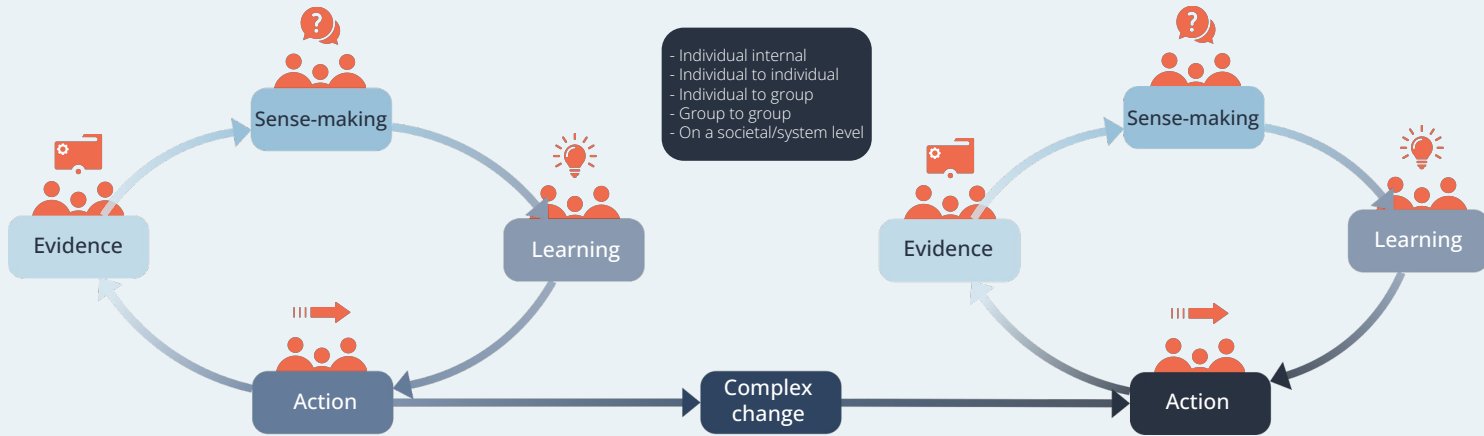# ESLA Loops

ESLA Loops is an approach to using evidence to inform learning and action on complex challenges

What

We design and facilitate processes which enable organizations to 'make sense' of their own evidence, leveraging collective experience and insight

- Individual internal
- Individual to individual
- Individual to group
- Group to group
- On a societal/system level

Sense-making · Evidence · Learning · Action · Complex change

Integrating practical tools for robust evidence with collaborative sense-making processes and platforms, ESLA Loops is an innovative and empowering approach which enables organizations to build sustainable and adaptive cultures of learning about complex challenges.

How

What is sense-making?

The capacity to make sense of the world so you can act in it.

Sense-making is ongoing, so individuals and teams simultaneously shape their choices and act in the situations they face.

People do this naturally. Organizations can develop the capacity to collaboratively sense-make.

Why is evidence-based collaborative sense-making important?

Complex challenges require organizations to develop new approaches which integrate evidence & experience to better understand how change happens.

By subjecting evidence of change to scrutiny in groups, interpretations are debated & challenged, generating more useful insights and actions. When systems conditions & signals (meaningful change) are analyzed collectively by those who hold deep experience & insight, action is collectively owned.

How is ESLA Loops different, innovative & useful?

ESLA Loops co-designs, integrates and facilitates evidence-based collaborative sense-making approaches - tools, processes & platforms - into an organization's strategy, evidence and learning systems.

Our aim is to leverage your own deep experience and insights, creating the capacity and culture for more effective action.

Who

ESLA Loopers

We are a small, diverse & passionate global network of experts with complementary skills, experience & local knowledge

Jody Aked
Learning in complexity

Eunica Aure
Evidence & learning for action

Julia Bussab Fonseca
Complex-systems awareness-raiser

Zand Craig
Systems sense-maker

Jorge Florez Herrera
Citizen-centered participation

Robbie Gregorowski
Evidence sense-making practitioner

Alan Hudson
Relationships learning & change

Maggie Ibrahim
Passion for people & planet

Suzane Muhereza
Connecting & Learning

Nkechi Odinukwe
Participatory equality & inclusion

Pedro Prieto Martín
Evidence & learning through tech

Morgan Wills
Complexity Wrangler

These core principles explain what we believe & why we are different...

1 Global challenges are **complex, dynamic, unpredictable, and contested.** Solving them requires new and different approaches.

2 **Participatory and technology-enabled mixed-methods -** through **methodological bricolage -** can generate robust, representative, and useful evidence of **relative contribution and wider systems signals.**

3 This **evidence is best interpreted by the individuals and organizations who are closest to the change process,** and who hold deepest experience and insights.

4 New skills are required **in designing collaborative sense-making platforms and facilitating processes** that convene diverse groups to share experience, surface insights, and build consensus on strategy and action.

5 By embracing and valuing different ways of knowing **we can structurally shift historic power imbalances,** broadening meaningful participation to inform action and change.

6 **Future success lies in valuing the quality of the process as much as the end product -** creating sustainable and structural ESLA Loops capacity and organisational culture.

System co-design & facilitation

→ Co-designing your project, initiative or organization's evidence, sense-making and learning system around ESLA Loops

Training & practice building

→ Building an ESLA Loops culture, capacity and practice within and across your team & organisation

Field building

→ Promoting the wider understanding and uptake of ESLA Loops approaches to complex challenges through collective intelligence

1 Conceptual foundations

ESLA Loops underpinned by complexity, systems-thinking & collaborative sense-making

2 Practical tools for robust evidence

ESLA Loops in measurement frameworks - rubrics for systems signals

ESLA Loops in evaluation - Outcome Harvesting & methodological bricolage

3 Building sustainable institutional capacity

ESLA Loops operationalised in collaborative sense-making platforms & processes - Miro & in-person

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