



Participant Name
Organisation



BUSINESS ACUMEN GAUGE

The missing link in leadership development
and performance improvement



An introduction to your Business Acumen Gauge

This report will provide you with the results of the Business Acumen Gauge that you and the people whom you asked for feedback recently completed.

What is Business Acumen?

The Business Acumen Gauge comprises eleven components called capabilities.

The **Business Acumen** capabilities are based on information drawn from a number of sources, including management research literature, testing and validation with leaders in multiple organisations.

The eleven capabilities are:

- Mindset
- Foresight
- Broad Scanning
- Strategic Alignment
- Collaborative
- Resource Management
- Systems and Process
- Decision Making
- Talent Development
- Duty of Care
- Financial Literacy

How this report is structured

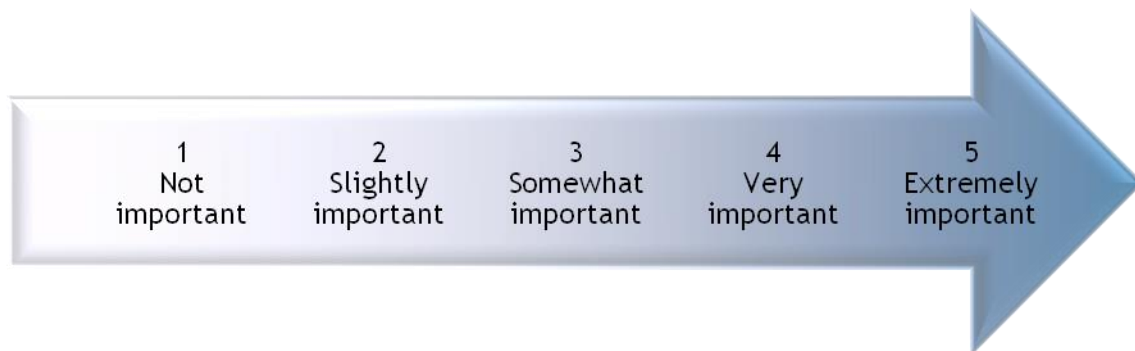
Your Business Acumen Gauge is structured as follows:

- **Overview** – Provides a comparison on the **importance** of each capability for your role against its **demonstration**
- **Part A** – Provides a summary of the **importance** of the eleven capabilities in your role, as seen by yourself and others
- **Part B** – An overall picture of how yourself and others view your **demonstration** of the eleven capabilities in your role, followed by **detailed breakdown on your demonstration** of each capability, as seen by yourself and others.

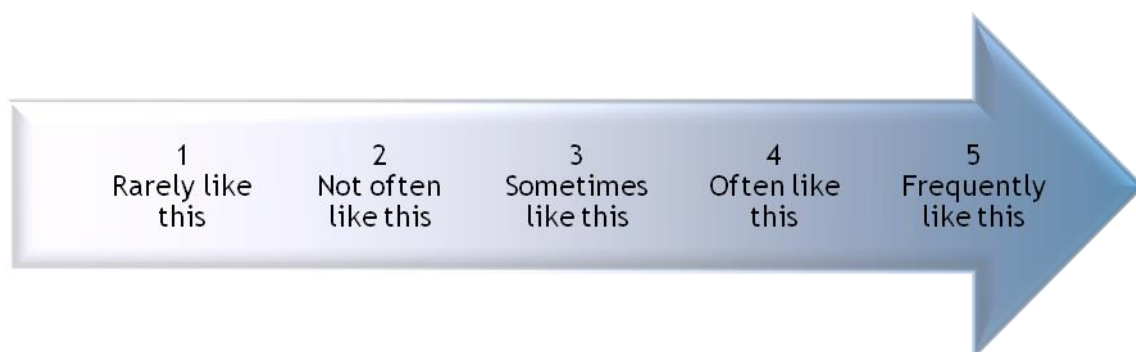
Assessment scaling

The assessment is based on a Competency Scale, which measures specific behaviour for each competency, taking account of intensity, complexity, sophistication and time horizon.

Part A of the assessment uses the following scale definitions:



Part B of the assessment uses the following scale definitions:



The eleven capabilities of the Business Acumen Gauge



Mindset describes the way a person thinks about her/himself as a driver of organisational success



Foresight refers to stepping back to get a total picture of the business and envisioning its future



Broad Scanning is acquiring and using information about trends, events, possibilities and relationships in the external environment



Strategic Alignment is creating, setting and executing strategic direction designed to improve business performance



Collaborative describes working with others to achieve common objectives



Resource Management is optimally rationing resources - materials, people, time and finance



Systems and Process is efficiently identifying, developing and using management information systems and technology



Decision Making means making sound choices from among the available options, then identifying the necessary actions and sharing insights with others



Talent Development is assessing and developing key talent to meet business needs



Duty of Care describes taking responsibility for present and future well being of staff and the organisation – economic, social and environmental



Financial Literacy involves understanding, interpreting and applying financial data

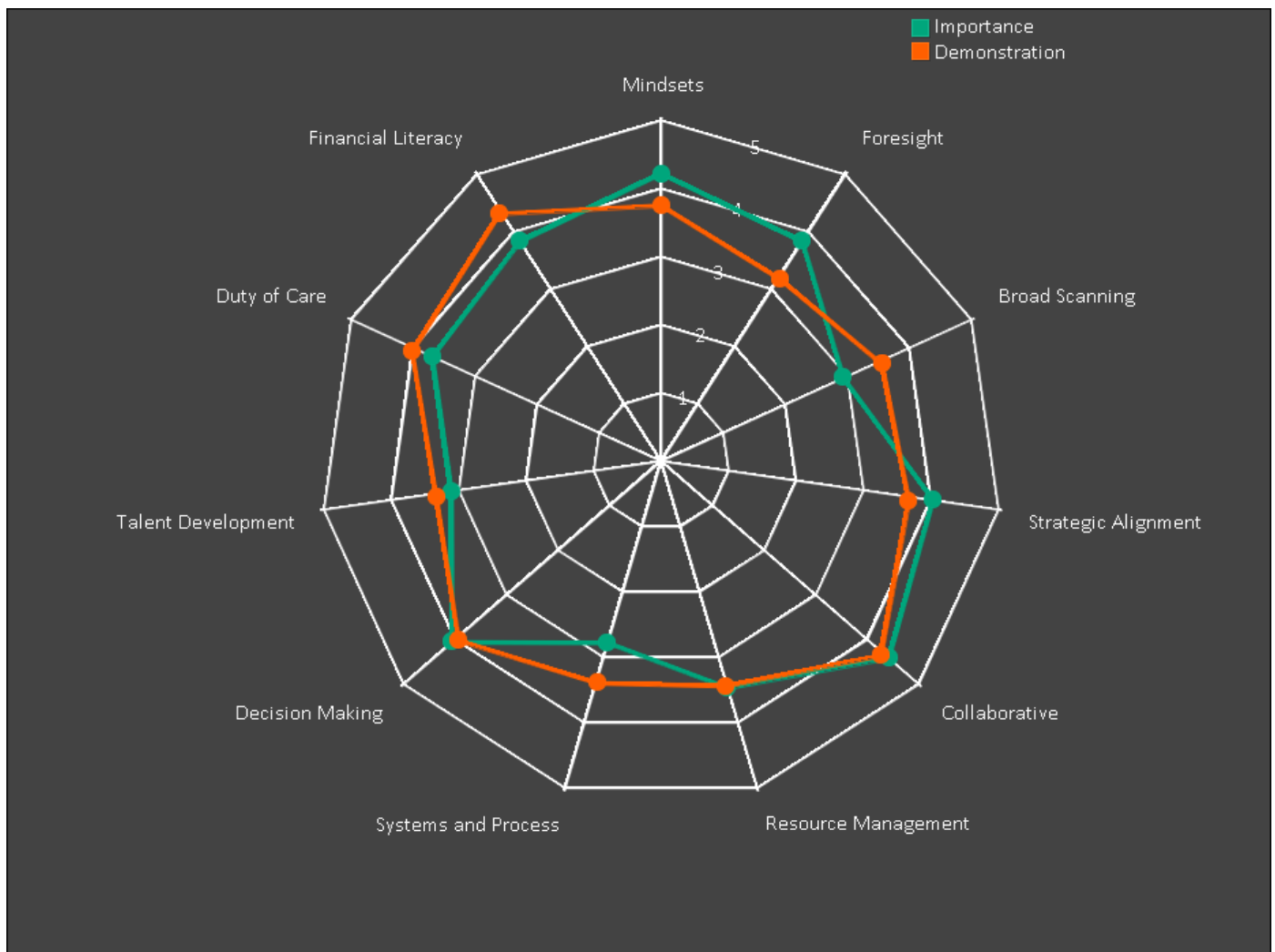
YOUR RESULTS

This report represents the responses from yourself and individuals from the following respondent groups:

Self (self assessment)	1
Direct Manager	1
Direct Report	5
Peer or Associate	2

OVERVIEW – IMPORTANCE IN THE ROLE VERSUS DEMONSTRATION

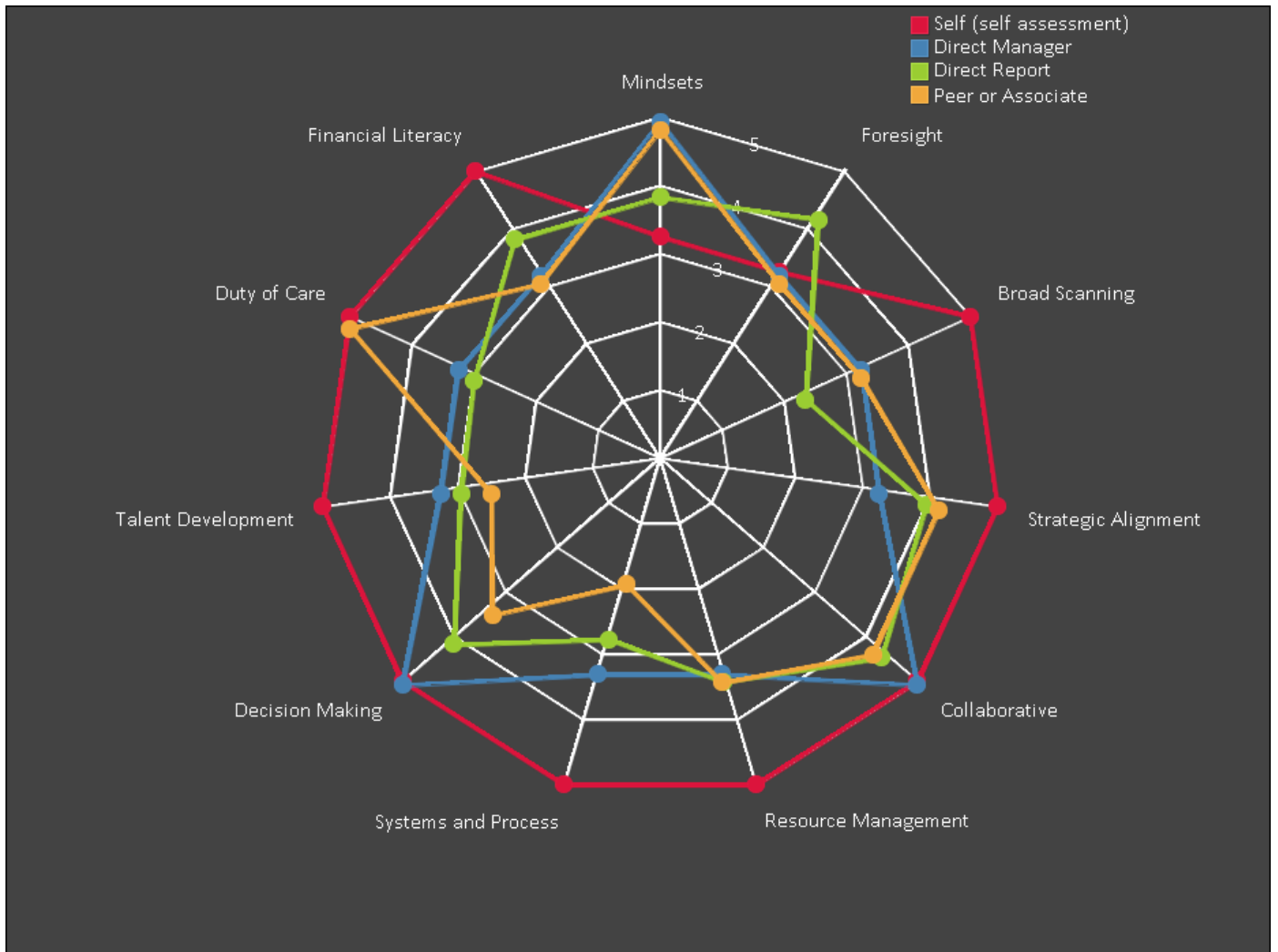
This chart compares the views of all respondents on the **importance** of each capability for the role against its **demonstration**.



	Mindsets	Foresight	Broad Scanning	Strategic Alignment	Collaborative	Resource Management	Systems and Process	Decision Making	Talent Development	Duty of Care	Financial Literacy
Importance	4.22	3.83	2.94	4.03	4.42	3.47	2.78	4.06	3.11	3.69	3.83
Demonstration	3.81	3.24	3.56	3.67	4.27	3.38	3.33	3.93	3.33	4.02	4.39

PART A – IMPORTANCE IN THE ROLE

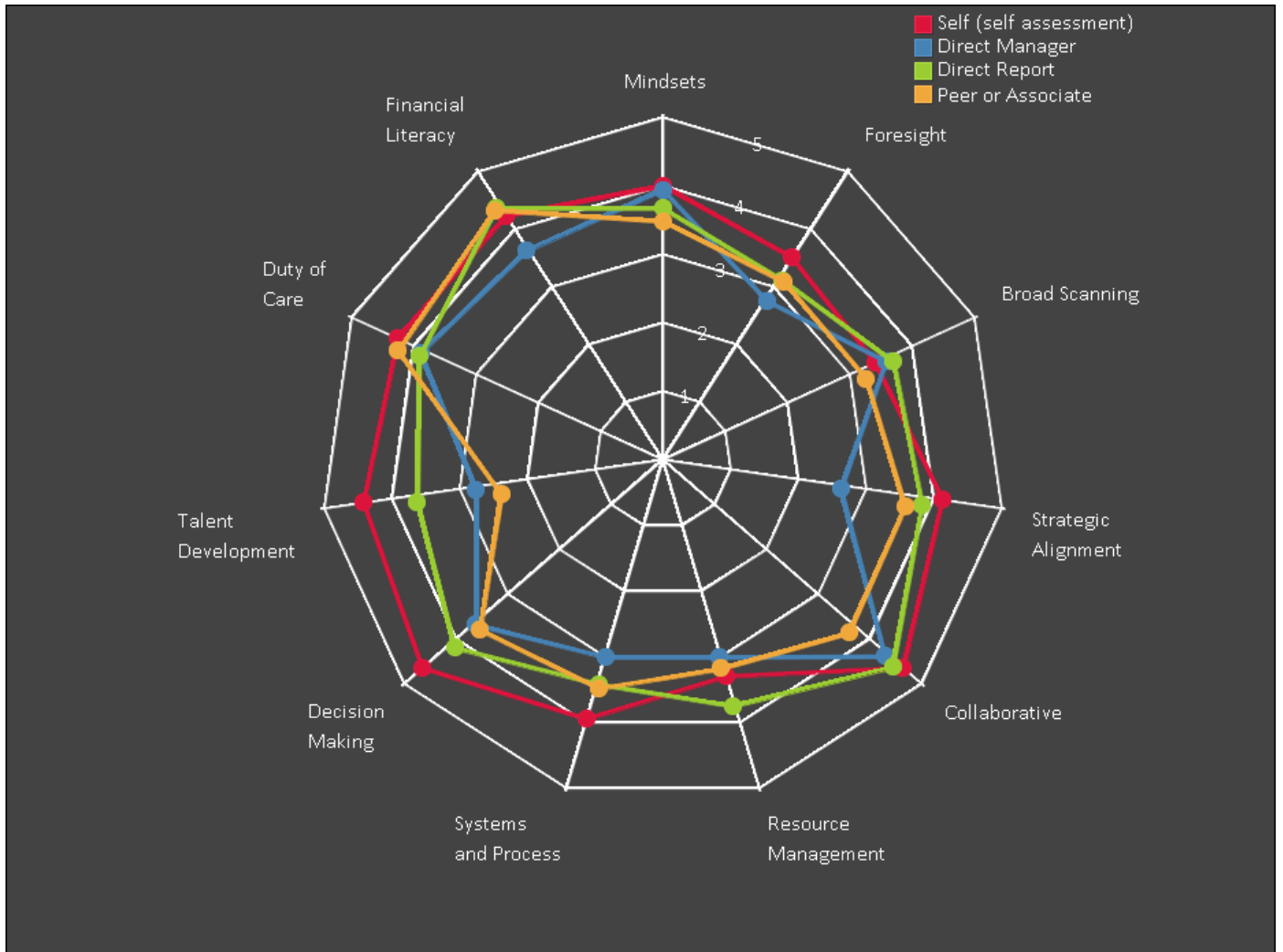
You and your respondents were asked to assess for the requirements of your specific role, the **importance** of each capability.



