



Brian Keogh



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The Dynamics of Influence

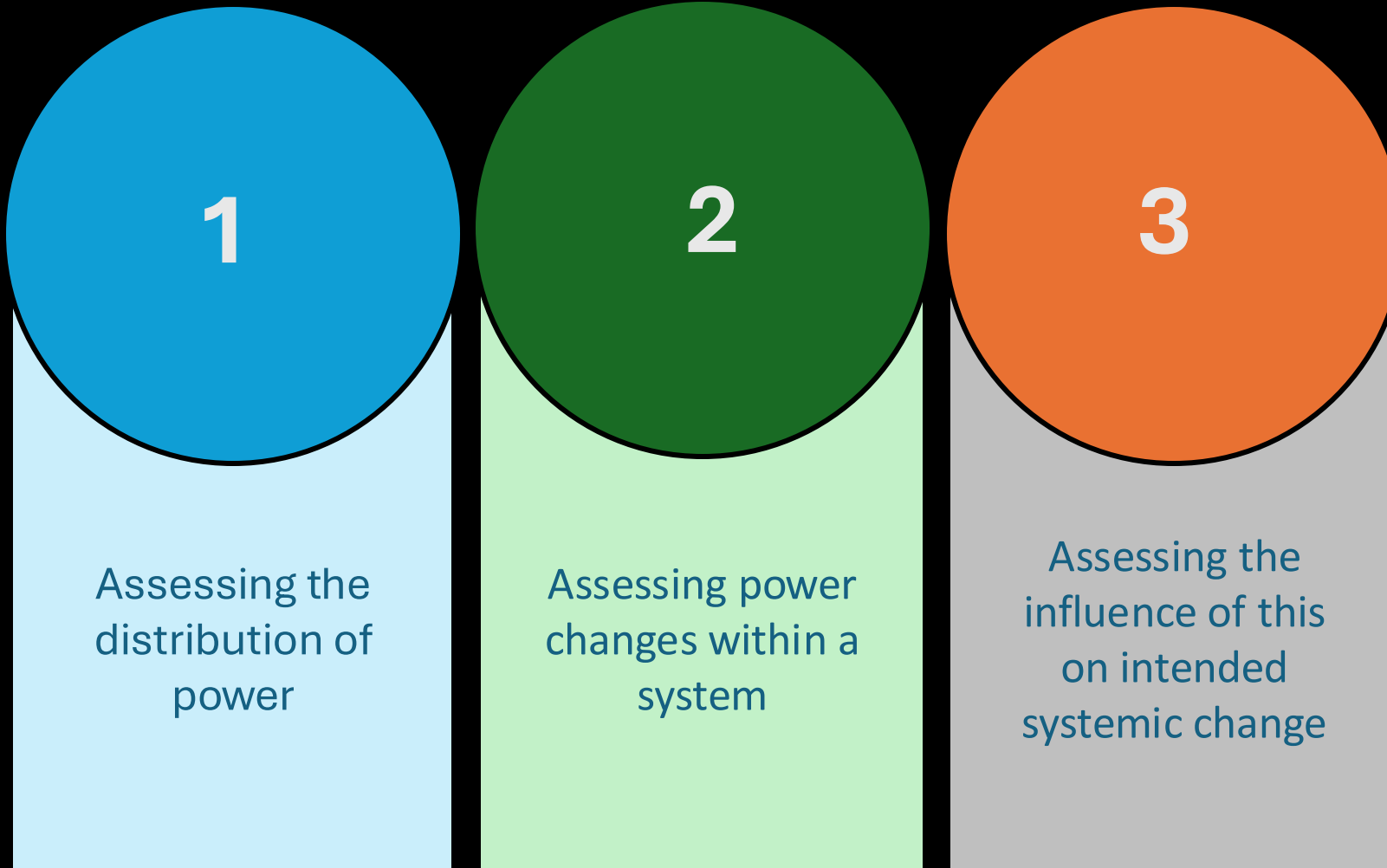
"Operationalising Social Power Analysis in Evaluation Practice"

- The challenge
- What is power
- Getting the lay of the land
- Playing with power
- Assessing the shift

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Measuring how power shifts

A power tool that would



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What do you think power is, really?

a. Definitions

What do you think power is, really?

**"Coercive power is the
curse ...**

**Coactive power...
enrichment and
advancement of every
human soul"**

(Follett, 1924, quoted in Follett, 2023).



