



Five facets of success/failure



- **Purpose** - This facet relates to the attainment of stated aims, objectives and outcomes of the policy or project. It also relates to the delivery of intended benefits for target groups.
- **Process** - This facet relates to the design and implementation/delivery of the policy/project. It encompasses all of the actions, activities and stages of a policy/project from beginning to end.
- **Participation** – This facet relates to who participates in the policy/project and how, at every stage from design to delivery and evaluation. It also relates to the development of a sustainable coalition of stakeholders, with different interests but equal influence.
- **Practice** - This facet relates to the creative and cultural intentions/aspirations of the policy/project. It also relates to its critical reception as a piece of creative practice.
- **Profile** – This facet relates to the reputation and future prospects of the organisations and/or professionals involved. It also relates to control over the policy agenda and the ability to promote organisational or personal interests and values.

Degrees of failure/success

- **Outright failure** – even if there have been some elements of success the prevalence of failures resulted in goals/intentions fundamentally not being achieved. Opposition and criticism is great and/or approval and support is virtually non-existent.
- **Precarious failure** – failures may slightly outweigh successes and few if any of the secondary goals/intentions are achieved. A number of the primary goals/intentions are only partially achieved. Opposition and criticism outweighs approval and support.
- **Tolerable failure** – failures may slightly outweigh successes and few if any of the secondary goals/intentions are achieved. A number of the primary goals/intentions are only partially achieved. Opposition is small and/or criticism is virtually non-existent but any support/approval may be limited to specific groups of stakeholders.
- **Conflicted success** – failures are fairly evenly matched with successes and the achievement of goals/intentions is varied. Criticism and approval exists in relatively equal measure but varies between different groups of stakeholders. It proves difficult to avoid repeated controversy and debate.
- **Resilient success** – successes may slightly outweigh failures and a number of the secondary goals/intentions are not achieved. However, none of the failures significantly impede the fulfillment of the primary goals/intentions. Opposition is small and/or criticism is virtually non-existent but any support/approval may be limited to specific groups of stakeholders.
- **Outright success** – even if there have been some elements of failure, the prevalence of successes resulted in all of the goals/intentions being fully achieved. Criticism and opposition is virtually non-existent and approval and support is almost universal and from a diverse group of stakeholders.





	Outright Failure	Precarious Failure	Tolerable Failure	Conflicted Success	Resilient Success	Outright Success
Purpose						
Process						
Participation						
Practice						
Profile						