

LeadingStrategically™ Capability Model

Dimensions	Stage I	Stage II	Stage III	Stage IV	Stage V
Awareness	Task oriented.	Basic understanding.	Use strategy on a day to day basis.	Understand competitors. Use strategy to motivate and empower.	Strategy is primary responsibility.
Alignment	Small contributions aggregate.	Goals consistent with manager's goals.	Goals integral to strategy and decisions made in the context of goals.	Elements of company strategy are your responsibility.	Your strategy is the company strategy.
Communication	On the receiving end.	Explain strategy as needed.	Guide staff in matters of strategy. Get ideas from internal and external sources.	Discuss strategy and assumptions with staff and colleagues. Get ideas for strategy from your experience with competition.	Articulate direction. Set investor expectations. Inspire.
Time Horizon	Weekly or monthly.	Give time estimates. Suggest changes in scope.	Annual planning. Adjust resources and scope to meet all targets.	Timetables determined by the strategy.	Long term success of company.
Building Capability	Influence limited to persuasion.	Hire to meet needs and fit the team.	Choose individuals capable of taking more responsibility over time. Discuss ideas with stakeholders.	Build team capable of delivering the strategy. Make proposals from decision makers perspective.	Manage change aggressively. Hire for potential to replace you. Set and manage board and shareholder expectations.
Engagement	Operational focus.	Seek results consistent with strategy. Rely on others for innovation.	Support strategy through analysis. Suggest innovations.	Find opportunities and innovation that make a significant impact.	Drive and frame strategy. Innovation is the only sustainable advantage.