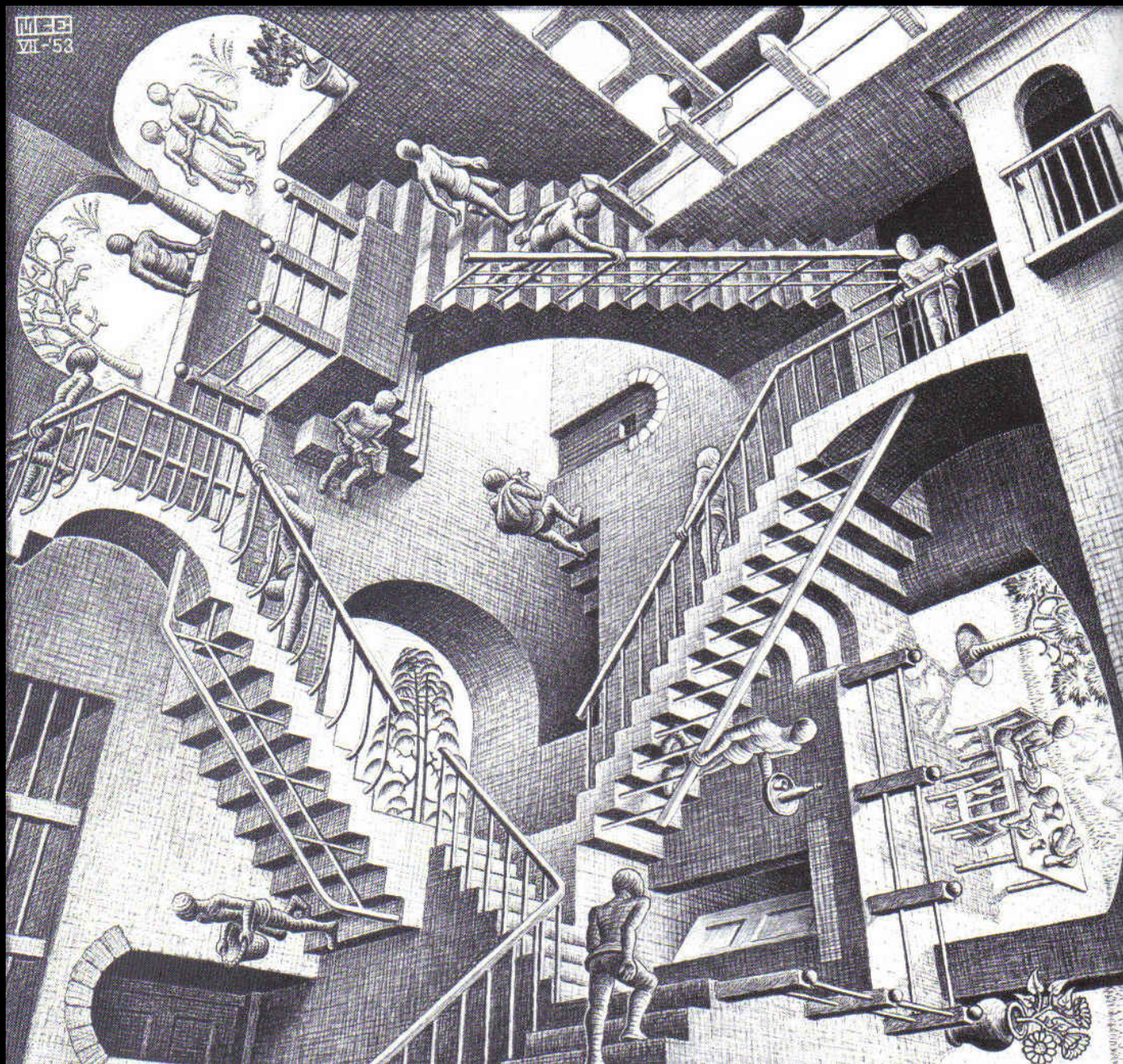


Getting Governance and Accountability Right for Not for Profit Sector

“Measuring Messy”