	Mindsets	Foresight	Broad Scanning	Strategic Alignment	Collaborative	Resource Management	Systems and Process	Decision Making	Talent Development	Duty of Care	Financial Literacy
Self (self assessment)	3.25	3.25	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Direct Manager	5.00	3.25	3.25	3.25	5.00	3.25	3.25	5.00	3.25	3.25	3.25
Direct Report	3.95	4.30	2.35	3.95	4.30	3.30	2.65	4.00	2.95	3.00	3.95
Peer or Associate	5.00	3.25	3.25	4.13	4.13	3.25	1.75	3.25	2.50	5.00	3.25

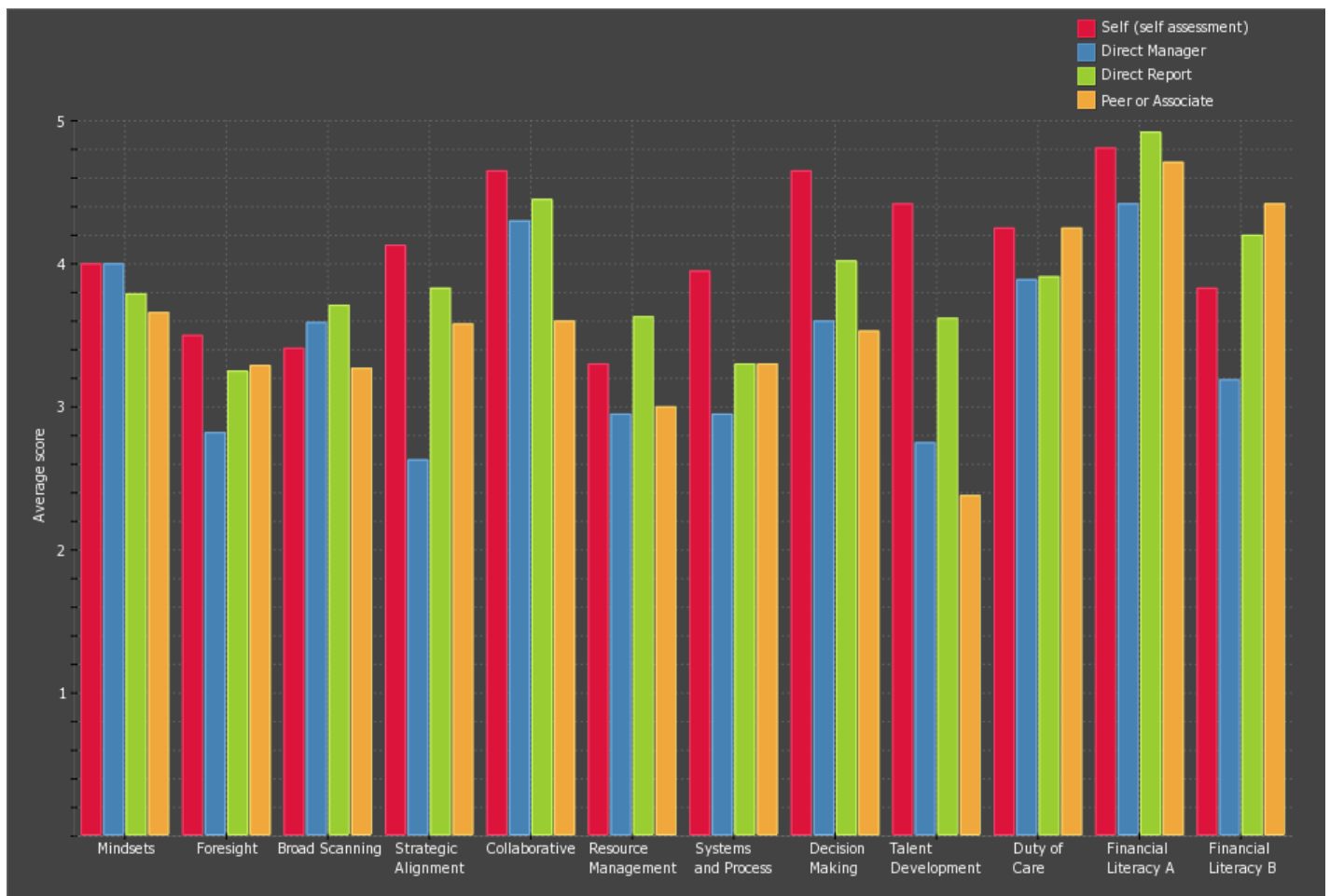
PART B – CAPABILITY DEMONSTRATION OVERVIEW

You and your respondents were asked to assess **in detail**, the frequency with which you **demonstrate** the capabilities described. The following two charts display your overall results, aggregating the data that follows. Both charts represent the same data, however are illustrated in different chart layouts. In addition, the second chart breaks out the Financial Literacy capability into Parts A (Understanding) and B (Interpreting and Applying).



	Mindsets	Foresight	Broad Scanning	Strategic Alignment	Collaborative	Resource Management	Systems and Process	Decision Making	Talent Development	Duty of Care	Financial Literacy
Self (self assessment)	4.00	3.50	3.41	4.13	4.65	3.30	3.95	4.65	4.42	4.25	4.23
Direct Manager	4.00	2.82	3.59	2.63	4.30	2.95	2.95	3.60	2.75	3.89	3.69
Direct Report	3.79	3.25	3.71	3.83	4.45	3.63	3.30	4.02	3.62	3.91	4.50
Peer or Associate	3.66	3.29	3.27	3.58	3.60	3.00	3.30	3.53	2.38	4.25	4.54

PART B – CAPABILITY DEMONSTRATION OVERVIEW CONTINUED...

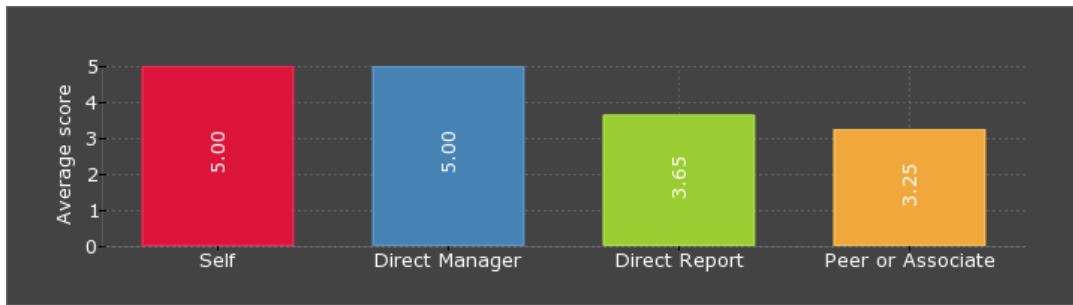


	Mindsets	Foresight	Broad Scanning	Strategic Alignment	Collaborative	Resource Management	Systems & Process	Decision Making	Talent Development	Duty of Care	Financial Literacy A	Financial Literacy B
Self (self assessment)	4.00	3.50	3.41	4.13	4.65	3.30	3.95	4.65	4.42	4.25	4.81	3.83
Direct Manager	4.00	2.82	3.59	2.63	4.30	2.95	2.95	3.60	2.75	3.89	4.42	3.19
Direct Report	3.79	3.25	3.71	3.83	4.45	3.63	3.30	4.02	3.62	3.91	4.92	4.20
Peer or Associate	3.66	3.29	3.27	3.58	3.60	3.00	3.30	3.53	2.38	4.25	4.71	4.42

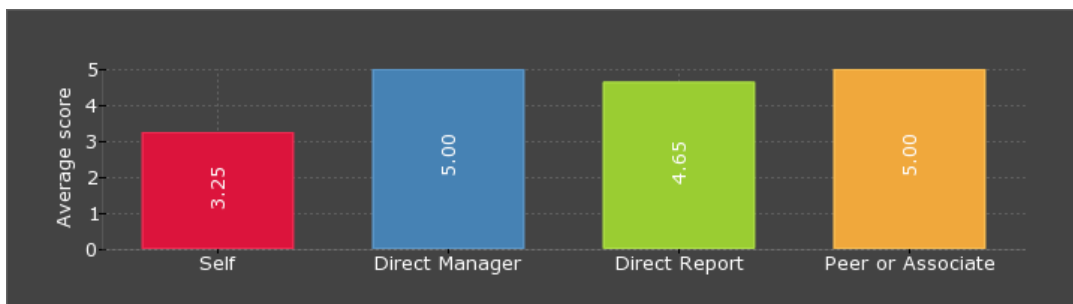
PART B – CAPABILITY DEMONSTRATION IN DETAIL

The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **MINDSETS**.

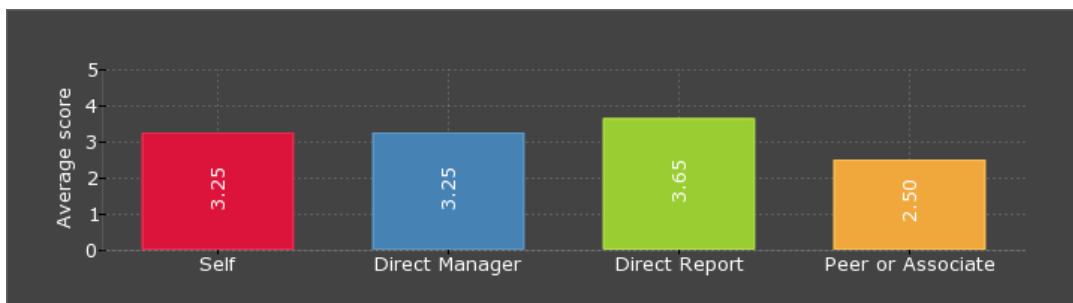
Reflective Mindset – Shows that s/he has both learnt from the past and has learning agility for the future



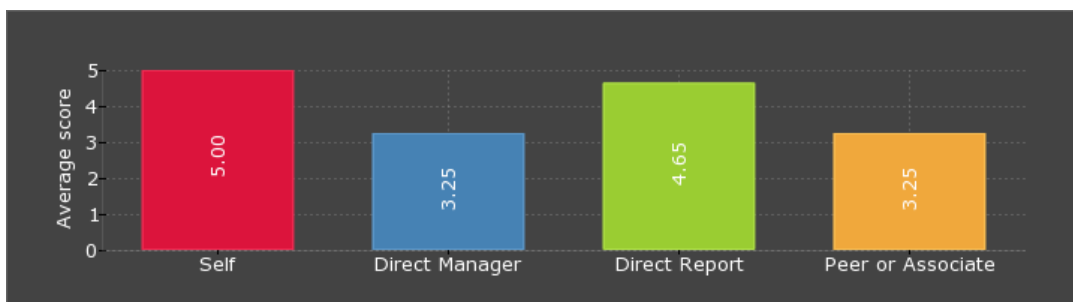
Analytical Mindset – Gathers relevant data, both quantitative and qualitative, and then makes sense of it through evaluation, and finally draws accurate conclusions from it



Creative Mindset – When solving problems s/he thinks creatively – using many techniques for new ways to approach problems

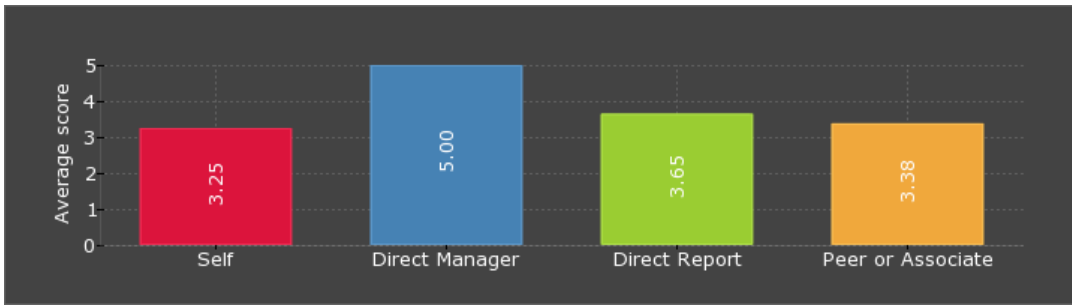


Collaborative Mindset – Appreciates the value of working collaboratively and draws upon the skills and insights of colleagues to solve problems and implement solutions

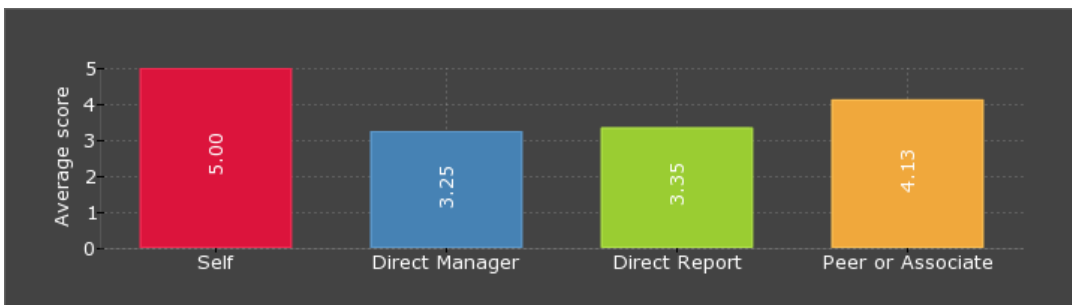


MINDSETS continued...

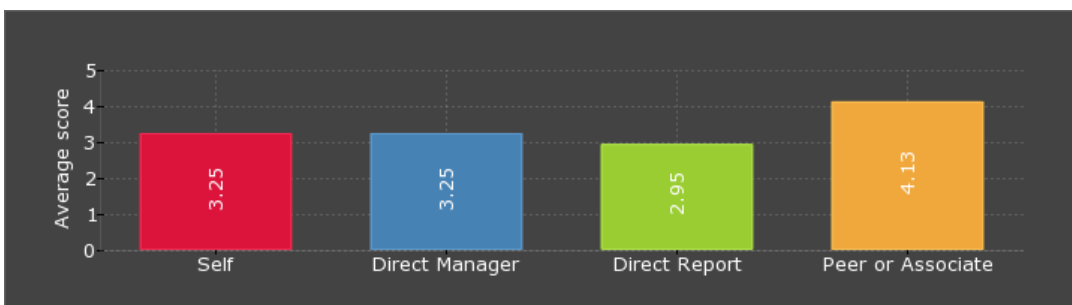
Change Mindset– Takes responsibility for initiating and leading change



Resilient Mindset– Maintains agility and perseverance to get the job done

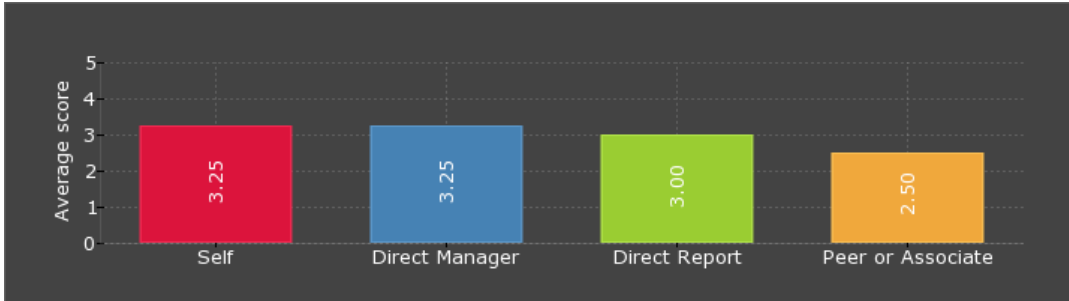


Action Mindset– Has an orientation towards getting things done efficiently and effectively

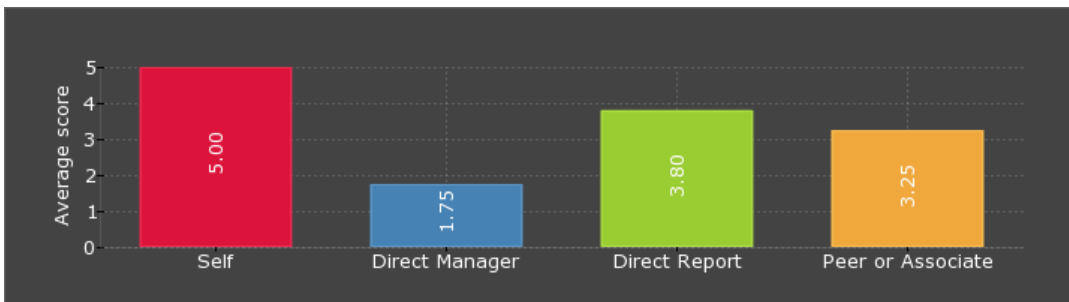


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **FORESIGHT**.