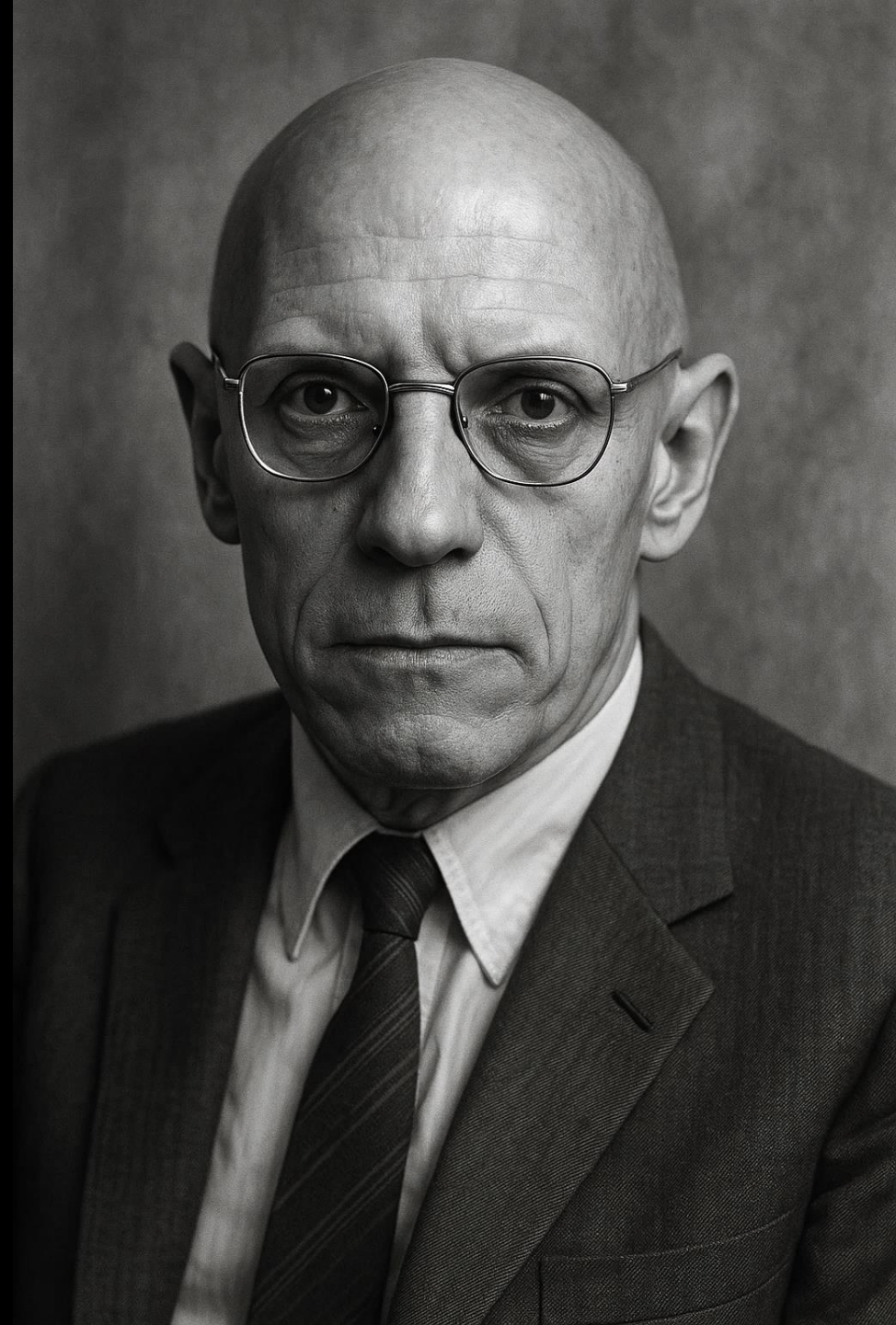
**Power corresponds to
the human ability not
just to act but to act in
concert**

Hannah Arendt (1906-1975)



**Power is everywhere not
because it embraces
everything, but because it
comes from everywhere.”**

Michael Foucault 1926-1984



"Power is the capacity to create or sustain change."

Capacity

Context-dependency

Neutrality

Bidirectionality

To know the context properly:

Power resource base (capacity)

Structural – legislation, policy, programs

Temporal – motivational dynamics

b. Social Bases

How power appears:



Legitimate



Coercion



Reward



Expertise



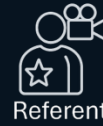
Information



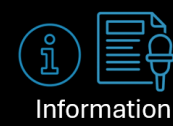
Referent

1. Ideas Generation

Dominant



Supporting



2. Research and development



3. Broad acceptance



4. Policy influence



5. Legislation influence



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Assessing power to inform strategy