MEE
VII-53

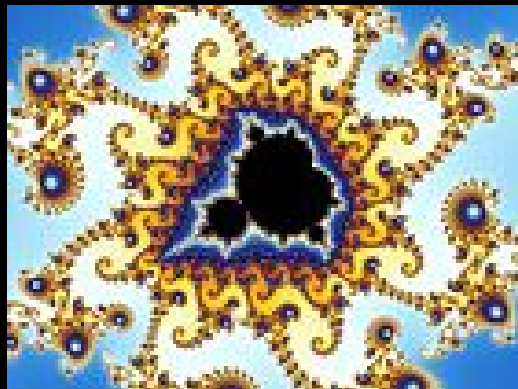
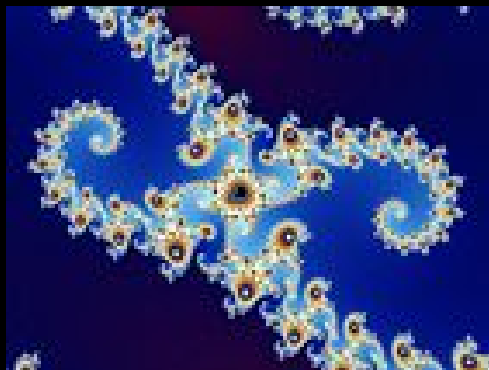
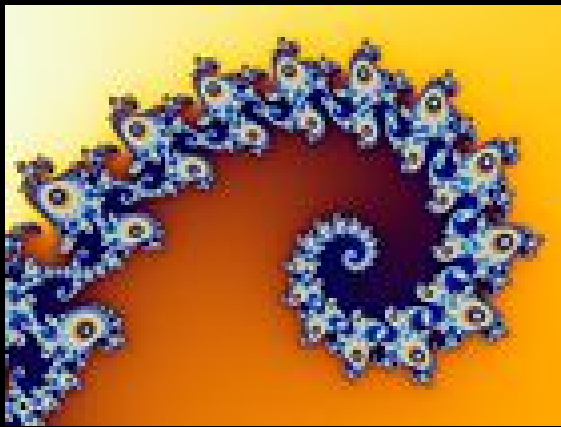
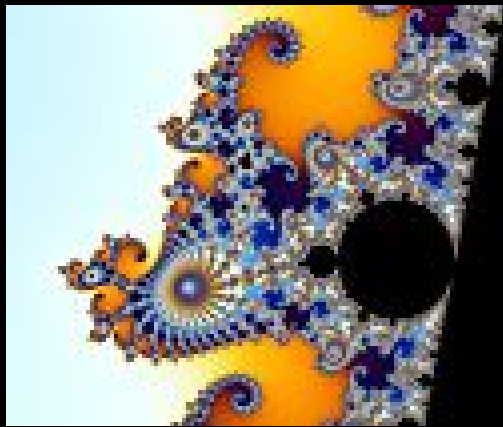
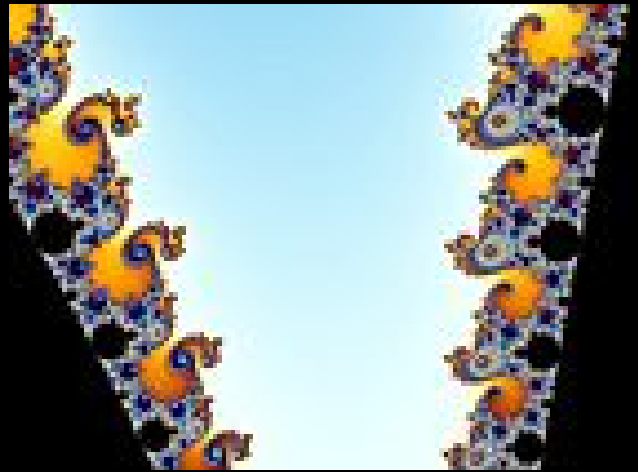
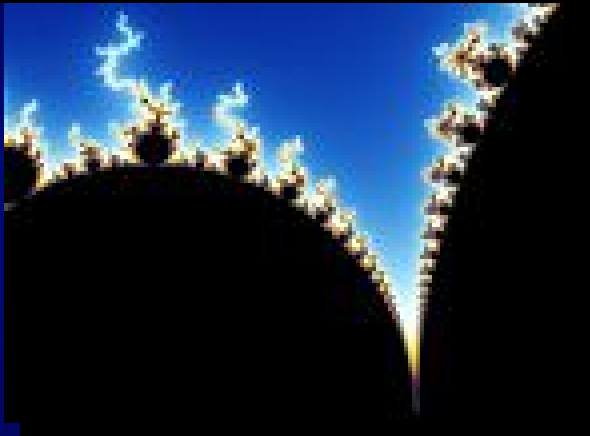
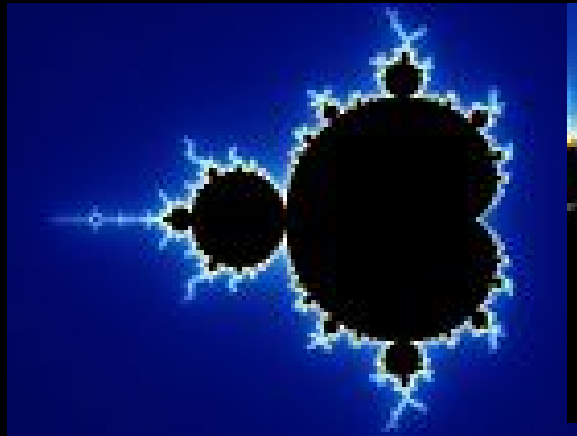


