How to change the mindset from compliance to learning

Compliance Mindset

Changing the Mindset

Many staff approach self-evaluation with a compliance mindset. Here's what we've heard from them:

"Framing self-evaluation as an accountability tool automatically makes it confrontational."

"As a manager, every month I take a look at the dashboard and what unfortunately focuses the attention is the disconnect with IEG. If there is no disconnect, then there is a feeling of relief and the team moves on without further reflection."

"We do not learn from the graveyards around us because ratings are a lightning rod."

"Learning is hindered by the tension created by judging/ratings and the need for accountability/justifying use of resources for projects. The Bank environment is competitive and focused on promotions, so people respond to ratings and this hinders learning."

IEG Evaluation Recommendations

- **Avoid excessive focus on ratings**
  - Make the Implementation Completion Report system more flexible and geared toward learning
  - Completion reports should not be perceived as obstacles to innovation and risk-taking in operations
  - Innovation and piloting should be encouraged in project design. Such projects will be rated appropriately as long as the objectives and indicators are set appropriately

- **Pay attention to results**
  - Management should value and reward self-evaluation that fosters learning
  - Formulate a more systematic approach to improve M&E quality across World Bank Group operations

- **Value self-evaluation learning and knowledge sharing**
  - Conduct more voluntary evaluations designed to meet the learning needs of management and teams. For example, retrospectives in a sector or country

For more details on the recommendations, visit:
http://ieg.worldbankgroup.org/evaluations/roses