The Strategic Intelligence Capability Framework (SICF) seeks to establish a shared understanding of what constitutes strategic intelligence. It does so in a manner as consistent as possible with the design of the Integrated Leadership System (ILS). The SICF identifies five key criteria which underpin strategic intelligence. Each of these criteria comprises three capabilities, within each of which there are four behaviours.

**The Concept of Strategic Intelligence**

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The importance of strategy for the public service manager is highlighted by the fact that one of the five clusters of capabilities within the Integrated Leadership System is ‘Strategic Thinking’. Too often EL1 & 2 level officers find that they are deficient in this capability when seeking advancement in their careers. Of course, the successful implementation of strategy depends on more than simply high order strategic thinking. The strategy has to be communicated and ‘sold’ to others; it has to be successfully implemented. This wider ability to think, communicate and implement strategy is what we term Strategic Intelligence.

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**Leadership & Strategic Intelligence: mastering strategic thinking and action**

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The SICF was developed by CPM during early-2007 and builds on the company’s experience with Strategic Leadership & Strategic Intelligence: mastering strategic thinking and action. The SICF will be piloted during 2007 and may then be reviewed and further developed.

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Strategic Intelligence Capability Framework

Interprets the current operating environment
Understands the operating environment and key internal and external factors that impact on the business unit; monitors and identifies key issues and opportunities at the strategic level and to see the organisation from an external perspective.

Harnesses Current Information and Opportunities
Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Promotes generation. Maintains an awareness of the organisation.

Behaviour
- Seizes critical information and asks a range of questions to uncover existing valuable information.
- Seeks advice and supports this from a range of people, both internally and externally.
- Stays up to date on progress with organisational planning and priorities.

Focuses Strategically on the Present
Considers the substantiation of the future, potential key external threats and opportunities for the business unit, organisation and the whole of government agenda.

Behaviour
- Sees the future and anticipates downstream effects of events and circumstances.
- Thinks laterally and breaks into the present situation.
- Understands the future needs of the organisation, wider community and whole of government agenda.
- Identifies potential key external threats and opportunities for the business unit.

Marshals Professional Expertise
Values specialist expertise and capitalises on the knowledge within the organisation as a whole, utilising it as appropriate. Contributes own expertise to achieve outcomes for the business unit.

Behaviour
- Seeks out and uses recent developments that may impact on own business area.
- Responds positively and flexibly to change and adapts to new situations.
- Monitors the change process to identify unintended downstream effects of events and circumstances.
- Interprets the current government agenda.
- Identifies and addresses risks that may impede work and offers advice when required.
- Acknowledges mistakes and learns from them, and seeks guidance and advice when needed.

Evaluates projects and business processes to identify improvements.

Achieves strategic outcomes by stimulating the conceptualisation of outcomes.

Builds Organisation Capability and Responsiveness
Builds teams with complementary skills and allocates resources in a manner that delivers results.

Behaviour
- Builds effective teams with complementary skills.
- Allocates resources in a flexible manner across work area to deliver best results for the organisation.
- Evaluates projects and business processes that may impact on own business area and others in the strategic direction of the work area.
- Sees potential for the business unit; encourages others to draw upon this knowledge.
- Provides impartial and forthright advice.
- Challenges issues and raises objections constructively; discusses alternative solutions to find a way forward.
- Ensures Closure and Delivers Intended Results
- Establishes plans to achieve strategic outcomes, monitors progress and identifies risks that may impact on outcomes. Adapts plans as required. Contributes to achieving quality outcomes.

Establishes clear plans and timeframes for project implementation and outlines specific activities. Identifies and addresses risks that may impede work completion; proactively escalates issues that have not been resolved until they are completed.

Communicates with others regarding the purpose of their work and seeks advice when required.

Communicates with others the vision into shorter-term goals and objectives.

Builds and sustains long-term relationships; liaises with other government organisations.

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Fosters teamwork by working collaboratively and cooperatively; encourages and provides recognition and support to others.

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Interprets the current operating environment
Understands the operating environment and key internal and external factors that are affecting the business unit or organisation, and identifies the issues and opportunities at the strategic level and to see the organisation from an external perspective.

Harnesses Current Information and Opportunities
Gathers, organizes and interprets a variety of sources, and explores new ideas and different viewpoints. Prioritizes information. Maintains awareness of the organization.

Behaviours
- Sees the big picture.
- Sees the political factors, key issues, opportunities and connections between situations that are not obviously related.
- Balances analysis and intuition in managing priorities, solving problems and developing appropriate strategic responses.