We pay attention to what we expect
to see

We hear what we can place in our
understanding

We act according to our world
views

Wenger 1998

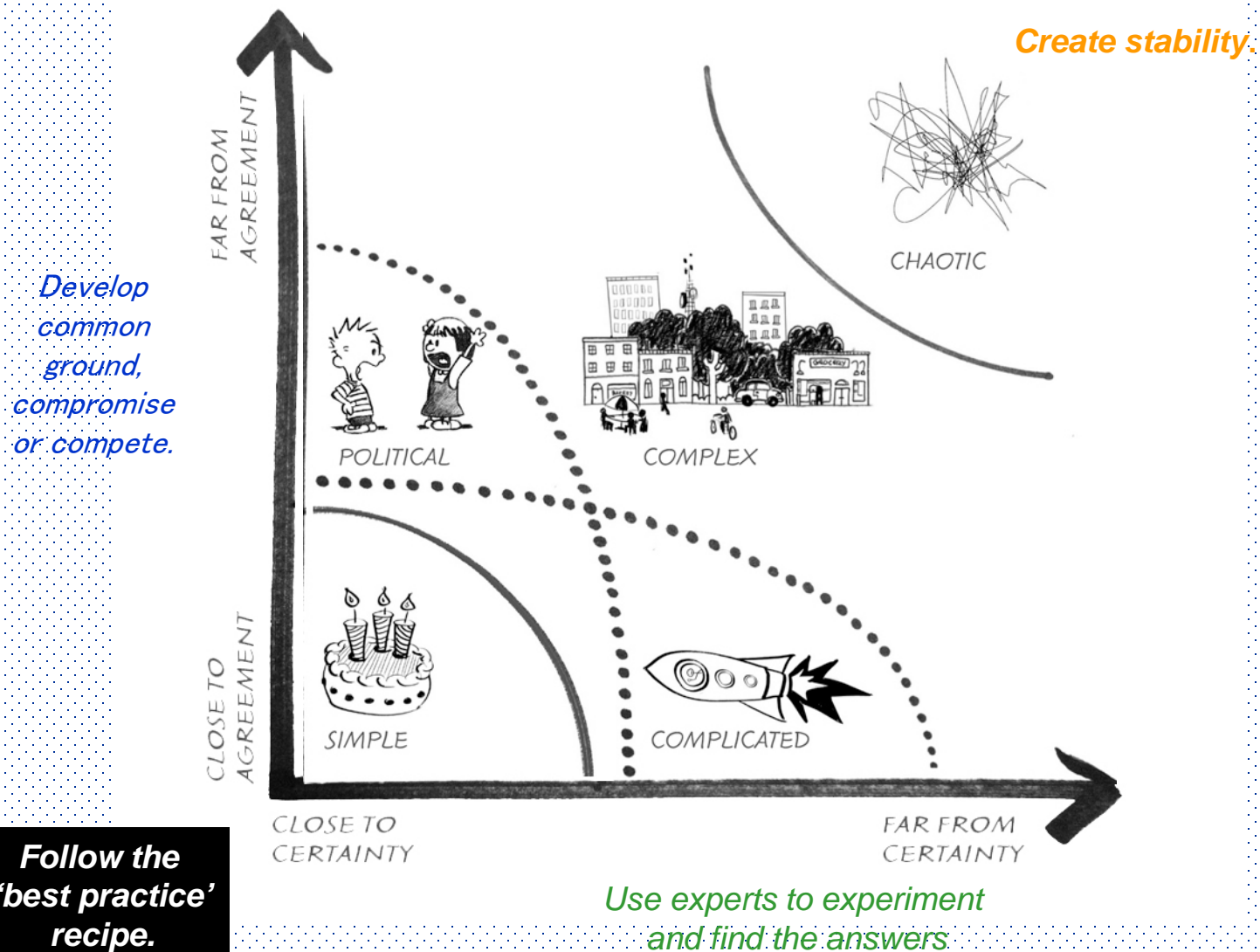