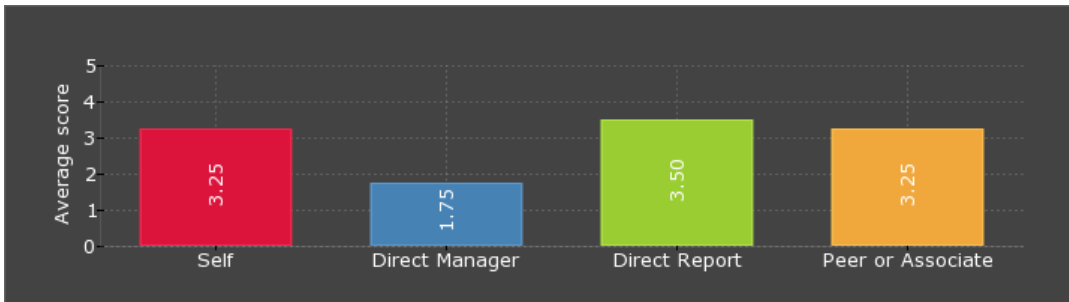
Demonstrates foresight in anticipating changing business demands



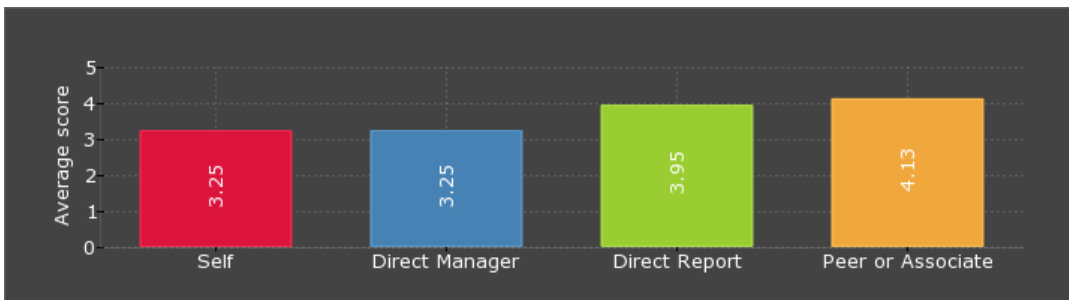
Challenges held assumptions to uncover new ways of seeing what is possible for the organisation's future



Thinks broadly and creatively about potential futures for the organisation

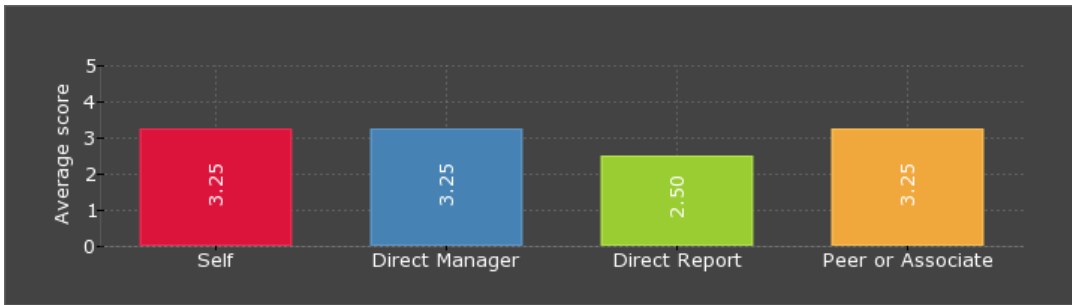


Ensures that strategies to improve business performance are aligned to the organisation's purpose and values

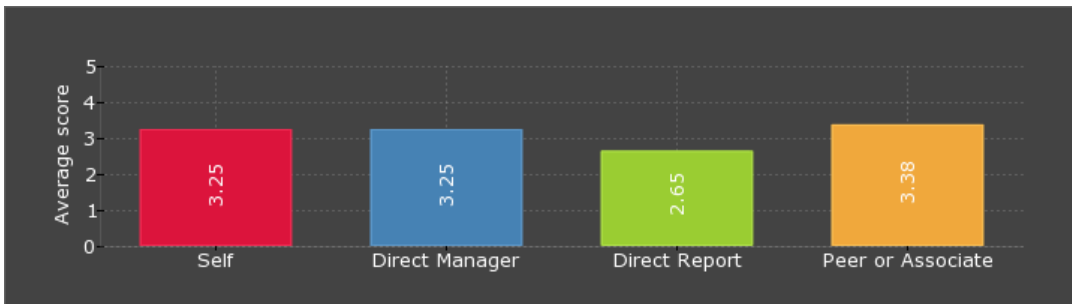


FORESIGHT continued...

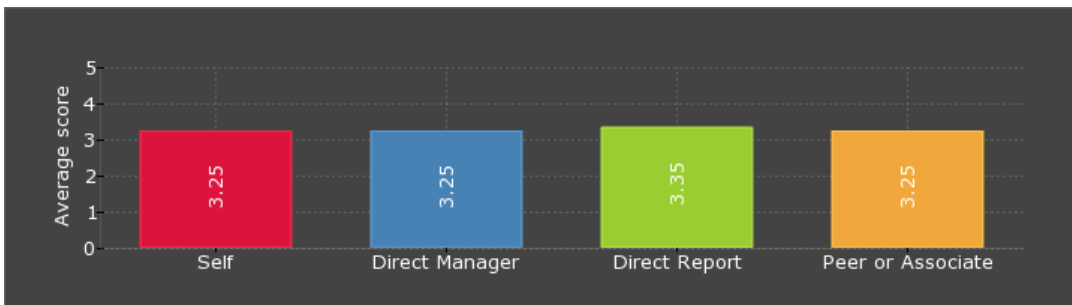
Identifies future threats, challenges and opportunities



Cuts through complexity to get a clear picture on what is happening in the external environment

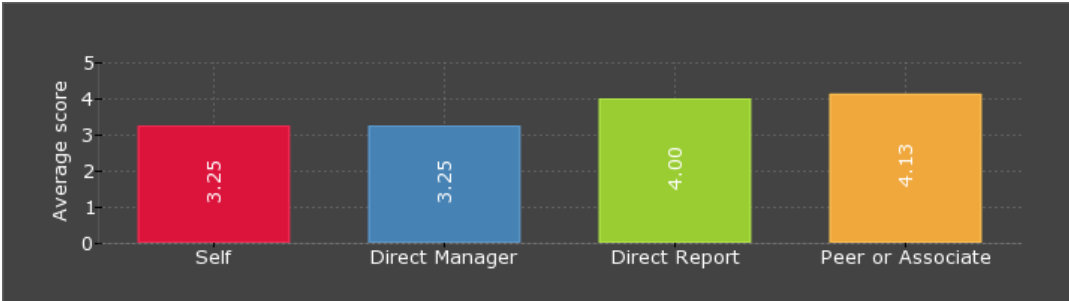


Articulates a clear vision and goals for the organisation's future

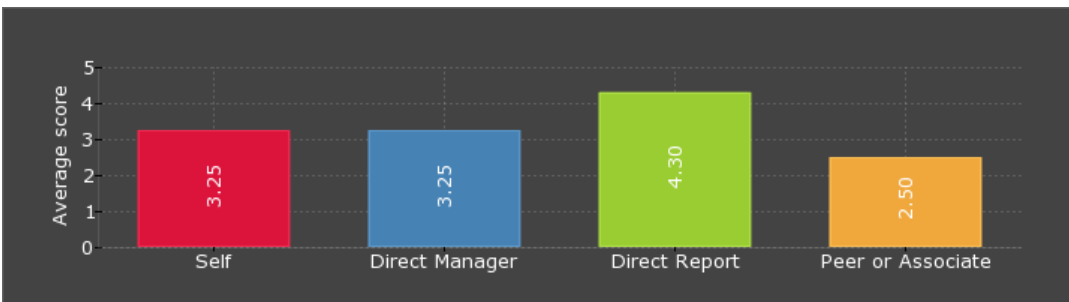


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **BROAD SCANNING**.

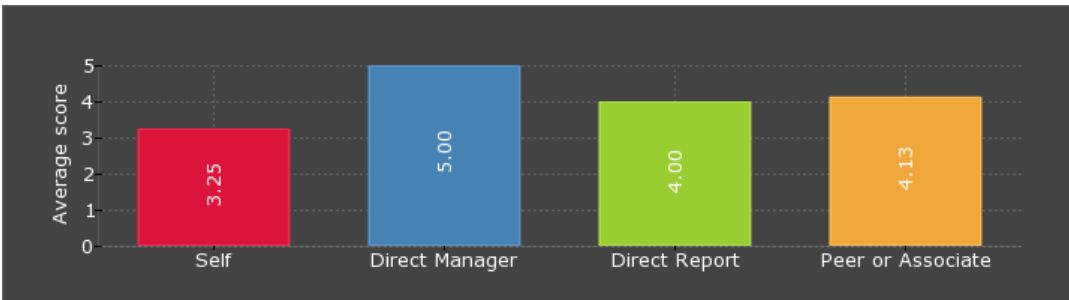
Takes a 'total business' approach (how each part impacts stakeholders, the market, cash, margin, growth, clients, capacity)



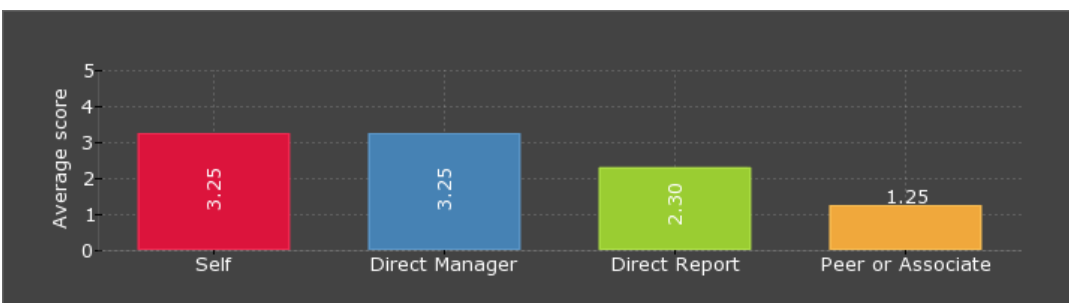
Regularly refers to or relates to business strategy as it evolves



Draws on multiple information sources

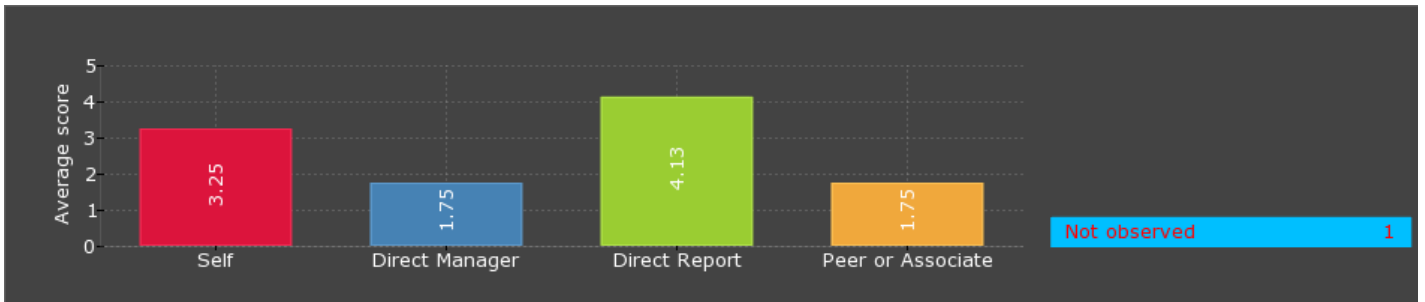


Takes into account competitors strategies and initiatives

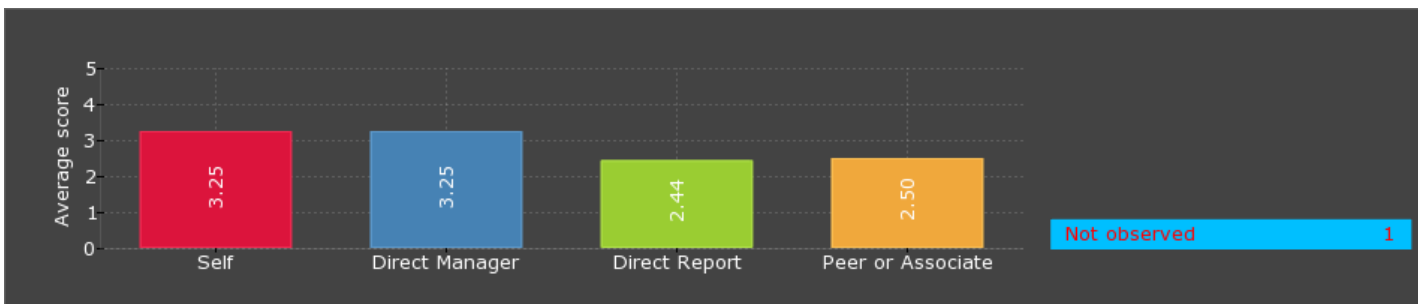


BROAD SCANNING continued...

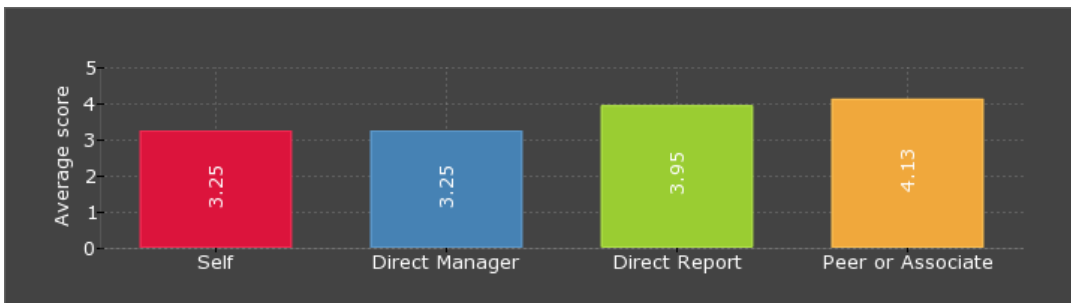
Seeks input from customers and is sensitive to their changing requirements



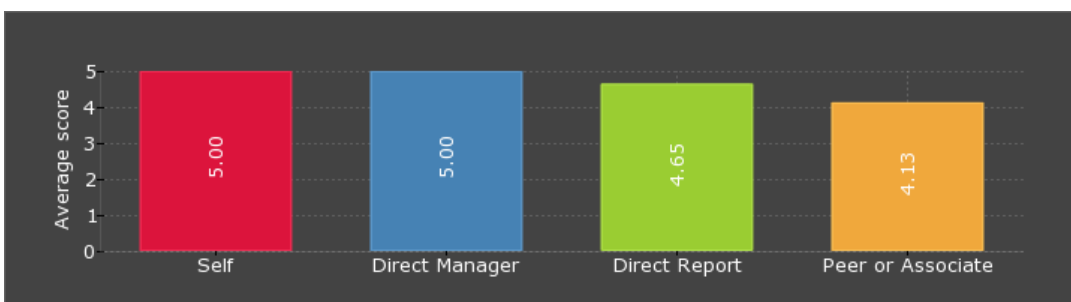
Insightfully assesses the influence of the external environment on the organisation



Is politically astute

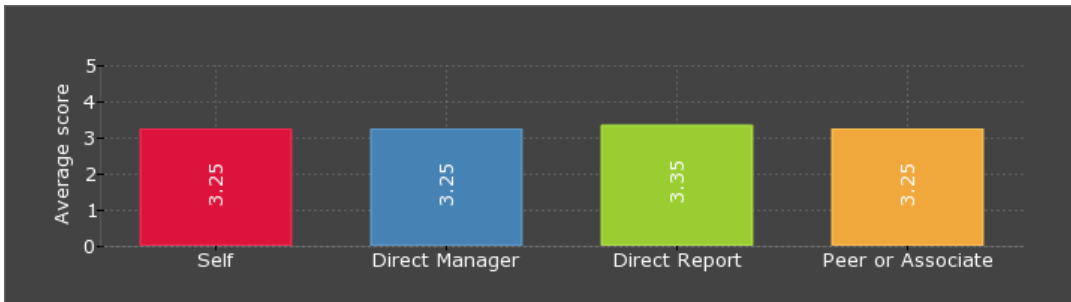


Develops networks and builds alliances inside and outside the organisation

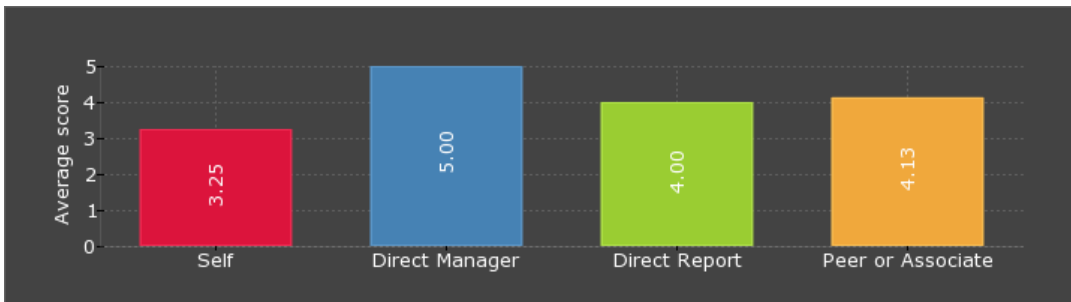


BROAD SCANNING continued...

