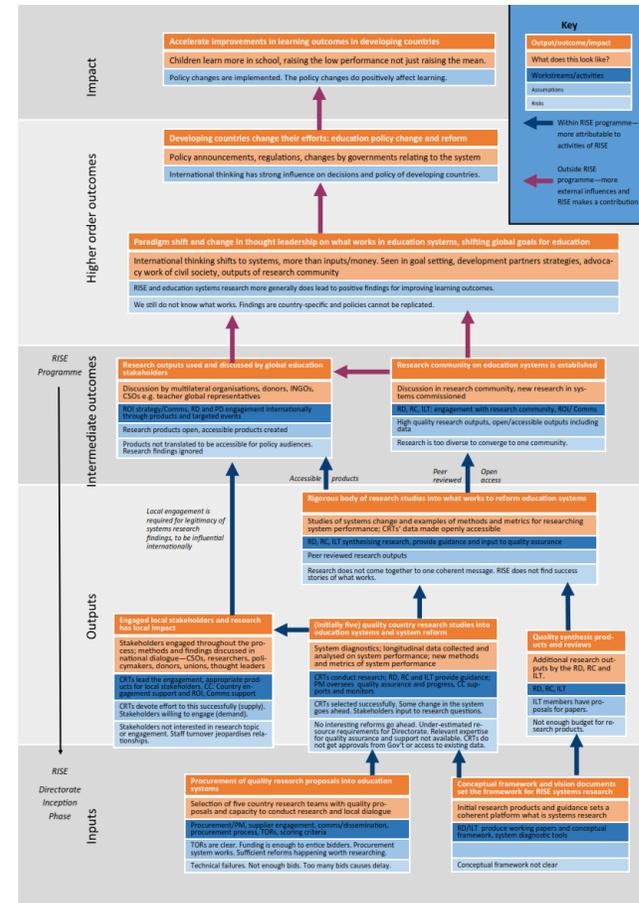
How do individuals understand –

their objectives

team objectives

Is the team bought in?

FORMING: tyranny of the logframe!

https://oxfamblogs.org/fp2p/how-to-plan-when-you-dont-know-what-is-going-to-happen-redesigning-aid-for-complex-systems/

STORMING: do you trust me?

1. M&E is seen as a chore, tick-box exercise leading to **low interest**.

2. M&E is seen as an auditor leading to **anxiety, gaming and perverse incentives**.

3. Funder needs **reassurance** that programme is achieving its objectives

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Trust rules the roost

Constantly working to reinforce learning
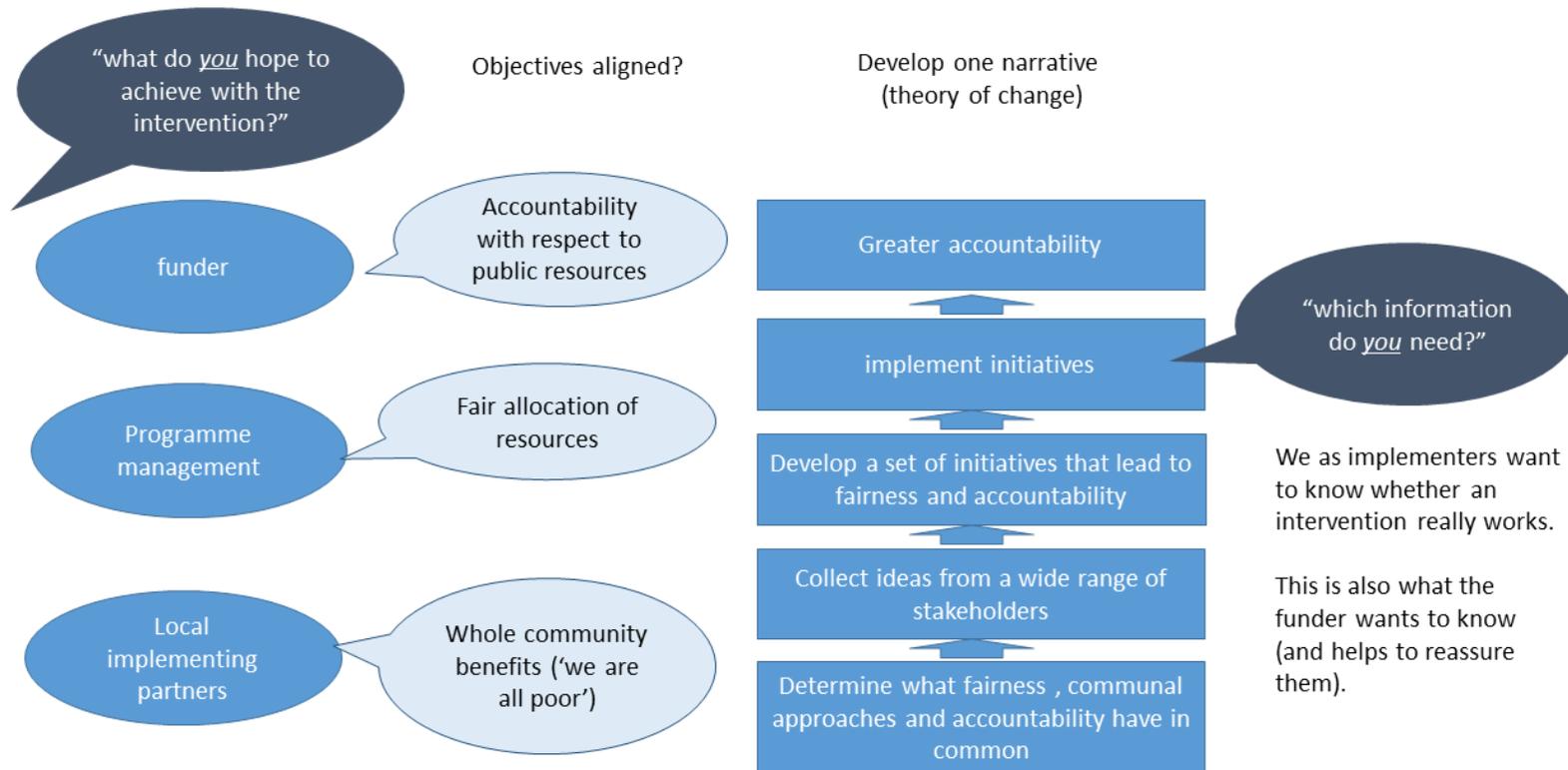
NORMING: the ToC becomes the norm

Kerry Selvester

MEL WORKSTREAM LEAD

Facilitated

One vision and way of seeing the programme

NORMING: the ToC becomes the norm

Facilitated

One vision and way of seeing the programme

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PREFORMING: can see & touch ToC

https://pixabay.com/photo-1838390/

Elevator pitch

ToC = objective

Objective = ToC

Thank you