

Individual Raters at Criteria Level

Criteria	Self Rating	Other Raters							
		A	B	C	D	E	F	Mean	Std Dev
Interprets Environment	81	102	100	98	108	94	100	100.32	4.63
Future Orientation	83	97	93	88	101	90	94	93.83	4.71
Integrates and Conceptualises	100	91	91	88	93	93	95	91.83	2.40
Achieves Outcomes	87	85	91	85	102	86	93	90.35	6.62
Uses Strategic Enablers	82	94	81	88	101	84	90	89.68	7.17

Person A is the supervisor.

Summary of Behavioural Results per Capability

	Avg of Others	Norm Avg of Others
Interprets the Current Operating Environment	100.32	95.72
Utilises current information and opportunities	37.17	31.28
Nurtures diverse relationships	30.82	32.09
Focuses strategically on the present	32.33	32.35
Orientation to Shape The Future	93.83	94.82
Focuses strategically on future direction	31.84	30.99
Harnesses professional expertise	30.83	32.62
Manages change and uncertainty	31.16	31.21
Integrates Complexity and Conceptualises Outcomes	91.83	94.19
Realistically applies intelligent judgement	30.17	31.26
Generates the new and different	32.33	31.48
Intuitively integrates complexity to develop strategy	29.33	31.45
Achieves Strategic Outcomes	90.35	95.20
Builds organisation capability and agility	28.50	30.94
Courageously takes calculated risks	30.34	32.21
Ensures completion and delivers results	31.51	32.05
Understands and Uses Strategic Leadership Enablers	89.68	99.04
Inspires stakeholders with a positive and sustainable future direction	27.67	30.95
Fosters collaboration and alliances	31.51	32.00
Lives and promotes the organisation's values	30.50	36.09

The five capabilities indicated in *red* in the table above are those which appear to require the most improvement effort when compared with the results of other capabilities and the norm database average.

The five capabilities indicated in *green* above are those that appear to be strengths when compared with the results of other capabilities and the norm database average.

Ensures Completion and Delivers Results

Description

Establishes plans to achieve strategic outcomes, monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Commits to achieving quality outcomes.

Behaviour

Statement	Self Rating	Other Raters							
		Mean	Std Dev	A	B	C	D	E	F
Establishes clear plans and timeframes for project implementation	8	7.17	0.98	6	6	8	7	8	8
Identifies and addresses risks that may impede work completion	8	8.67	0.52	8	9	9	9	8	9
Encourages commitment to targets and results in self and others	6	7.67	1.03	7	8	6	9	8	8
Optimises priorities and projects by agreeing milestone adjustments as required	6	8.00	0.63	7	8	8	9	8	8

Behaviour Scoring Key: 0 = Never, 2 = Seldom, 5 = Sometimes, 8 = Often, 10 = Always

Ideas

You are making good progress in this area relative to the other factors. Some extra ideas include:

- Having monitored the environment and developed the long term direction and vision, the manager achieves strategic outcomes by stimulating the translation of strategic imperatives into initiatives and projects. This proactive approach by the manager requires being assertive but also taking some personal risks, carefully listening to other points of view and changing some things when things don't go as expected. Objectivity not ego drive the implementation agenda.
- So once the planning team are agreed on the Strategic Imperatives, it is necessary to set up a system of priority initiatives, and then convert these into formalised projects. Resources need to be allocated and staff and teams need creating, developing and mobilising to pursue initiatives in a phased way. Projects implemented early on may have information on diagnostic themes, whereas subsequent projects may involve more implementation. As an initial phase, this year's projects need clarifying and allocating.
- Once you have established a key goal and achieved necessary buy-in, implement a plan within the organisation to make it happen along a specific timetable, even if this requires an extended period of effort and action steps. Make sure you anticipate significant obstacles and develop alternative approaches.
- Do you need to take more time to evaluate success criteria? At the end of the year, how will you determine whether you were successful or not? Consider the following as criteria: financial indicators; quality factors; development of subordinates; exceeding last year's performance results; development of new systems; and last but not least, achievement of