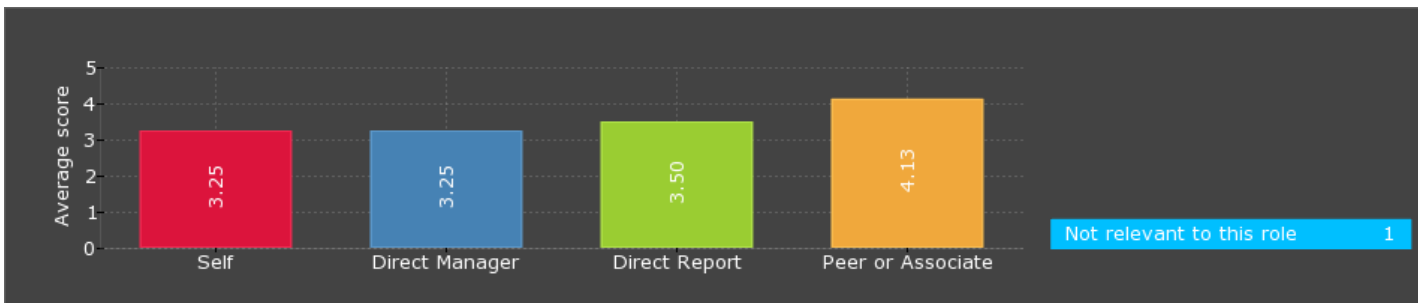
Systematically identifies and obtains required data by research and investigation



Digs deeper by asking probing questions and calls on others to widen perspective

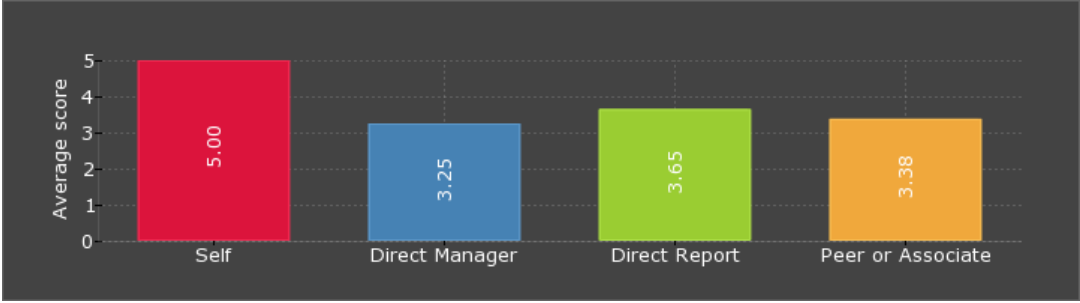


Understands how products and services create value for customers (why they use and buy them)



The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **STRATEGIC ALIGNMENT**.

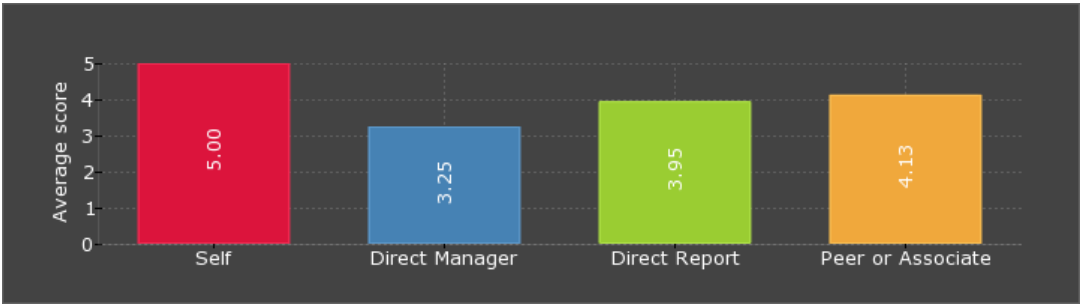
Makes clear links between business performance and articulated strategy



Identifies gaps between the current and desired business performance



Contributes effectively to direction and strategy designed to improve business performance

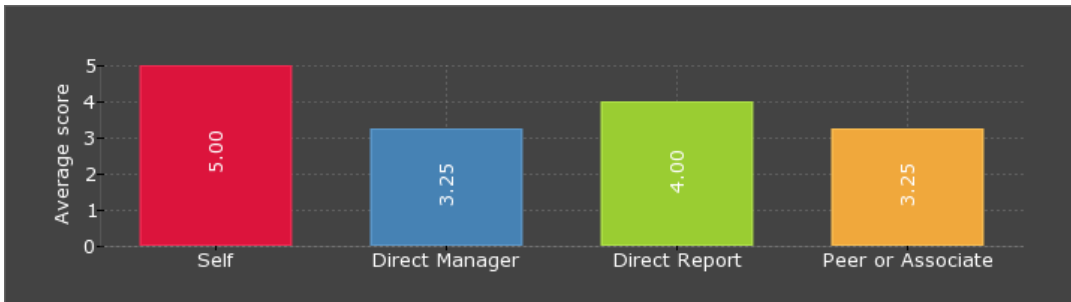


Contributes effectively to the development & implementation of business plans based on a sound market understanding

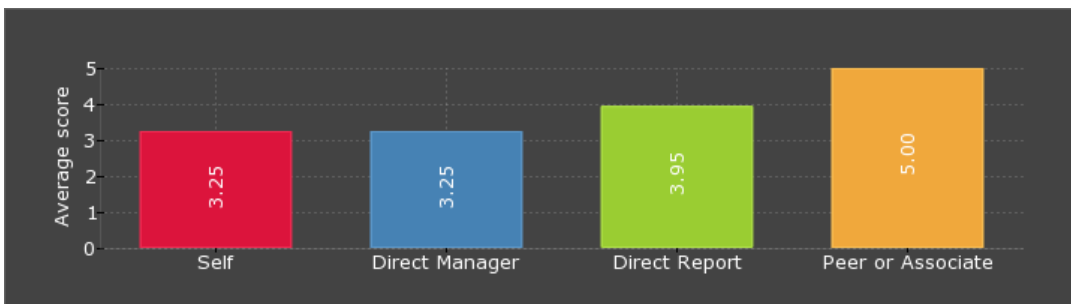


STRATEGIC ALIGNMENT continued...

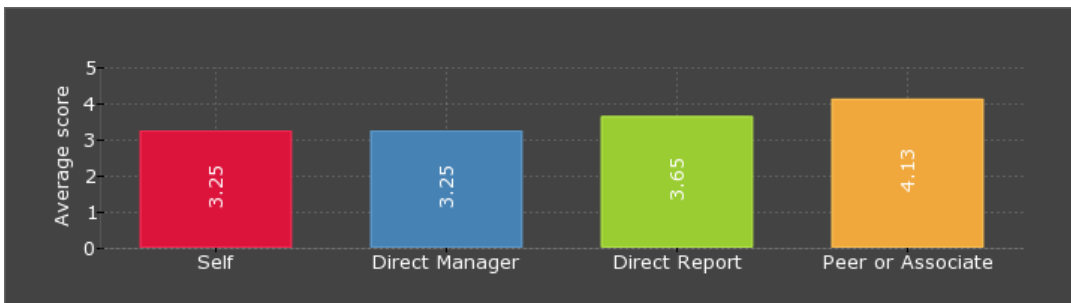
Develops and deploys long and short-range goals consistent with overall strategy



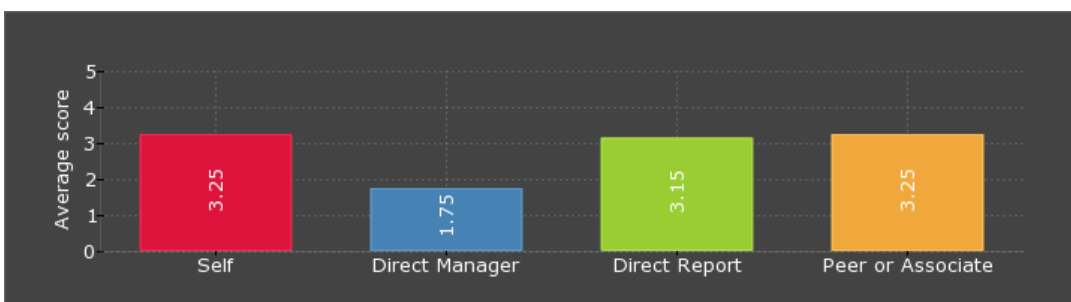
Effectively uses metrics and milestones to hold people accountable



Executes strategy effectively and adaptively

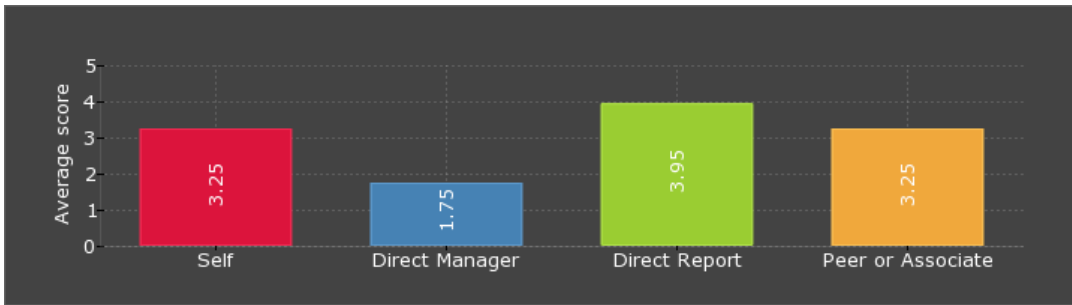


Has a deep knowledge of the organisation's capability

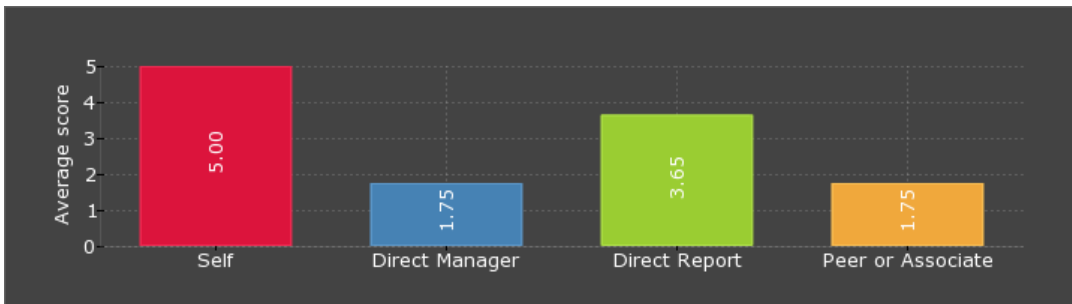


STRATEGIC ALIGNMENT continued...

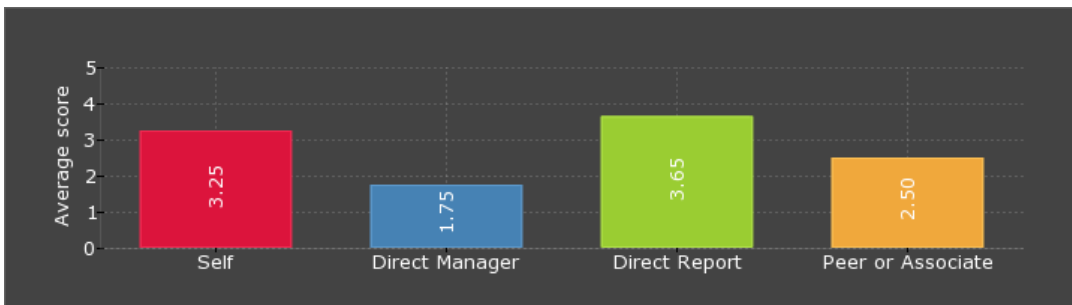
Clearly and consistently communicates strategy to all stakeholders



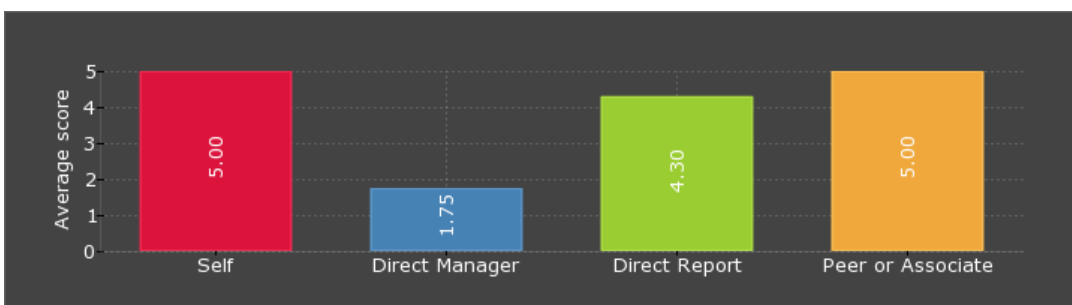
Can influence and persuade others to engage in strategy



Refines strategy in response to marketplace changes, new technology or stakeholder feedback

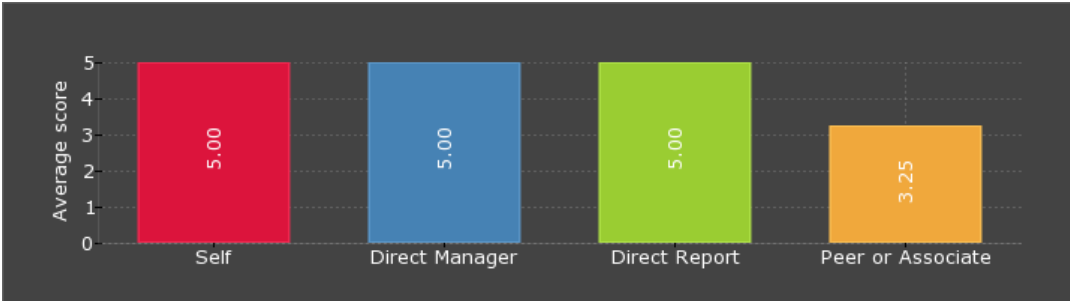


Takes accountability for strategy execution

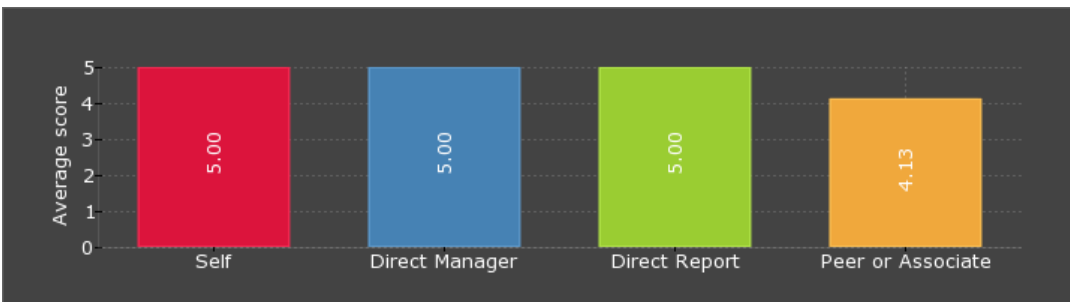


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **COLLABORATIVE**.