1. Legislation

2. Policy

3. Programs



Coercion



Reward



Coercion



Referent



Legitimate



Expertise



Information



1. Numbers

2. Culture

3. Assets and processes



Parking Fines

1. 12.5k members

2. Strong 'blue' identity

3. \$44m, Industria bargain, public relations



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2. Mix of cultures

3. \$78m ... practice certificates, Professional education



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Parking Fines



- 1. Victim support groups
- 2. Inmate support groups
- 3. Less resources – more people (coalitions)

1. 2.7k members

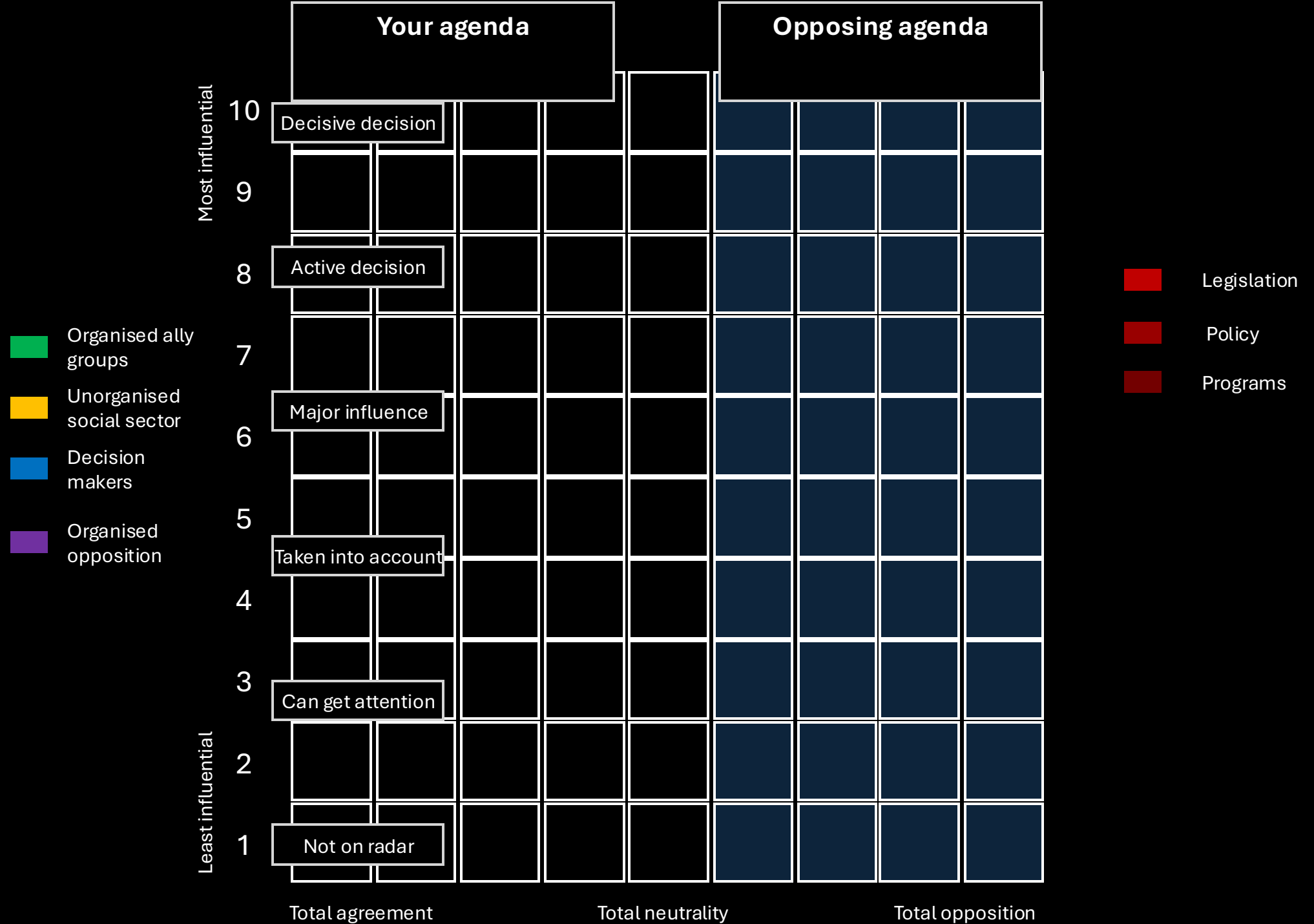


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Scenarios

AES scenario or choose a project you're working on

- How would you shift the power of the AES to increase the influence of evaluation?
- Where does the AES's power lie?
- Who are the other players with some form of power?
- Knowing this: What strategies do you think would be within our reach and most impactful?
- Next step: How would you know if this was successful?

