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| Business Planning Strategic Context | | |
|  |  |  |
| Evaluation Checklist | | |

# Black Hole

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|  | Delays in core processes. Missed deadlines. |
|  | Inaccurate work. |
|  | Reluctant to take responsibility for quality or timeliness. |
|  | Says “No” rather than “Yes”. |
|  | Creates unnecessary hoops that people have to jump through. |
|  | Doesn’t explore the fundamental needs of those they work with. |
|  | Unreliable, doesn’t meet agreed commitments. |
|  | Complains or creates a fuss when asked to do fairly ordinary things. |
|  | Take up more and more resources whilst not delivering commensurate results or value. |
|  | Undermines individuals and groups. |

# Implementer

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|  | Reliable, meets commitments. |
|  | Core work undertaken at the quality and time required. |
|  | Pleasant to engage with. |
|  | Works well with others. |
|  | Gives required reports and information to others, without fuss. |
|  | Output commensurate with resourcing. |

# Contributor

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|  | Gets the core work done, AND … |
|  | Builds the capacity of their own group. |
|  | Builds the knowledge skills and capacity of other individuals and groups. |
|  | Helps build commitment to change initiatives. |
|  | Shares resources with other individuals and groups. |
|  | Active in planning discussions and review of performance. |
|  | Helps others to better understand and feel heard. |

# Strategic Leader

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|  | Gets the core work done, AND … |
|  | Successfully implements strategic changes. |
|  | Pilots and rolls out innovative approaches to developing people and improving core service delivery. |
|  | Force for good in group interactions. |
|  | Helps build the positioning of the agency, as well as their own core function. |
|  | Models moving around resources, including dropping activities that are not delivering value or working well. |