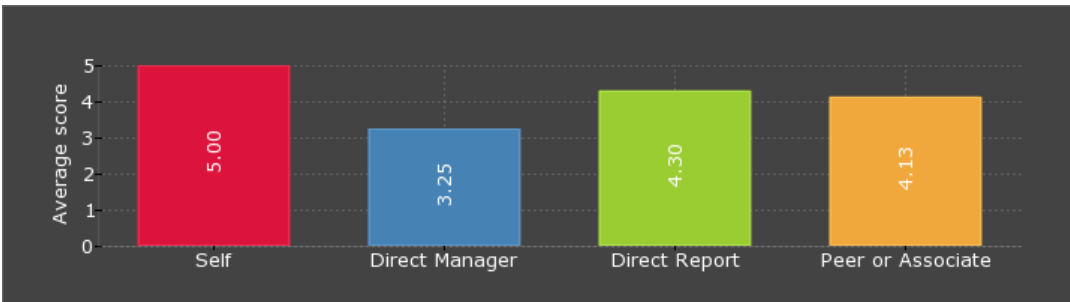
Is cooperative and shares information willingly to improve the organisation



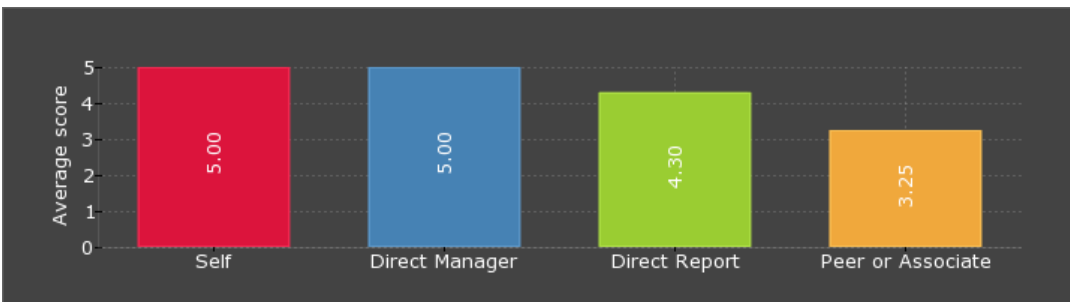
Builds teamwork and fosters collaboration



Nurtures opportunities for collaboration as a means of motivating the team to reach their goals

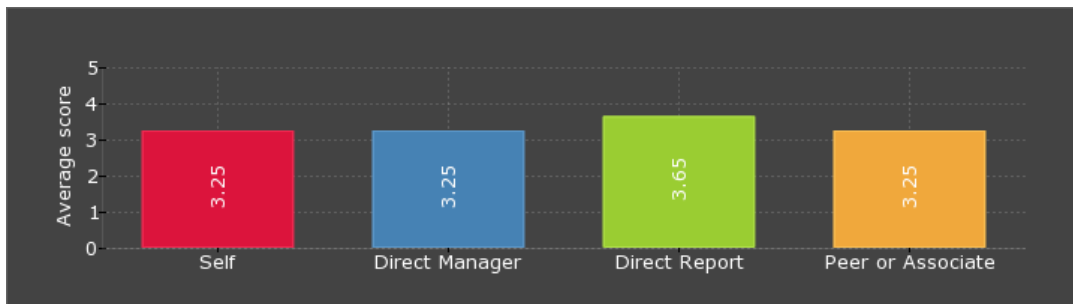


Collaborates across teams, functions and regions – finding common goals



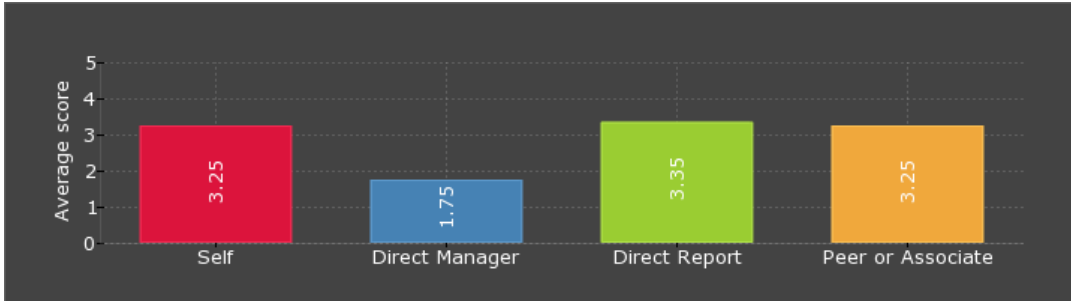
COLLABORATIVE continued...

Creates new opportunities for people to work together, breaking down barriers to collaboration

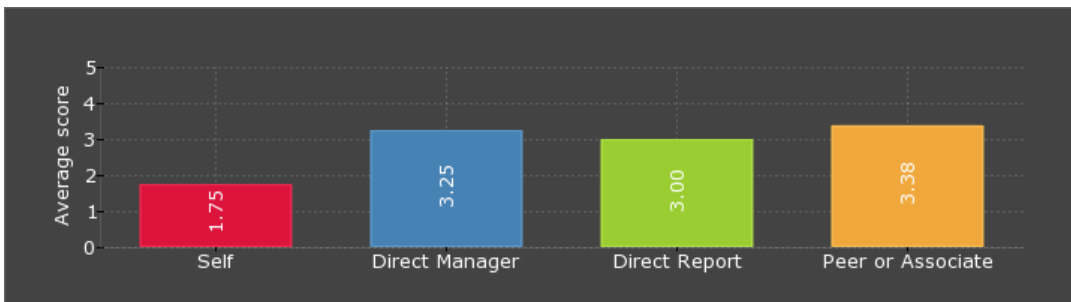


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **RESOURCE MANAGEMENT**.

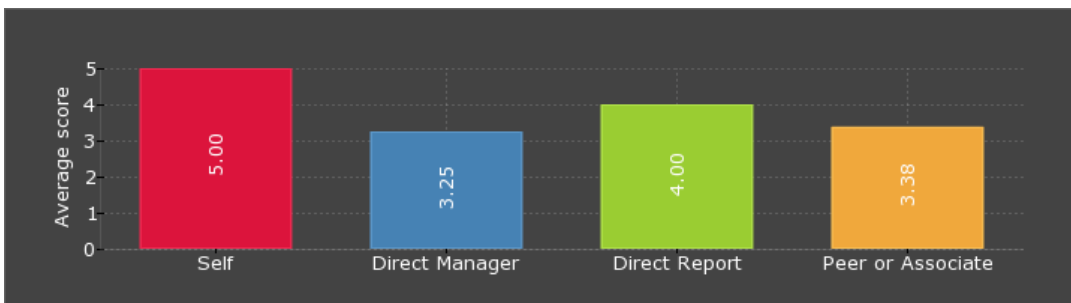
Predicts future resource requirements in an appropriate time frame



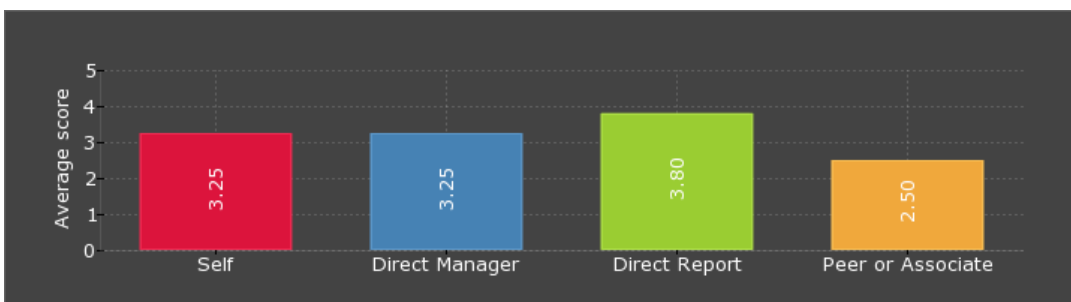
Knows how to get the appropriate resources to deliver profitable outcomes



Focusses on cost-effective approaches to resourcing at all levels

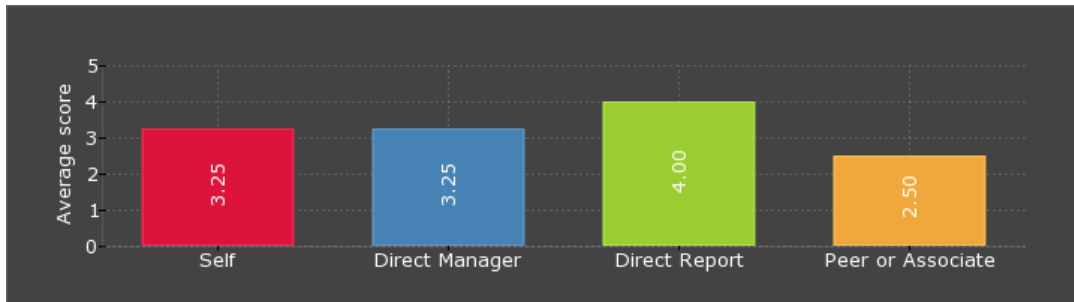


Streamlines operational processes to consistently meet or exceed expectations



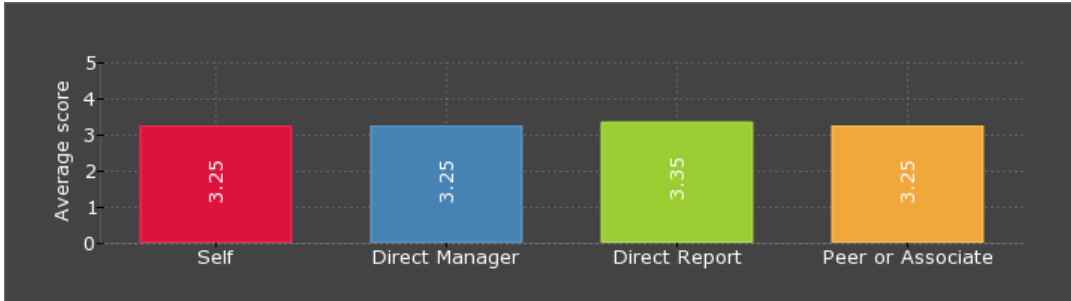
RESOURCE MANAGEMENT continued...

Eliminates waste and inefficiency

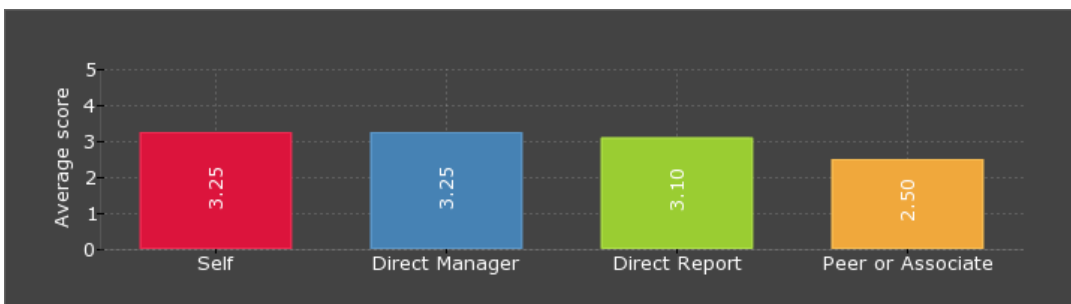


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **SYSTEMS AND PROCESS**.

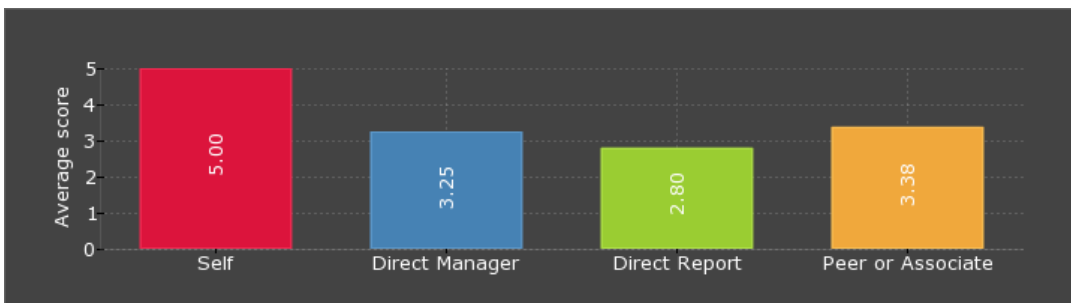
Integrates and coordinates appropriate systems and processes



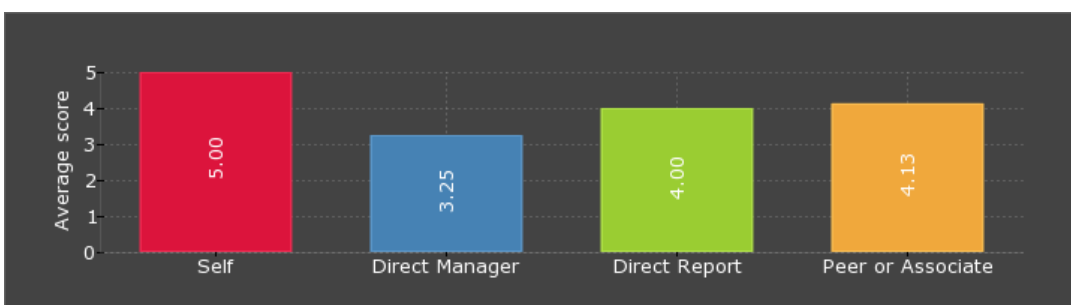
Ensures efficient and effective use of information systems



Effectively uses procurement and contracting procedures and processes

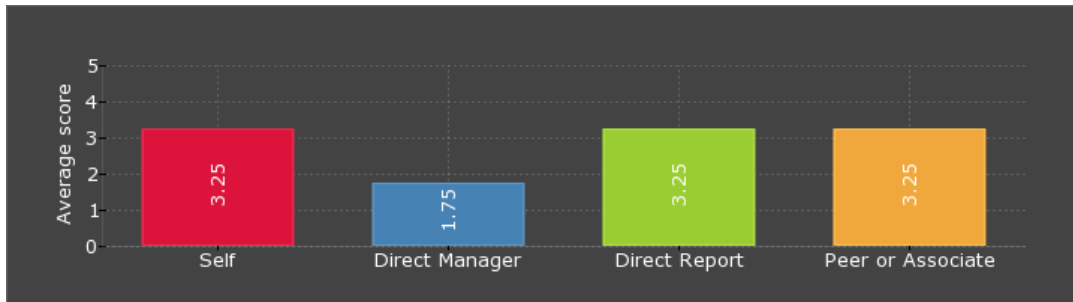


Identifies and demonstrates accountability for risk management



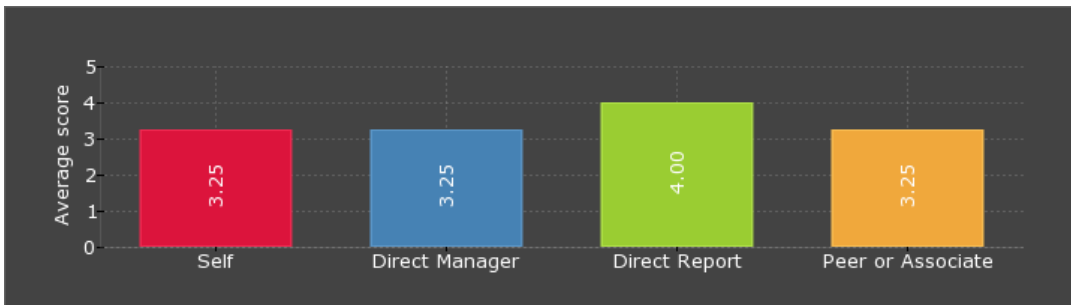
SYSTEMS AND PROCESS continued...

Uses technological change to improve performance

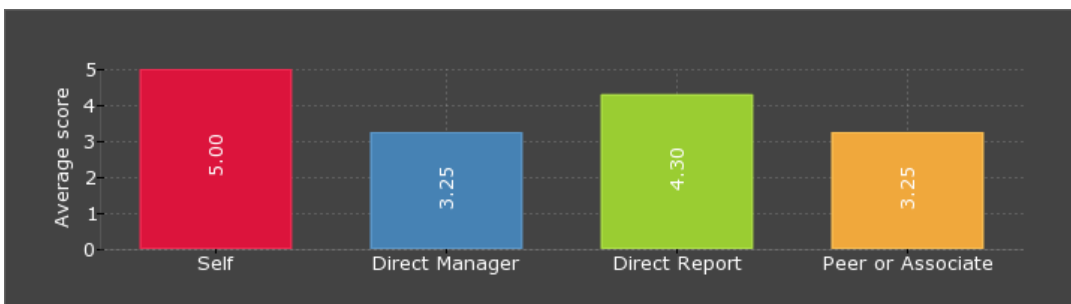


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **DECISION MAKING**.

