

2. Leadership and Management												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
<b>Strategic Direction</b>	Leaders/managers focus on day-to-day activities and give little thought to long-term priorities.			Leaders/managers try to focus on the overall goals, but they spend much of their time managing day-to-day issues and perceived emergencies (e.g., demands from senior officials).			Leaders/managers generally focus on achieving the vision, mission, and long-term goals. However, they lose focus during unexpected events and perceived emergencies.			Leaders/managers provide sustained focus on achieving the vision, mission, and long-term goals, which inspires staff and stakeholder commitment to the NPHI. Even during unexpected events, leaders/managers remain focused on the long-term.		
<b>Systems</b>	The NPHI has few systems to assist leaders/managers. Leaders/managers do not have timely access to accurate data on budget or on human resources. Employees rarely receive formal performance reviews.			Leaders/managers have access to data about budget and about human resources, but the data are often inaccurate or incomplete. Leaders/managers conduct periodic employee performance reviews, but these are superficial, and staff don't find them useful.			Leaders/managers use data from systems such as those on budget and on human resources to improve efficiency and effectiveness. Staff performance reviews sometimes include planning for employees to gain new skills and/or advance in their careers.			The NPHI's systems make it easy for leaders/managers at all levels to use data to track and improve performance. Leaders/managers are expected to provide regular performance assessments to employees, including plans to help employees improve or learn new skills.		
<b>Resources</b>	NPHI leaders/managers have limited or no training in core leadership and management principles and practices.			Some leaders/managers receive training or mentorship to improve their skills. Leaders/managers try to align jobs with staff skills and training, but many staff remain under- or overemployed.			Most leaders/managers have been trained in leadership and management skills. Leaders/managers try to match staff to jobs appropriate for their training and skill, and help staff get the training or mentoring needed to improve their performance.			All leaders/managers are trained in leadership and management skills. Staff in non-management positions are expected to demonstrate management skills appropriate to their jobs. Leaders/managers help staff grow in their jobs and take on more responsibility.		
<b>Quality</b>	Leaders/managers frequently change priorities. Lack of effective human resources management and budget also lead to inefficiency and decreased quality and quantity of work. Many staff are underused or are in positions that do not match their skillsets.			As leaders/managers align activities and operations with the long-term goals, staff better understand their roles and are able to work with more autonomy. Better management of human and other resources is increasing efficiency and work quality. However, leaders/managers treat many minor issues as crises, which disrupts progress.			Most of the NPHI's activities are aligned with long-term goals. Many of the NPHI's leaders/managers practice leadership and management skills like good time management and delegation, and they encourage their staff to practice them as well.			The NPHI's leaders/managers uses 360 and other review processes to improve performance. The NPHI seeks to use best leadership and management practices, regularly engaging with other sectors to identify the best new approaches.		
<b>Engagement</b>	Leaders/managers communicate with staff on an ad hoc basis. Lack of resources, a sense of chaos and uncertainty, and lack of staff empowerment contribute to low morale and lack of staff commitment to the NPHI.			Leaders/managers use meetings and other approaches to help staff understand the NPHI's priorities. As leaders/managers increasingly focus on the longer term and empower staff, staff engagement and morale are improving. However, staff are often frustrated because they lack needed resources and skills.			Leaders/managers regularly communicate with staff in a variety of ways. They reinforce to staff how critical their contributions are to the NPHI. They provide staff opportunities to acquire new skills and participate in planning and other NPHI-wide activities, increasing staff engagement.			Leaders/managers not only ensure that staff value being in the NPHI, but also that the staff feel valued as individuals. Leaders/managers routinely invest in helping staff advance in their knowledge and careers, and make other tangible efforts that demonstrate their commitment to the staff.		
<b>Impact</b>	The NPHI's impact is limited, in large part, because the NPHI's leaders/managers have a short-term focus. This affects everything from resource mobilization to staff satisfaction.			The NPHI's efficiency and effectiveness are improving as overall leadership and management improves. Staff and stakeholder trust and investment in the NPHI is increasing.			The NPHI's work is generally well-aligned with its vision and goals, and it can demonstrate progress towards achieving these. Skilled leaders/managers at all levels of the NPHI results in improved efficiency, effectiveness, stakeholder investment, and staff satisfaction.			Leaders/managers at every level can document how their team's work contributes to the NPHI's goals. The NPHI is widely admired and trusted both inside and outside the NPHI. The NPHI's leadership and management are models for other NPHIs.		