

Competency Library/Dictionary

An Example of the Description of Each Competency

20. STRATEGIC THINKING (Business - Preventing and Solving Problems Cluster)

Definition: Analyzing an organization's competitive position by considering the market and industry trends, existing and potential customers, and strengths and weaknesses as compared to competitors.

Behaviors

- a. Understands the organization's strengths and weaknesses as compared to competitors
- b. Understands industry and market trends affecting the organization's competitiveness
- c. Has an in-depth understanding of competitive products and services within the marketplace
- d. Develops and proposes a long-term strategy for the organization, based on an analysis of the industry and marketplace and the organization's current and potential capabilities as compared to competitors

	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
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
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