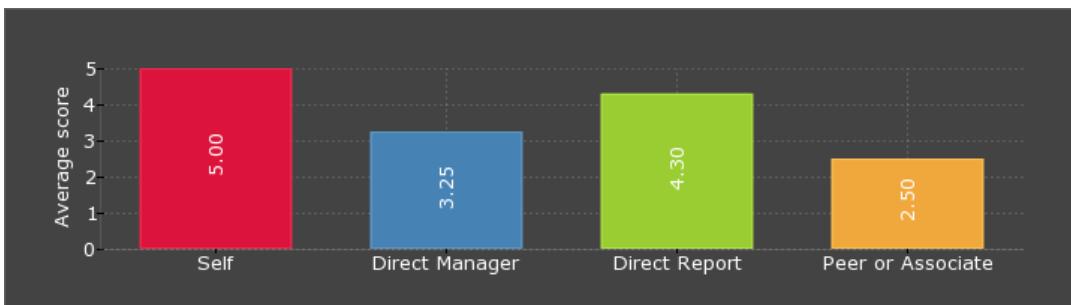
Establishes sound criteria for decision making



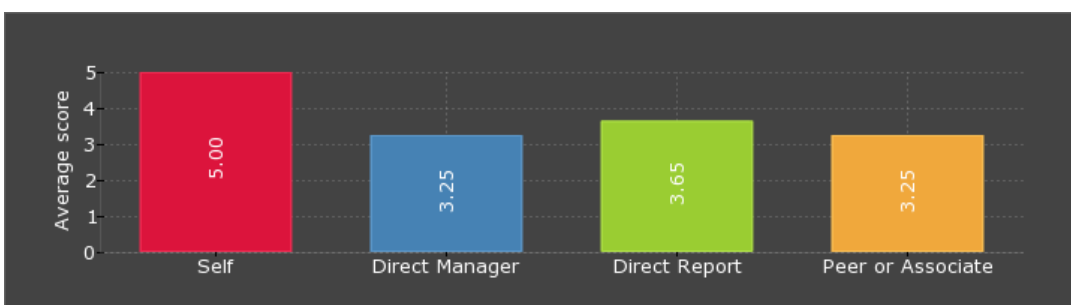
Collects, evaluates and tests information to find the important aspects of issues



Explores alternatives before making decisions



Balances hard data with intuition in making decisions

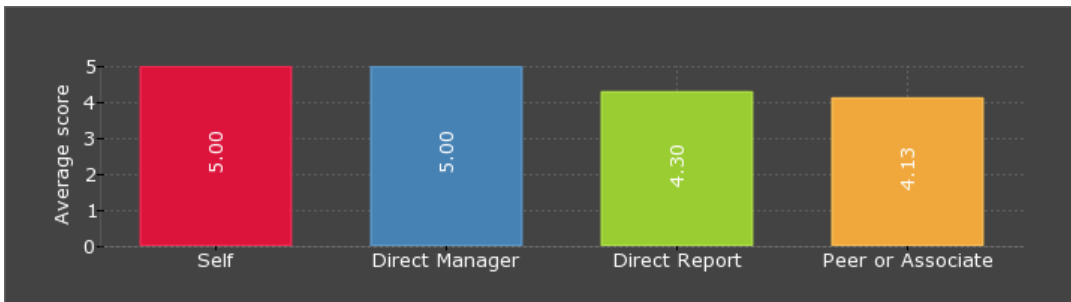


DECISION MAKING continued...

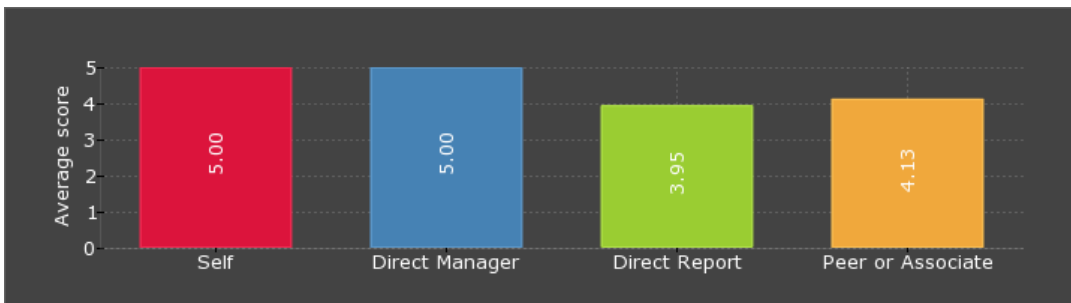
Takes into account the impact of decisions and actions on business performance



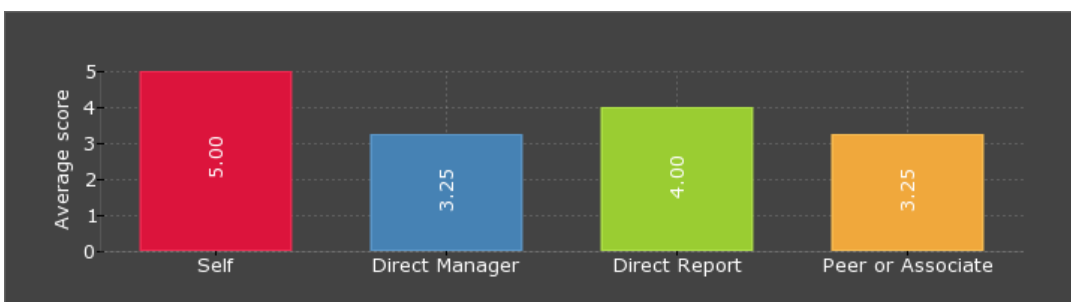
Takes into account the implications of decisions for all stakeholders



Can be counted on to make high quality decisions

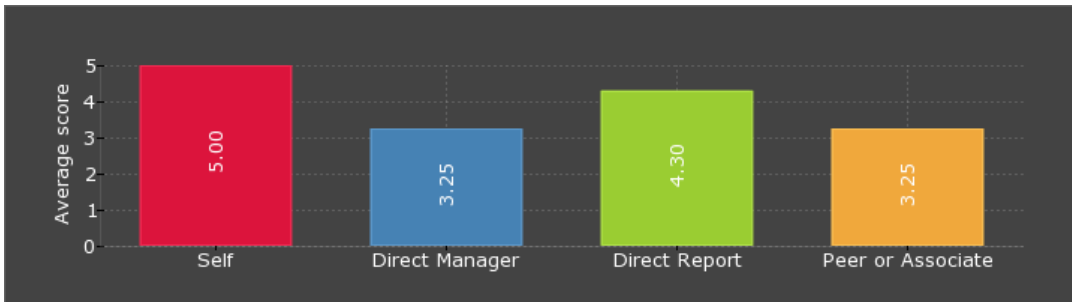


Can forecast the likely outcomes of his/her decisions

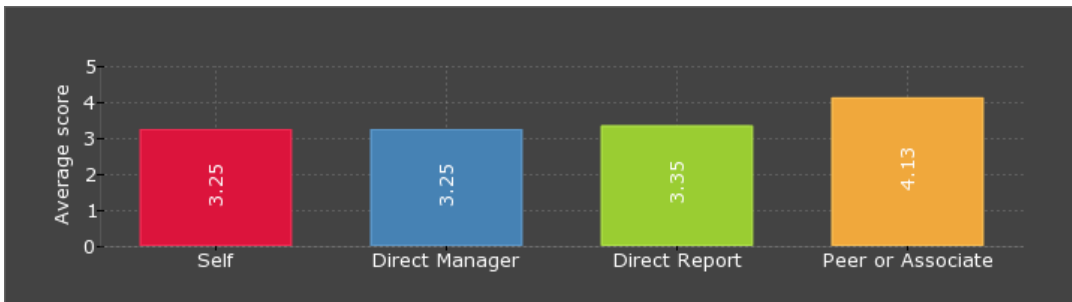


DECISION MAKING continued...

Uses intuitive insight, looking beyond the data, to weigh up options

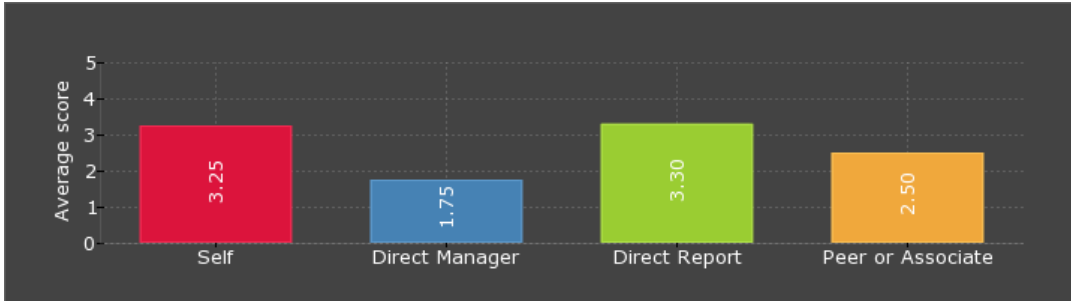


Demonstrates a clear logic underlying business decisions

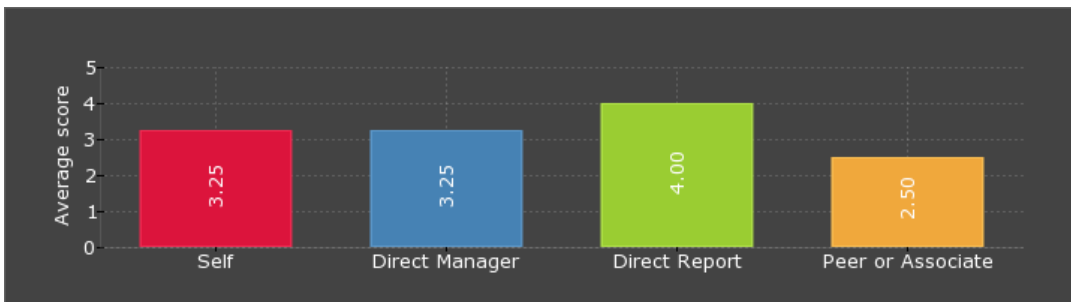


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **TALENT DEVELOPMENT**.

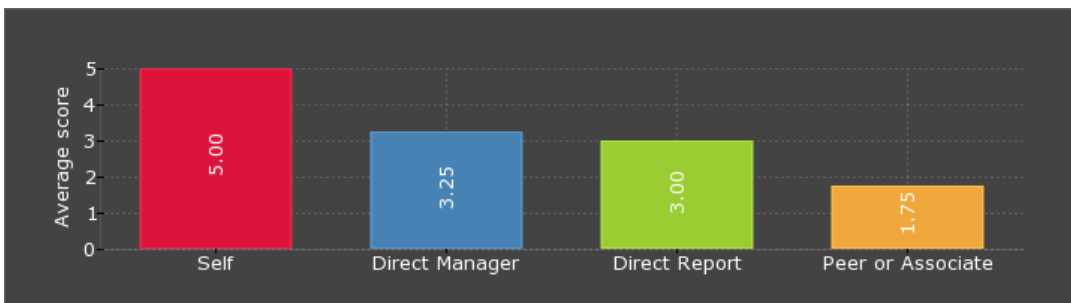
Adept at identifying and nurturing diverse talent



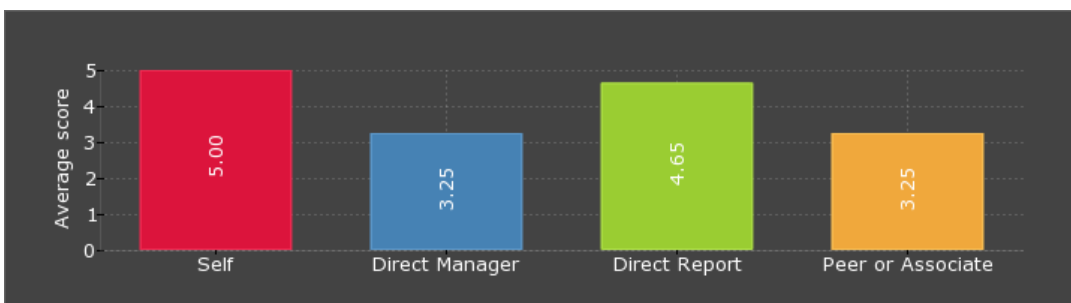
Assesses current and future needs for talent based on organisational goals and budget



Uses quality processes for building the capacity of staff

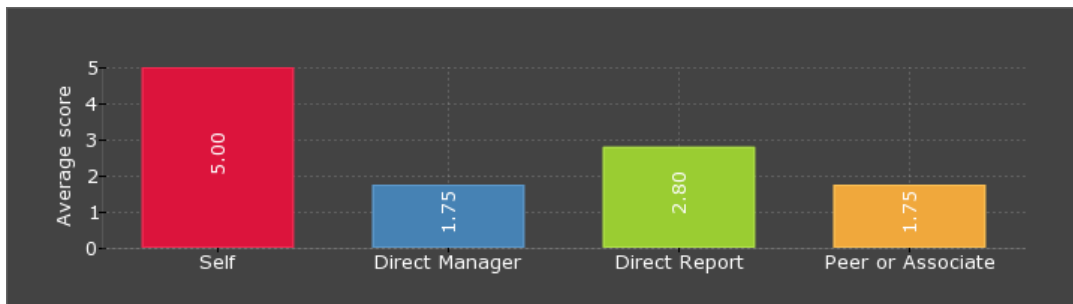


Works effectively with a diverse workforce

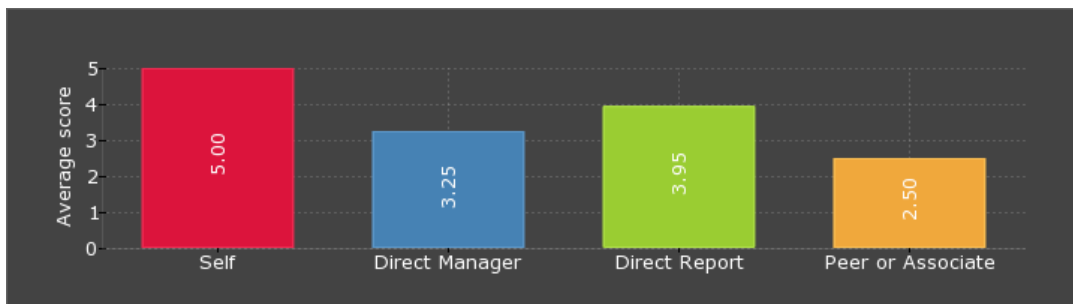


TALENT DEVELOPMENT continued...

Builds succession capability for key roles

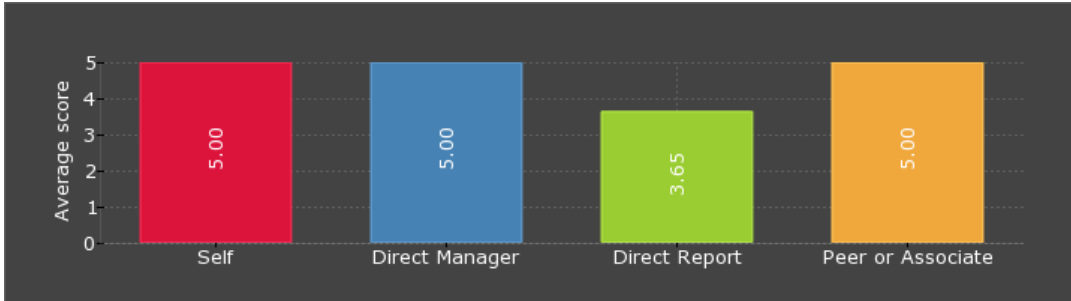


Ensures that the distinct attributes of all individuals are valued and recognised

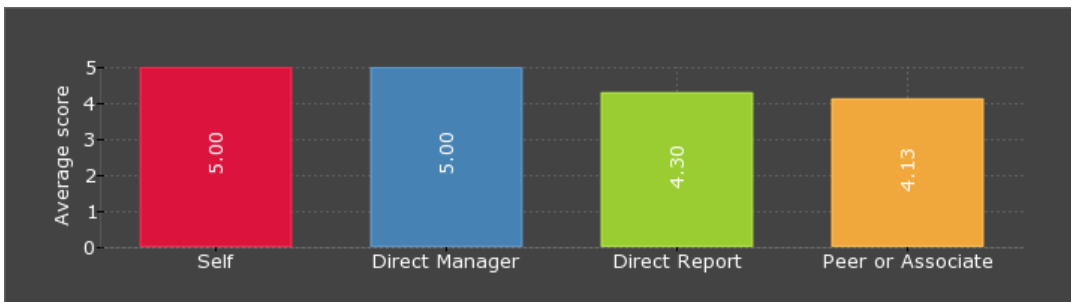


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **DUTY OF CARE**.