A Riddle - What is the difference between:

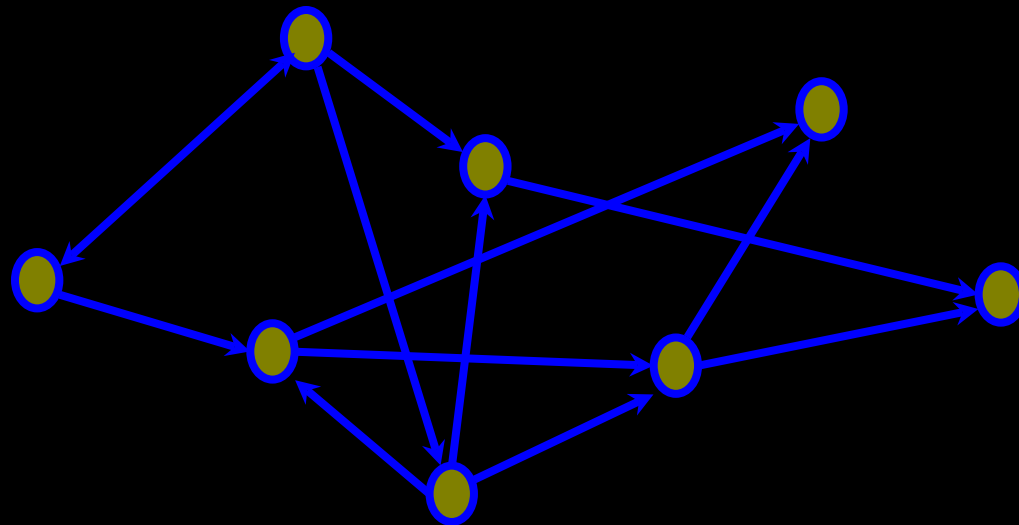
- baking a cake;
- sending a rocket to the moon;
- raising a child?



Learn by doing with clients and key people.

