

# Developing Strategy

Negative Indicators	1	2	3	4	5	Positive Indicators
Either more operational in outlook or lacks proactivity in proposing insightful strategic ideas within the SLT						Contributes to the creation of breakthrough strategies and compelling visions that transform and develop the business
Unwilling to put self forward as a visionary leader - leaves it to others to set the tones and the standards by which we work						Sets the values and principles of the organisation - creates processes and protocols that govern the way we do business
Takes a narrow and/or internal view of business issues						Demonstrates an understanding of the external factors which will impact on the organisation. Looks at issues from a holistic perspective
Builds plans and strategies within own business unit that do not take account of the wider organisational goals and drivers						Responsible for ensuring the business strategy within own area of responsibility is aligned with the broader organisational strategy
Takes a narrow or arrogant view when considering change - focuses on own ideas rather than being willing to learn from others						Seeks to learn from the competition and other sectors of the industry - identifies and embeds best practice from outside
Allows strategic visions to remain as 'headline statements' or aspirational ideals - lacks the connection between a vision and action						Ensures strategies are put into practice - translates strategies into plans
Focuses more on immediate or operational matters, rather than playing the long-game						Takes a long-term view