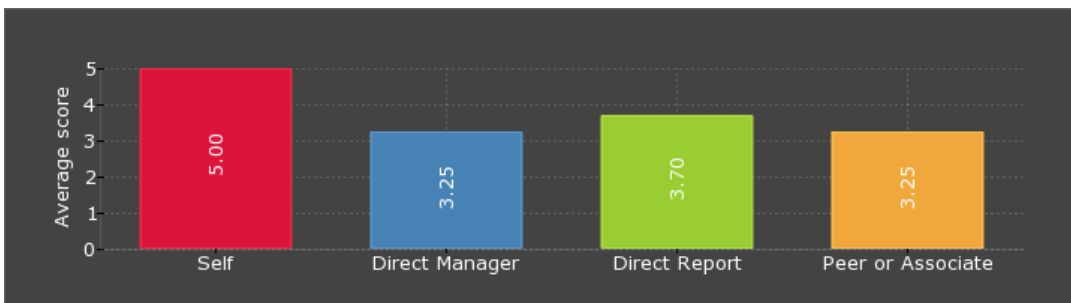
Takes responsibility for wellbeing of his/her staff



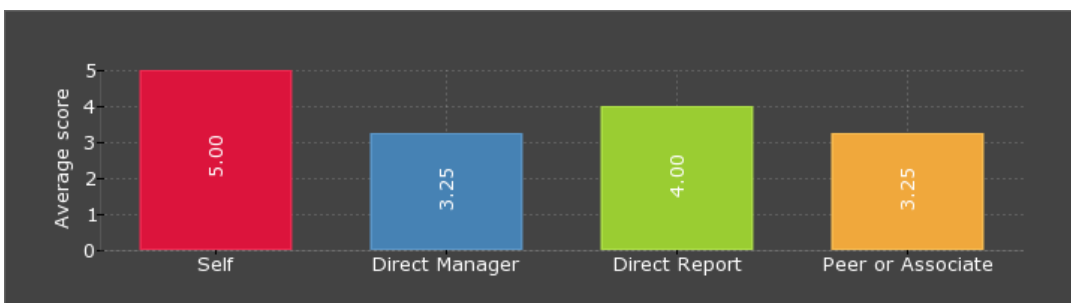
Is socially perceptive and responsive



Is able to influence and persuade others for organisational good

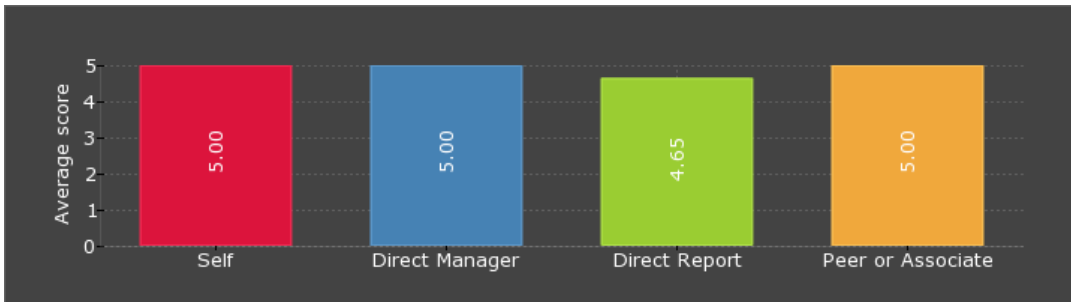


Is a steward for the organisation's future

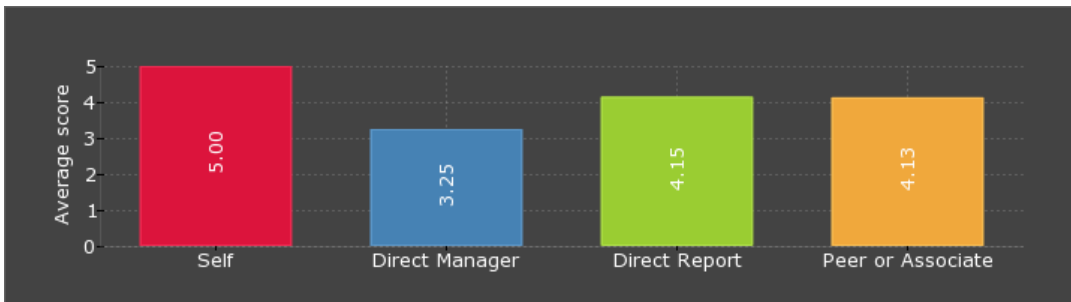


DUTY OF CARE continued...

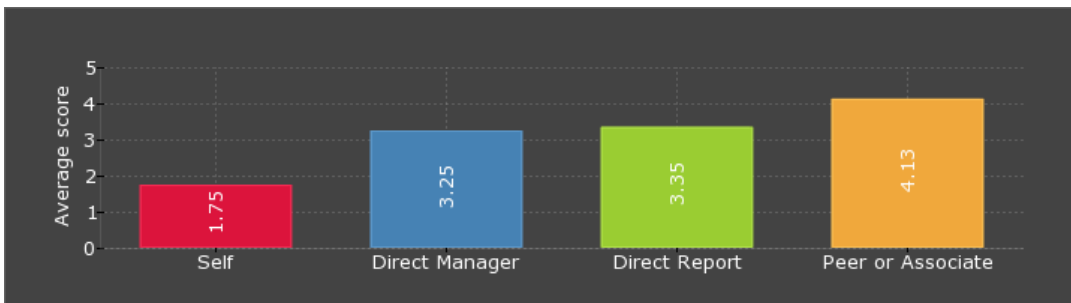
Shows active concern about the economic health of the organisation



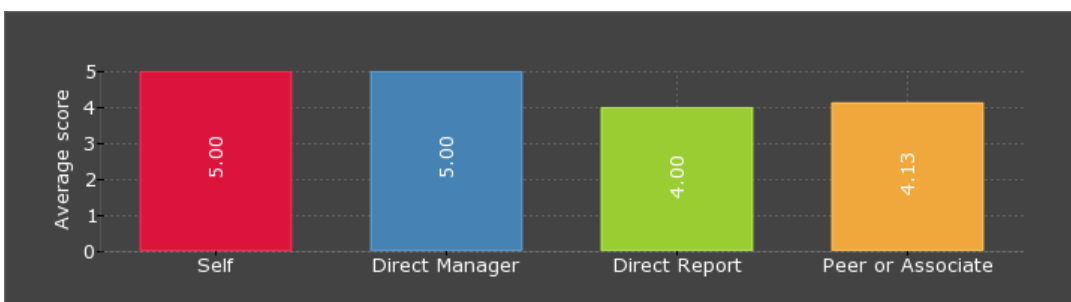
Shows active concern about the social health of the organisation



Shows active concern about the environmental health of the organisation



Shows active concern about the morale of the organisation

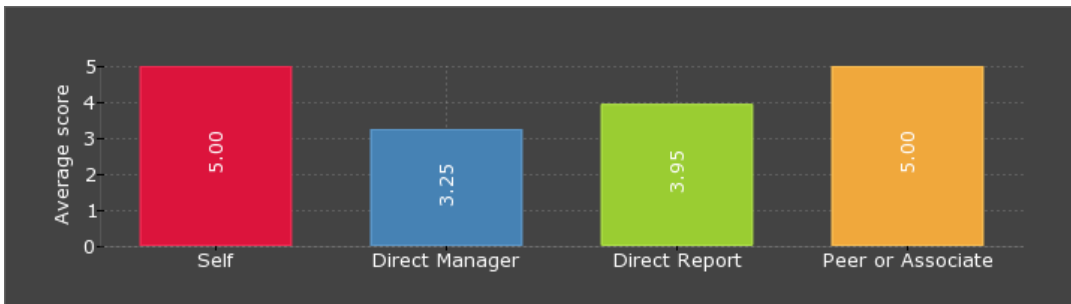


DUTY OF CARE continued...

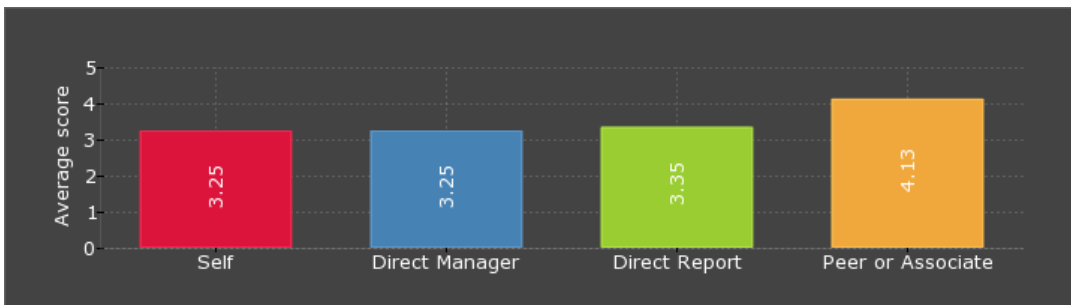
Shows active concern for the welfare of the communities that the organisation serves



Capably monitors and mitigates compliance risks

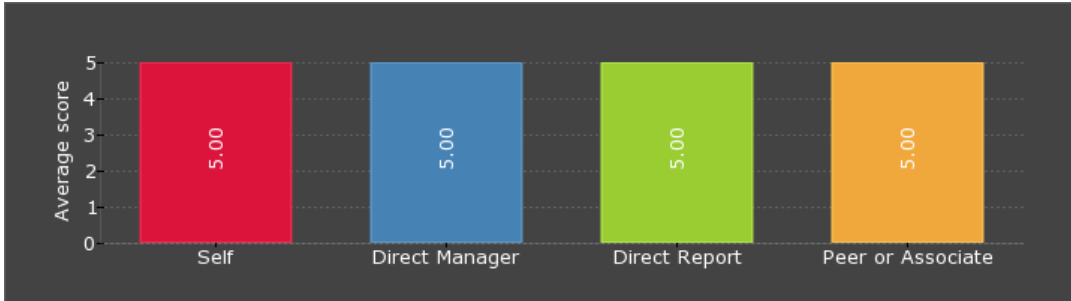


Understands that the organisation is part of a much wider community

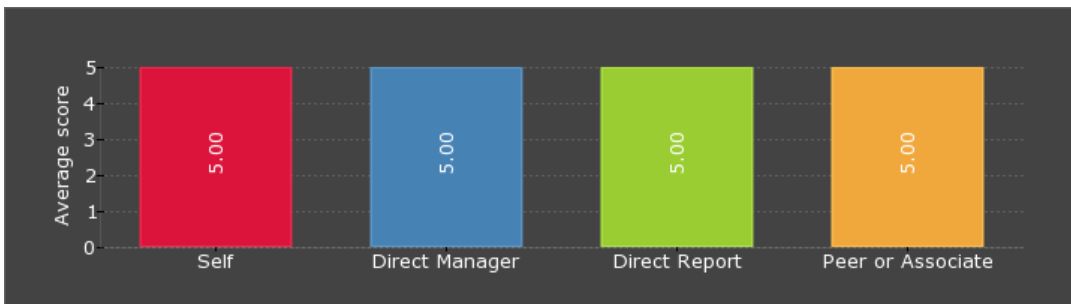


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **FINANCIAL LITERACY A – UNDERSTANDING FINANCIAL DATA.**

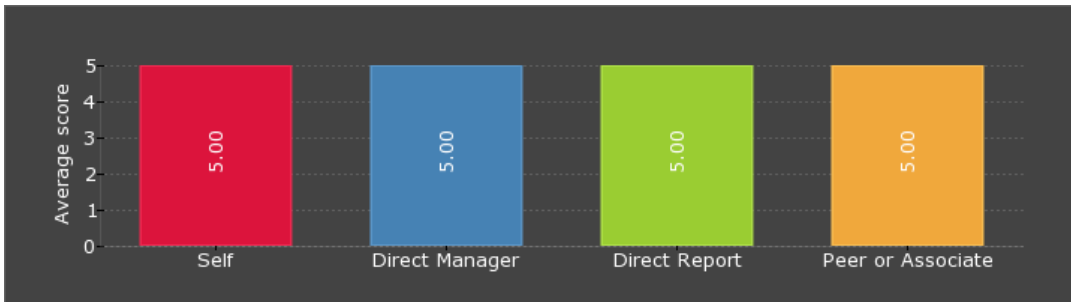
Understands the key elements of a Profit and Loss Statement



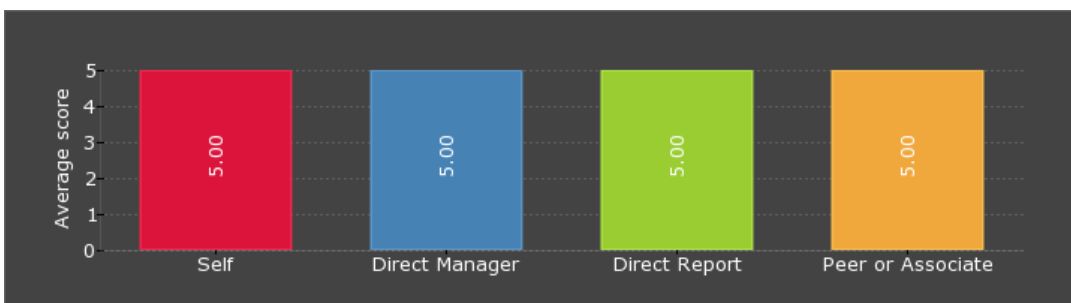
Understands basic financial measures such as EBIT, EBITDA and Net Profit



Understands and monitors budgets and forecasts to actual results

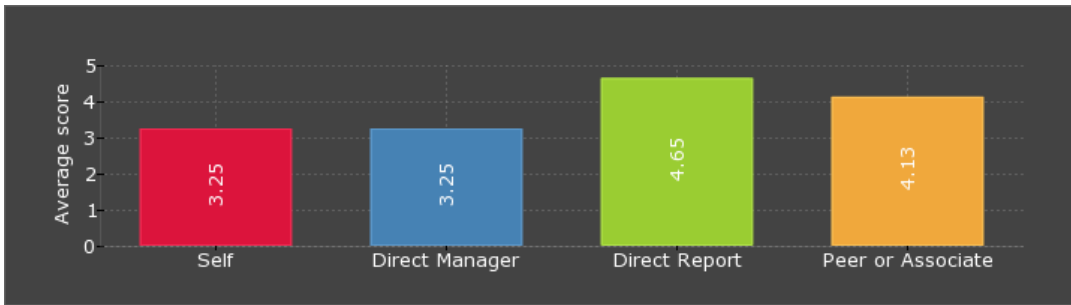


Understands margins (cost of sales) and their significance

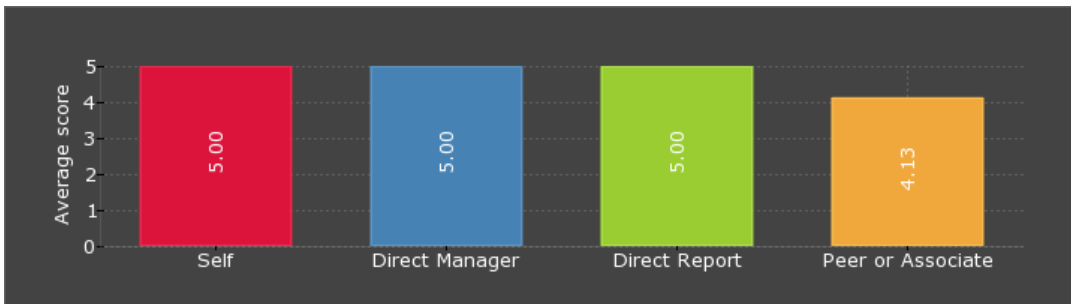


UNDERSTANDING FINANCIAL DATA continued...