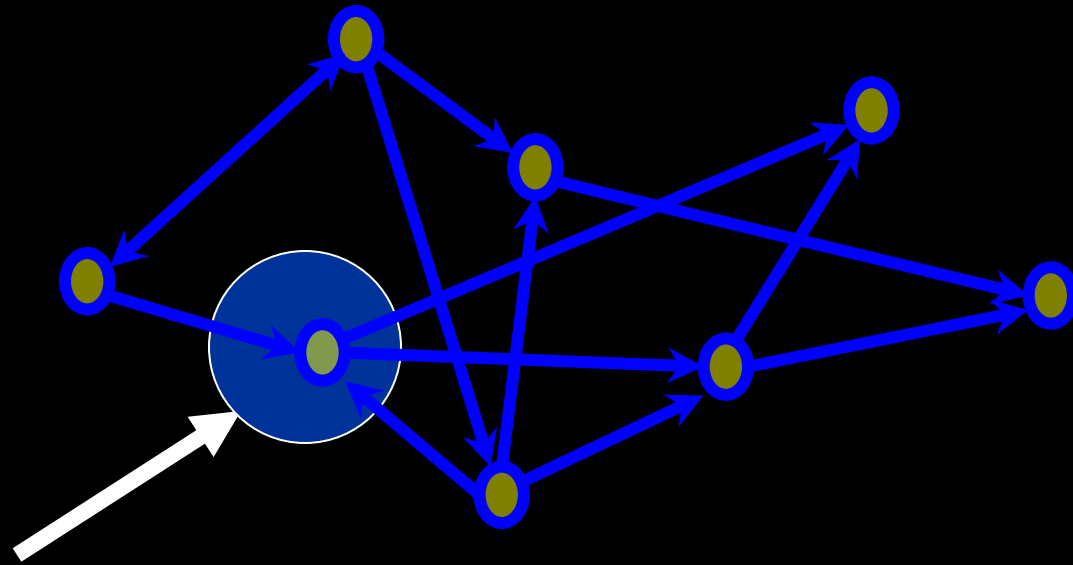


Unpredictable Outcomes



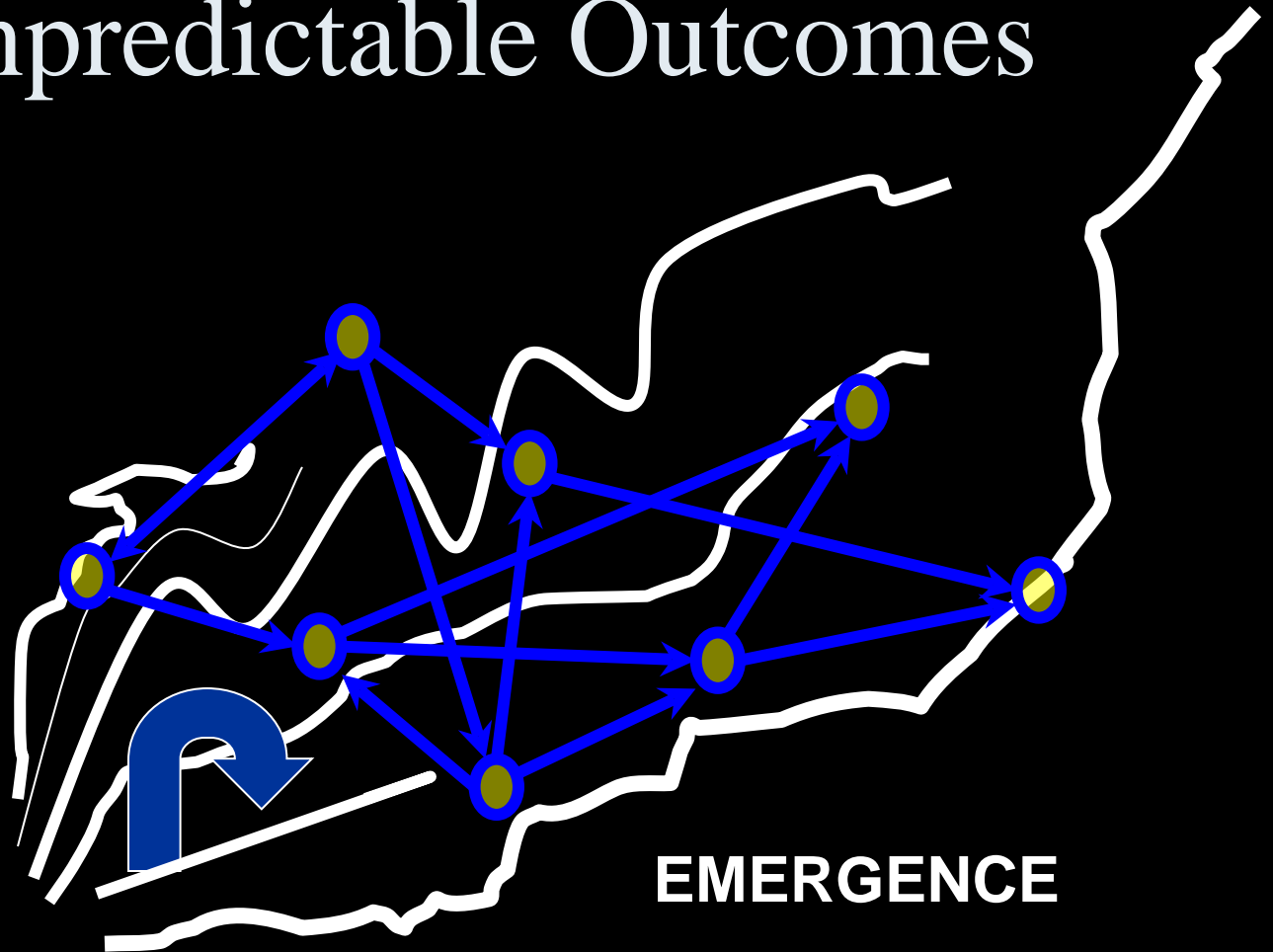
Complex Interdependencies

Unpredictable Outcomes



**Insert action into the
system**

Unpredictable Outcomes



Client / Community led Complex Issues

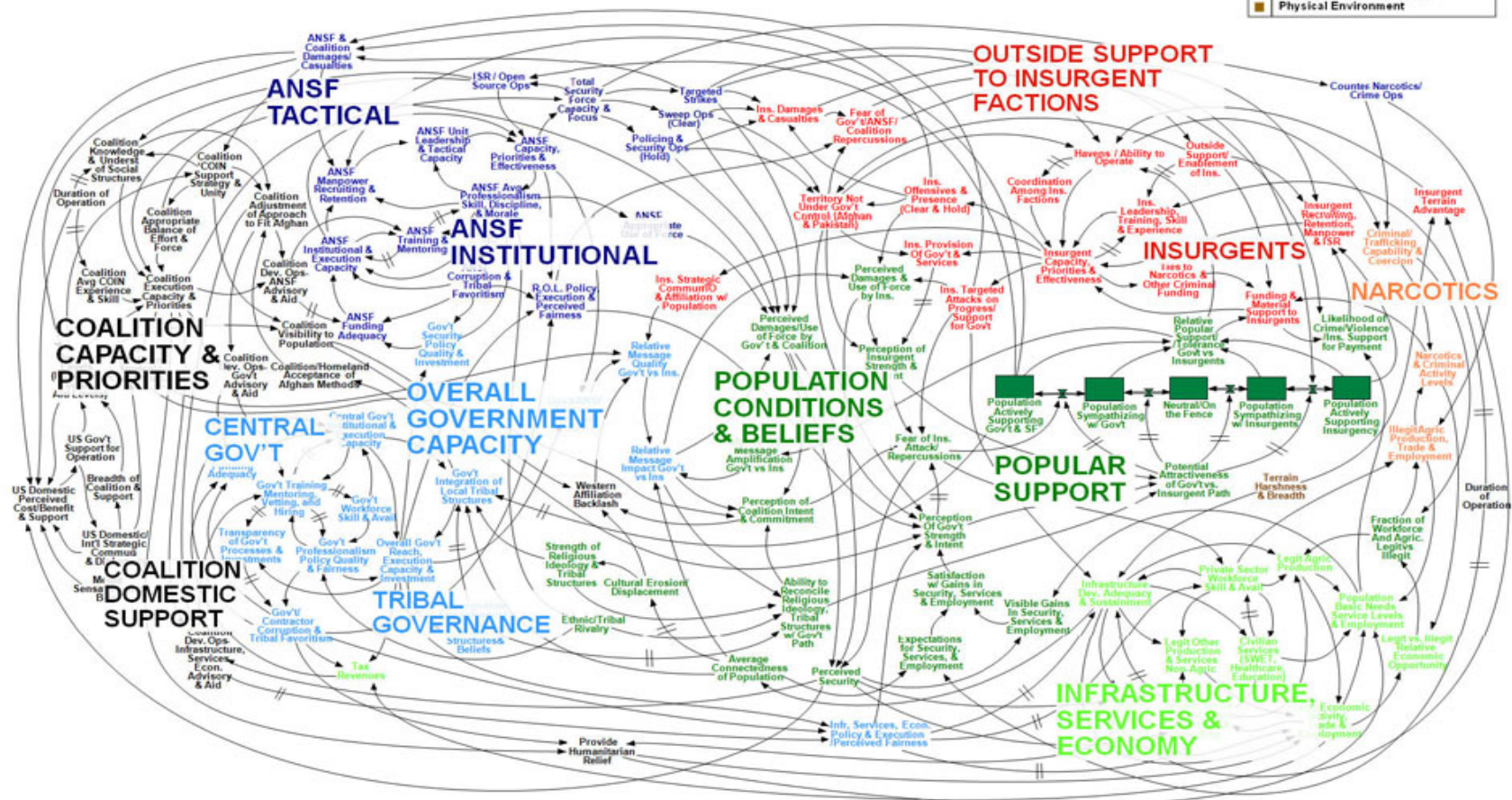
Feature

- Difficult to frame
- Multiple root causes
- Multiple stakeholders
- Emergent
- Unique
- Paradoxes, Dilemmas

Response

- Good enough framing
- Cross boundary work
- Collaborative & Flat
- Adaptive Learning
- Customized Responses
- Transparent coping

Afghanistan Stability / COIN Dynamics



WORKING DRAFT – V3

Traditional Versus Collaborative, Comprehensive Interventions

Program Oriented Intervention	Collaborative, Comprehensive Interventions
