

18 - Forward Thinking - Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Identifies problems as they occur • Notices trends in the industry or marketplace • Identifies the consequences of situations as they occur • Identifies how individuals and groups are reacting to situations and information and deals with it 	<ul style="list-style-type: none"> • Anticipates possible problems and develops contingency plans in advance • Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems • Anticipates the consequences of situations and plans accordingly • Anticipates how individuals and groups will react to situations and information and plans accordingly 	<ul style="list-style-type: none"> • Foresees possible problems long before they occur and has a contingency plan already developed • Notices trends in the industry or marketplace before others do and develops effective plans to address the opportunities or problems • Anticipates the consequences of situations well in advance and has a plan already developed to address them • Anticipates how individuals and groups will react to situations and information well in advance; develops effective plans to deal with their reactions
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Identifies problems as they occur • Notices trends in the industry or marketplace • Identifies the consequences of situations as they occur • Identifies how individuals and groups are reacting to situations and information and deals with it 	<ul style="list-style-type: none"> • Anticipates possible problems and develops contingency plans in advance • Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems • Anticipates the consequences of situations and plans accordingly • Anticipates how individuals and groups will react to situations and information and plans accordingly 	<ul style="list-style-type: none"> • Foresees possible problems long before they occur and has a contingency plan already developed • Notices trends in the industry or marketplace before others do and develops effective plans to address the opportunities or problems • Anticipates the consequences of situations well in advance and has a plan already developed to address them • Anticipates how individuals and groups will react to situations and information well in advance; develops effective plans to deal with their reactions

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	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Anticipates possible problems and develops contingency plans in advance • Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems • Anticipates the consequences of situations and plans accordingly • Anticipates how individuals and groups will react to situations and information and plans accordingly 	<ul style="list-style-type: none"> • Foresees possible problems long before they occur and has a contingency plan already developed • Notices trends in the industry or marketplace before others do and develops effective plans to address the opportunities or problems • Anticipates the consequences of situations well in advance and has a plan already developed to address them • Anticipates how individuals and groups will react to situations and information well in advance; develops effective plans to deal with their reactions 	<ul style="list-style-type: none"> • Never surprised by possible problems and always seems to have anticipated them; has a suitable contingency plan ready to implement • Has a history of anticipating trends in the industry or marketplace well in advance of others in the industry, and develops efficient and effective plans to deal with the opportunities or problems • Is the expert at anticipating the consequences of situations well in advance and has an appropriate plan of action ready to implement • Has an uncanny ability to anticipate how individuals and groups will react to situations and information well in advance of others; has an effective plan of action ready to deal with their reactions