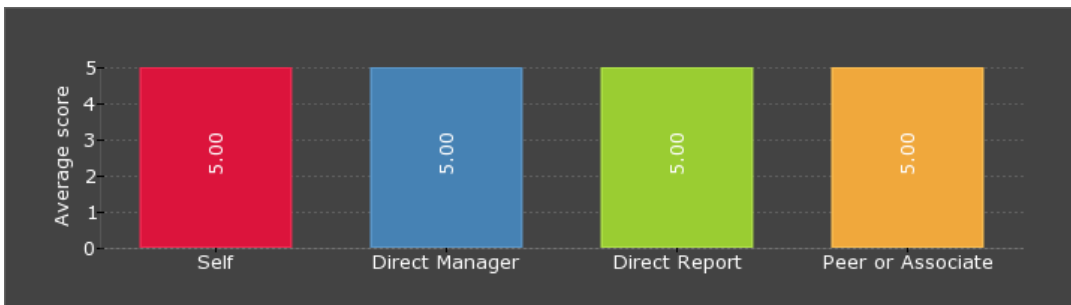
Reads and interprets a Balance Sheet insightfully



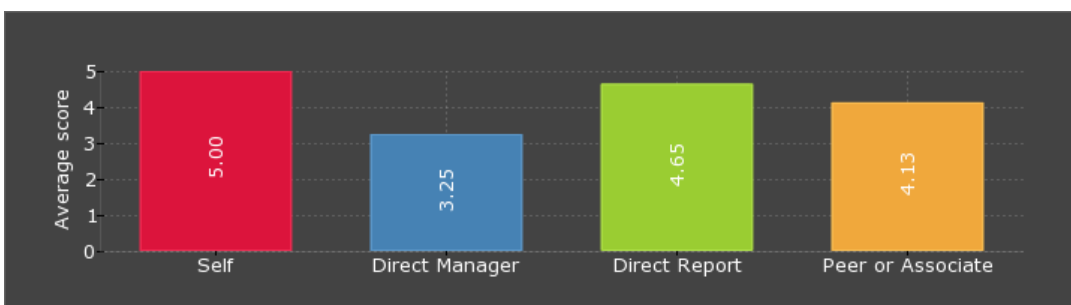
Is able to explain the concept of Return on Investment (ROI)



Understands the importance of working capital including stock turnover, debtors ageing and creditor management

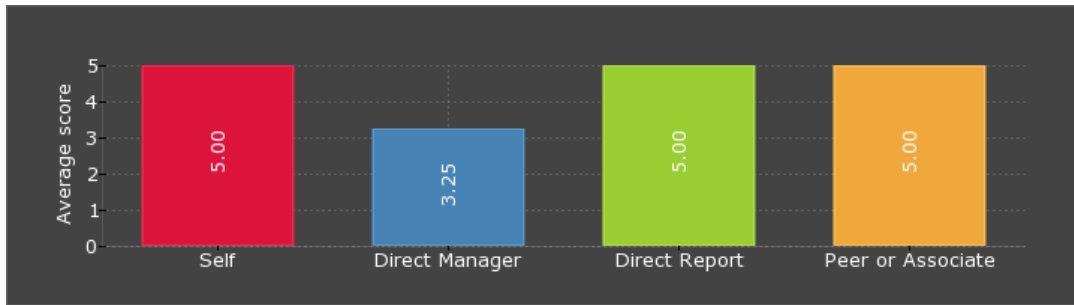


Understands the concept and importance of cash flow



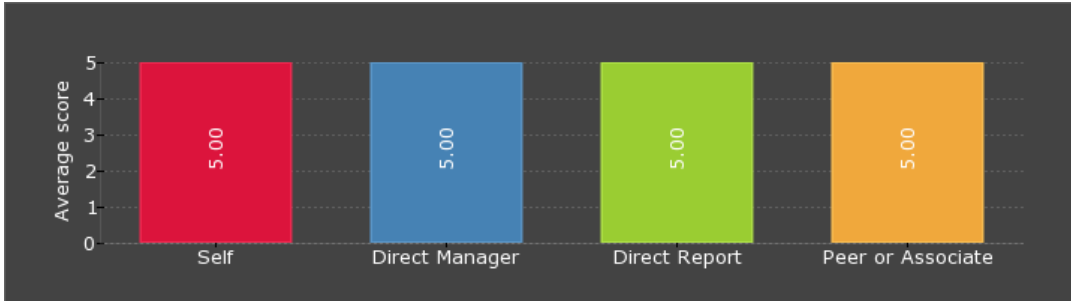
UNDERSTANDING FINANCIAL DATA continued...

Understands the narrative (story) about the drivers of financial performance

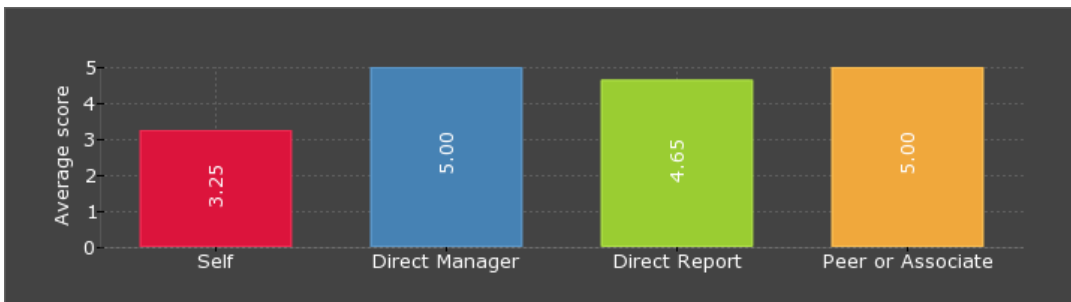


The following charts show the results from yourself and your respondents for each individual behaviour you demonstrate for **FINANCIAL LITERACY B – INTERPRETING AND APPLYING FINANCIAL DATA.**

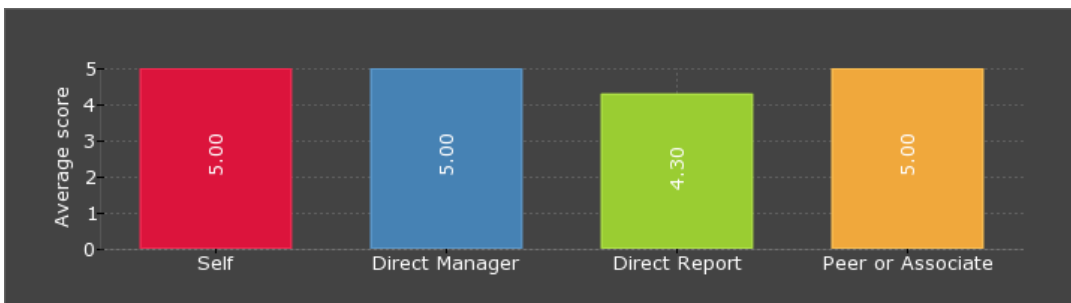
Uses financial systems so that s/he has the right information to do her/his job well



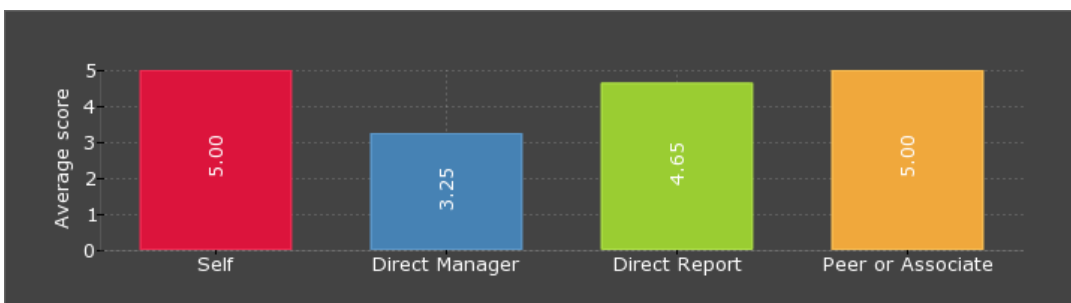
Interprets a Profit and Loss statement against target KPI's



Analyses financial reports and identifies key measures

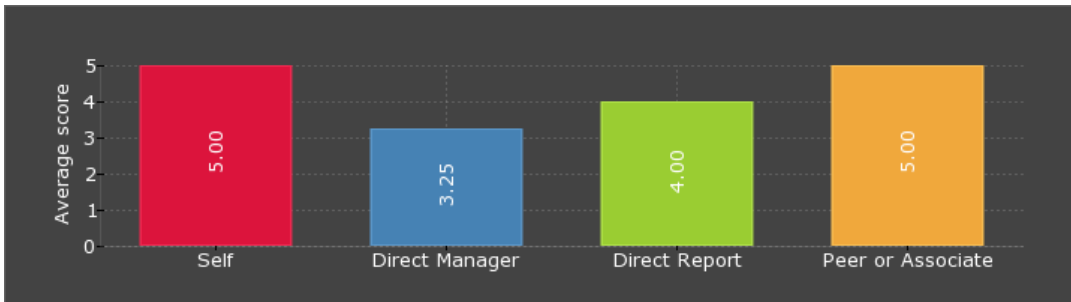


Is able to justify budgets within the overall strategy

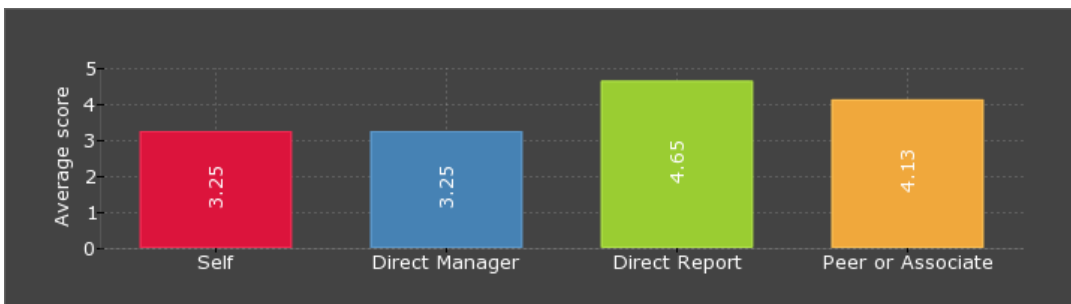


INTERPRETING AND APPLYING FINANCIAL DATA continued...

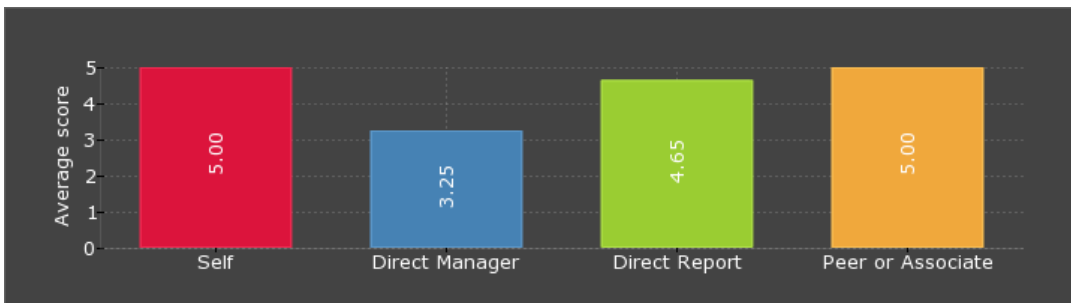
Tracks and analyses profit margin year to date and compares performance to previous years



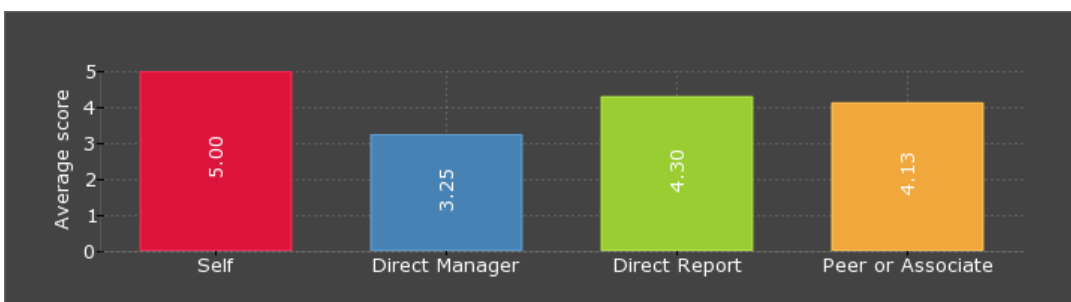
Is able to use current financial information to guide and motivate self and others in decision making



Has a balanced perspective on managing costs and revenue in terms of optimising the cycle of cost, sales and margin

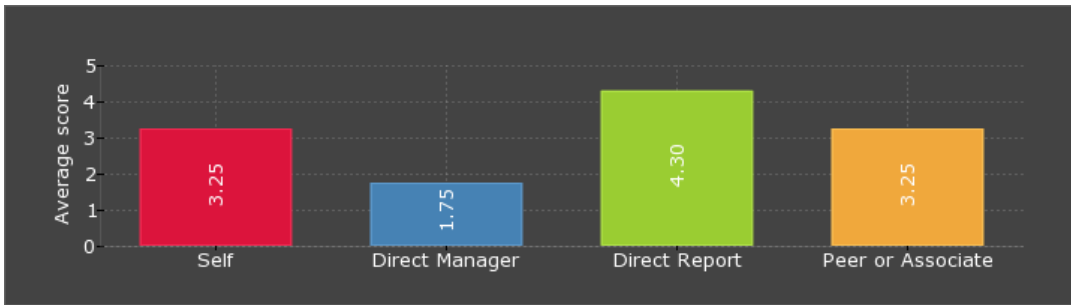


Understands the difference between optimising investment and minimising cost

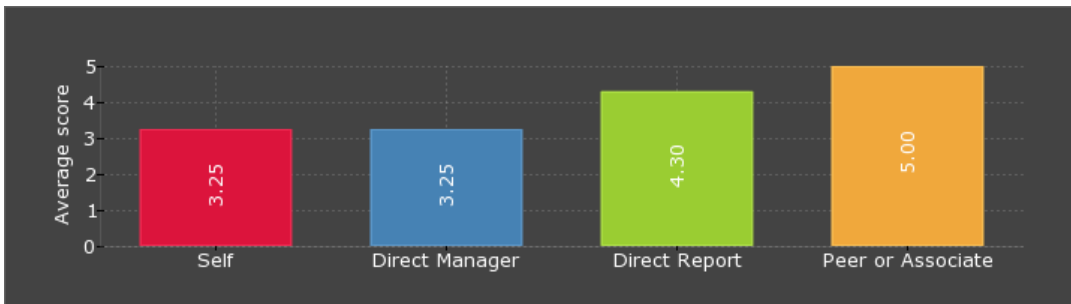


INTERPRETING AND APPLYING FINANCIAL DATA continued...

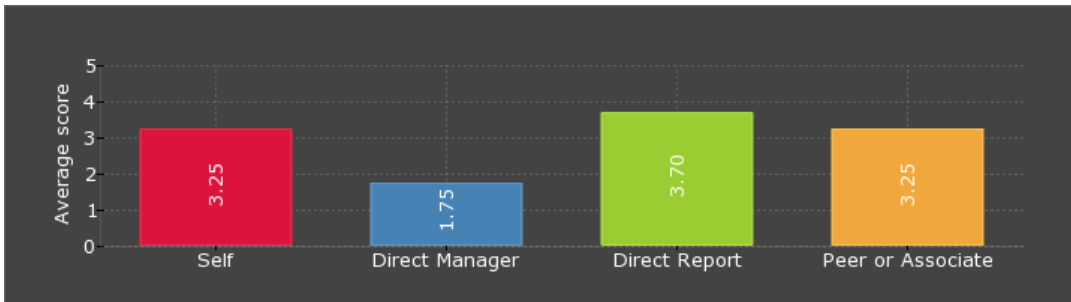
Uses financial information to provide insightful guidance to assist in building the business



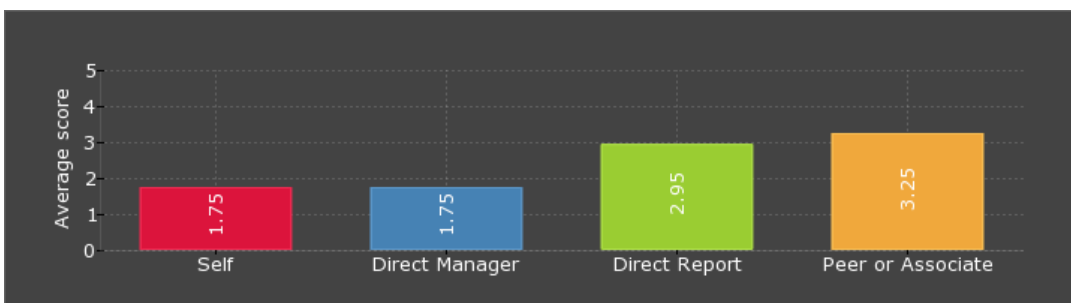
Actively and insightfully controls costs



Utilises market value concepts (for example – market capitalisation; enterprise value, price-to-earnings ratios, price-to-sales ratios, return on assets)

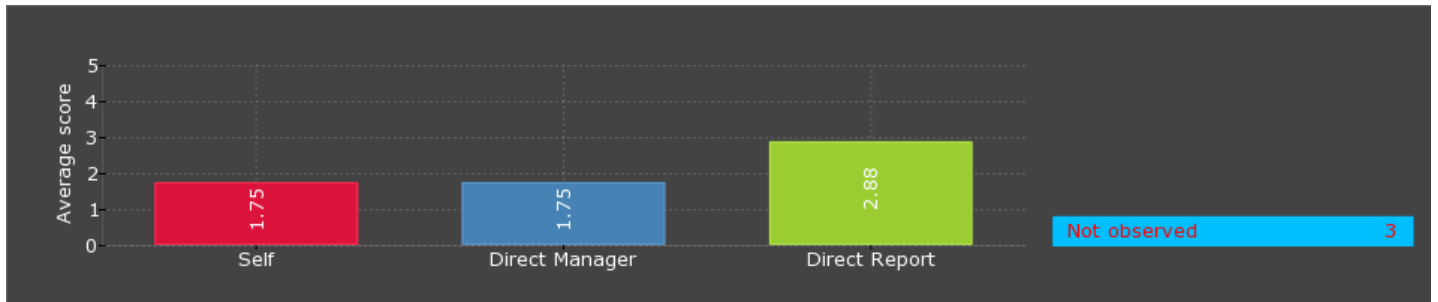


Develops the financial literacy of others



INTERPRETING AND APPLYING FINANCIAL DATA continued...

Compares financial measures to those of competitors



Business Acumen Gauge - disclaimer

This report is designed for your own private use. It is intended to assist you in identifying your Business Acumen strengths and development needs.

This report is not intended for, nor has it been developed to make personnel decisions such as compensation, performance or promotion decisions.

It is within your rights to keep this report confidential; it should be looked at as one piece of information within your overall self-discovery process.