



**Big Brothers Big Sisters**

<b>Name:</b>	<b>Title:</b>
<b>Board Chair:</b>	<b>Date:</b>

**Evaluation Scale**  
 1=Did Not Meet Expectations; 2=Met Expectations; 3=Exceeded Expectations

**Performance on Objectives**

<b>Strategic Goal</b>	<b>Current Year Objectives [samples]</b>	<b>Assessment of Performance</b>	<b>Rating</b>
Build agency capacity through sustainable resources	1. Increase operating reserves by x% by year end.		
	2. Submit to board a written plan by [date], supported by data, focused on achieving diversified revenue, especially in the areas of individual, corporate and foundation giving		
Increase program services to community	3. Increase percentage of new matches over STLY by [x]%		
	4. Increase End Active Matches over STLY by [x]%		
	5. Increase children served over STLY by [x]%		
Improve program quality leading to better outcomes for youth	6. Improve 12 month retention rate [by program] by [x] percentage points over STLY		
	7. Increase match support contact compliance by [x] percentage points over STLY		
	8. Increase compliance of Strength of Relationship surveys for child and volunteer [x] percentage points over STLY		
	9. Increase follow-up compliance rate of Youth Outcome surveys by [x] percentage points over STLY		
Increase services to children of color	10. By year end, [x]% of male youth served will be African American boys and [x]% of those will have African American male mentors		
	11. By end of year, collaborate with board to recruit and engage an advisory council of diverse community leaders with influence in targeted African American and Latino communities		

Strategic Goal	Current Year Objectives [samples]	Assessment of Performance	Rating
Target, engage and deepen partnerships in the community that lead to more effective outcomes for youth	12. Obtain at least three MOUs with new educational organizations in targeted communities by year end		
	13. Obtain at least three MOUs with new juvenile justice organizations in targeted communities by year end		

### Performance on Competencies

Leadership Competencies <sup>1</sup>	Assessment of Performance	Rating
<b>Integrity</b> <ul style="list-style-type: none"> <li>Follows up on commitments; actions are consistent with what they communicate</li> <li>Treats people fairly, consistently and applies rules evenly</li> <li>Demonstrates transparency</li> <li>Actions align with what is best for organization versus own agenda</li> <li>Takes accountability for own actions and holds others accountable as well</li> </ul>		
<b>Vision</b> <ul style="list-style-type: none"> <li>Imaginative forward-thinking; views complex situations from multiple angles</li> <li>Tells engaging stories that weave together interesting connections within the context of stakeholders' values and needs</li> <li>Creates win-win situations even when a situation seems hopeless</li> <li>Inquisitive and effectively recycles/recombines existing and novel ideas</li> </ul>		
<b>Judgment</b> <ul style="list-style-type: none"> <li>Makes consistently wise decisions about which growth opportunities make the most sense for the organization and steer clear of unproductive initiatives</li> <li>Makes sound decisions in complex, ambiguous situations</li> <li>Cuts through complexity and large amounts of new data to focus on the most important issues; asks effective questions to ascertain when he or she needs to know to make effective decisions</li> <li>Makes tough decisions with limited resources; knows when to say no to requests that are superfluous or unproductive.</li> <li>Makes decisions with a clear understanding of the organization's overall vision</li> <li>Effectively determines if a new idea has the potential to be effectively implemented</li> </ul>		

<sup>1</sup> Source of research on essential leadership competencies: *Why Are We Bad At Picking Good Leaders?*, Jeffrey Cohn and Jay Moran [Jossey-Bass, 2011]

Leadership Competencies <sup>1</sup>	Assessment of Performance	Rating
<p><b>Emotional Intelligence</b></p> <ul style="list-style-type: none"> <li>• Open to new ideas and consistently questions own approaches and the status quo</li> <li>• Highly self-aware and in control, and as a result, projects an image of being comfortable in his or her own skin</li> <li>• Open to performing activities in fundamentally new ways, even though the old way may have worked fine in the past</li> <li>• Engages in serious reflection when setbacks occur and makes necessary adjustments</li> <li>• Keeps an open mind and brings others into the loop to solicit fresh ideas and constructive criticism</li> </ul>		
<p><b>Empathy</b></p> <ul style="list-style-type: none"> <li>• Accurately sizes up and connects with individuals with radically different styles, backgrounds and personalities</li> <li>• Determines the best way to communicate his/her vision to a wide variety of constituents, each with his or her own motivation, vantage point and underlying agendas.</li> <li>• Quickly and accurately analyzes how different constituents will react to proposed changes and then custom-tailors his or her message to resonate with each</li> <li>• Constructs stories that strike a chord across a variety of stakeholders; does not have a one-size-fits-all approach</li> <li>• Understands how others will likely react to major cuts and change in strategic direction and preemptively addresses these concerns</li> </ul>		
<p><b>Courage</b></p> <ul style="list-style-type: none"> <li>• Able to present radically new ideas and plow forward despite resistance from powerful, entrenched constituents</li> <li>• Has strong moral center and is able to stand up for important values and goals</li> <li>• Willing to take educated risks and venture into ambiguous situations</li> <li>• Is not afraid to turn down new requests from powerful constituents who want the organization to do something different</li> </ul>		

**Summary of Performance**

### Overall Performance Rating

This rating is the evaluation of the overall performance by the executive, considering performance against objectives as well as *how* the executive went about achieving objectives (performance on competencies). It is *not* a numerical tally of individual ratings. Select only **one** of the ratings listed below by placing an “x” in front of the rating description that corresponds to your overall evaluation:

- Exceeded Expectations
- Met Expectations
- Did Not Meet Expectations

### Executive Comments

Please write any comments you have about this evaluation of your performance.

### Signatures

Executive: \_\_\_\_\_ Date: \_\_\_\_\_

Board Chair: \_\_\_\_\_ Date: \_\_\_\_\_