



Business Planning Strategic Context

Evaluation Checklist

Black Hole

- 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

- 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

- 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

- 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.