

20 - Strategic Thinking - Analyzing an organization’s competitive position and developing a clear and compelling vision of what the organization needs for success in the future.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Understands of the organization’s strengths and weaknesses • Understands the industry, market, and product/service trends • Develops strategies to achieve competitive advantage; translates strategies into goals • Communicates a vision to accomplish what the organization needs for success • Focuses on ways to build the organization’s capabilities in the short term 	<ul style="list-style-type: none"> • Understands the organization’s strengths and weaknesses as compared to competitors • Understands the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive strategies to achieve and sustain competitive advantage; translates strategies into clear goals and objectives • Communicates a clear vision that energizes others to accomplish what the organization needs for success in the long term; consistently restates and reinforces that vision and direction • Focuses on ways to build the organization’s capabilities for the future 	<ul style="list-style-type: none"> • Has a thorough understanding based on an ongoing analysis of the organization’s strengths and weaknesses as compared to competitors • Monitors and has a detailed understanding of the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive and effective strategies to achieve and sustain competitive advantage; translates strategies into clear and measurable goals and objectives that achieve results • Communicates a clear and compelling vision that energizes others to accomplish what the organization needs for success in the long term; passionate about consistently restating and reinforces that vision and direction • Focuses on specific ideas and initiatives that build the organization’s capabilities for the future; has a proven track record of success

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Supervisor/ Manager	<ul style="list-style-type: none"> • Understands of the organization’s strengths and weaknesses • Understands the industry, market, and product/service trends • Develops strategies to achieve competitive advantage; translates strategies into goals • Communicates a vision to accomplish what the organization needs for success • Focuses on ways to build the organization’s capabilities in the short term 	<ul style="list-style-type: none"> • Understands the organization’s strengths and weaknesses as compared to competitors • Understands the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive strategies to achieve and sustain competitive advantage; translates strategies into clear goals and objectives • Communicates a clear vision that energizes others to accomplish what the organization needs for success in the long term; consistently restates and reinforces that vision and direction • Focuses on ways to build the organization’s capabilities for the future 	<ul style="list-style-type: none"> • Has a thorough understanding based on an ongoing analysis of the organization’s strengths and weaknesses as compared to competitors • Monitors and has a detailed understanding of the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive and effective strategies to achieve and sustain competitive advantage; translates strategies into clear and measurable goals and objectives that achieve results • Communicates a clear and compelling vision that energizes others to accomplish what the organization needs for success in the long term; passionate about consistently restating and reinforces that vision and direction • Focuses on specific ideas and initiatives that build the organization’s capabilities for the future; has a proven track record of success

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Director/ Executive	<ul style="list-style-type: none"> • Understands the organization’s strengths and weaknesses as compared to competitors • Understands the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive strategies to achieve and sustain competitive advantage; translates strategies into clear goals and objectives • Communicates a clear vision that energizes others to accomplish what the organization needs for success in the long term; consistently restates and reinforces that vision and direction • Focuses on ways to build the organization’s capabilities for the future 	<ul style="list-style-type: none"> • Has a thorough understanding based on an ongoing analysis of the organization’s strengths and weaknesses as compared to competitors • Monitors and has a detailed understanding of the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive and effective strategies to achieve and sustain competitive advantage; translates strategies into clear and measurable goals and objectives that achieve results • Communicates a clear and compelling vision that energizes others to accomplish what the organization needs for success in the long term; passionate about consistently restating and reinforces that vision and direction • Focuses on specific ideas and initiatives that build the organization’s capabilities for the future; has a proven track record of success 	<ul style="list-style-type: none"> • Drives the organization to have a thorough understanding based on an ongoing analysis of the organization’s strengths and weaknesses as compared to competitors • Coaches and encourages other leaders to continuously monitor and have a detailed understanding of the industry, market, and product/service trends affecting the organization’s competitiveness, both short term and long term • Helps the organization develop distinctive and effective strategies to achieve and sustain competitive advantage; is the expert at translating strategies into clear and measurable goals and objectives that achieve superior results • Demonstrates a passion for helping the organization communicate a clear and compelling vision; energizes and motivates others to accomplish what the organization needs for success in the long term; coaches others to be passionate about consistently restate and reinforce the vision and direction to employees at all levels • Helps the organization identify and constantly focus on ways to build the organization’s capabilities for the future; has a proven track record of success