Some information about the AES (if needed)

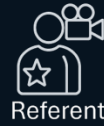
- AES is a voluntary membership-based organisation. Members include evaluators from across all types of organisations: government, consulting, academic, NGOs
- Evaluation not recognised as a profession, with credentialling
- Some government agencies have policies that require evaluation, some to publish reports, some policies include requirements or processes to respond to evals. But requirements and policies are patchy
- Some legislation like the PGPA Act requires performance monitoring – adjacent to evaluation. But some institutional requirements for evaluation have been pulled back over time
- A while back the Thodey Review identified need to strengthen evaluation in the Commonwealth

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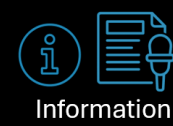
Measurement strategies

1. Ideas Generation

Dominant



Supporting



2. Research and development



3. Broad acceptance

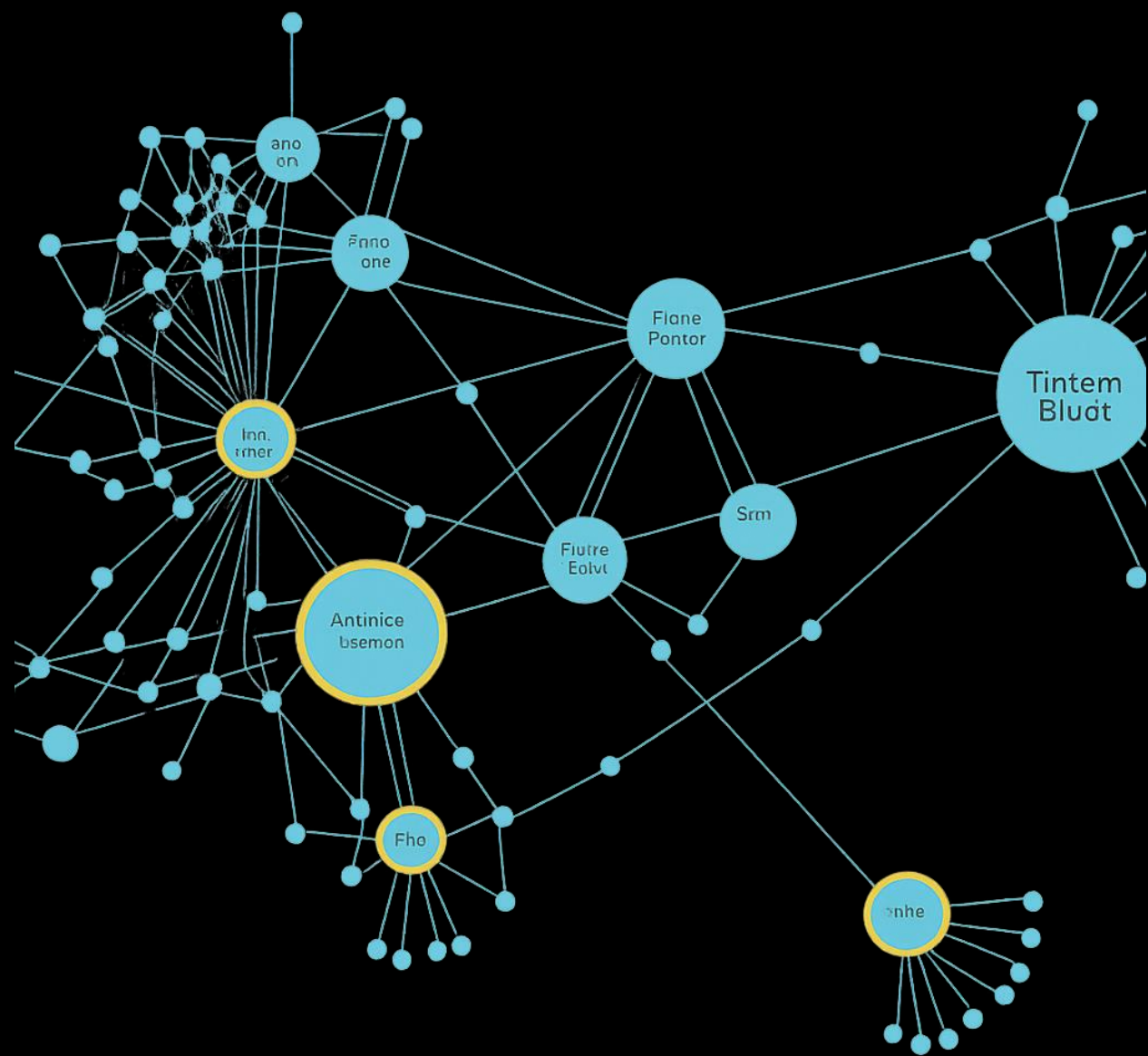


4. Policy influence



5. Legislation influence





Measurement possibilities

1

How has power
shifted?

2

How has the system
changed?

3

What's the evidence
of your influence?