Stable environment.	Evolving environment.
Seeks to make change in one or two select conditions.	Works across multiple issues and domains to make interconnected changes.
Focuses on manipulating one to a few key variables to make a change.	Aim for change at individual, family, community, organizational and systems levels.
Intervention is unchanging so that it might be tested.	Problem definition and intervention are constantly and iteratively evolving.
Stewarded by a single “authority” able to prescribe features of design and manage delivery.	Multiple actors strongly influence/steward all aspects of intervention purpose, design and unfolding.

“Living systems can only be disturbed
never directed” *Maturana and Varela*

And all organisations are living systems
(*changing, sometimes messy, holding many
truths*)



The Wesley Way
**is to engage with
people in a way that
brings out the best in all.**

This means we...

Build respectful relationships
based on transparency and
our belief in their abilities

Acknowledge the power we
have in our role and work to
shift power to them



Use the Treaty of
Waitangi as the base
and resource for
shaping our work

**Focus more on
what's working**

**Are as courageous
as the people we
work with**



**Get on-going
feedback to guide
the relationship
and journey**

Acknowledge that people
know most about their
lives and what could
work for them

**Call and
challenge
injustice**

Want to do our best and are keen
to learn by sharing what works
and being open to new ideas.

The Wesley Way
– our response to
this challenge