Focuses Strategically on the Present
- Considers the needs of the organisation and the wider community and how the work of own business area fits into the strategic vision for the business unit.
- Considers the implications of current business unit issues on the future.
- Identifies and investigates any potentially useful critical information gaps. Searches out recent developments that may impact on own business area.

Behaviours
- Sees the big picture.
- Sees the political factors, key issues, opportunities and connections between situations that are not obviously related.
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Integrates complexity and conceptualises outcomes
- Demonstrates sound judgment and an intuitive grasp of the complexity of strategic settings: thinks conceptually about alternative means of achieving outcomes.
- Senses intuitively when things may be going well or going poorly.
- Generates creative options in considering issues and understands the implications of questions to uncover new and different valuable outcomes.

Behaviours
- Generates creative options in considering issues and understands the implications of questions to uncover new and different valuable outcomes.
- Explores new ideas with an open mind.

Builds Organisation Capability and Responsiveness
Builds teams with complementary skills and allocates resources in a manner that delivers results.

Behaviours
- Builds effective teams with complementary skills.
- Allocates resources in a flexible manner across work area to deliver best results for the organization.
- Evaluates projects and business processes to understand critical factors for success; engages in, and contributes to, continuous improvement.
- Responds flexibly to changing demands whilst maintaining sight of the end goals.

Engages with Risk and Shows Personal Courage
Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and advocates mistakes and initiatives and learns from them, and seeks guidance and aligns with others when required.

Behaviours
- Listens when others are advocating, stands and communicates in support others when appropriate.
- Challenges issues and raises objections constructively; discusses alternatives for a fair way forward.
- Provides impartial and forthright advice.
- Takes responsibility for mistakes and learns from them; acknowledges when he is wrong. Seeks advice and assistance from colleagues and managers when uncertain.

Ensures Closure and Delivers Intended Results
Establishes plans to achieve strategic goals; monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Committed to achieving quality outcomes.

Behaviours
- Establishes clear plans and timeframes for project implementation and outlines specific activities.
- Identifies and analyses risks that may impede work completion; proactively escalates issues that have not been effectively managed to ensure work remains on track.
- Commits to targets and strives to achieve results; encourages others to do the same.
- Monitors projects against plans; manages priorities and agrees on adjustments to milestones as required.

Fosters Teamwork and Co-operation
Builds teams with complementary skills and allocates resources in a manner that delivers results.

Behaviours
- Fosters teamwork by collaborating and cooperating; encourages and provides recognition and celebration of achievements.
- Encourages others to contribute to, continuous improvement.
- Encourages others to provide input and comment on any professional work in a mutually beneficial manner.
- Communicates with others regarding the purpose of their work and the inter-relatedness of objectives and organisational goals.
- Builds relationships with key stakeholders and direction; translates the vision into short-term goals and objectives.
- Frames objectives in a meaningful way and allocates resources for organisational objectives.

Facilitates Co-operation and Partnerships
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**Strategic Intelligence Capability Framework**

Interprets the current operating environment

Understands the operating environment and key internal and external factors. Sees the big picture to analyse key issues and opportunities at a variety of scales. Recognises and prioritises the most significant issues. Maintains an awareness of the operating environment.

**Harnesses Current Information and Opportunities**

Gathers and scours a variety of sources, and explores new ideas and different viewpoints. Produces information. Maintains an awareness of the operating environment.

**Behaviour**

- Sees the big picture to analyse key issues and opportunities at a variety of scales. Recognises and prioritises the most significant issues. Maintains an awareness of the operating environment.

**Focuses Strategically on the Present**

Understands the organisation's current direction and how the work of the business unit fits into the broader organisational and whole of government agenda. Identifies current operating strengths and weaknesses.

**Orientation to shape the future**

Has an orientation and anticipates how current initiatives will shape the future. Sees the big picture to anticipate and influence the future by focusing on key issues and opportunities.

**Integrates complexity and conceptualises outcomes**

Demonstrates sound judgment and an intuitive grasp of the broad factors, issues and perspectives that impact on issues or connections between situations that are not obviously related. Balances analysis and intuition in managing priorities, solving problems and developing appropriate strategic responses.

**Shows Judgement, Intelligence and Common Sense**

Understands the operating environment and key issues and opportunities at a variety of scales. Recognises and prioritises the most significant issues. Maintains an awareness of the operating environment.

**Behaviour**

- Sees the big picture to analyse key issues and opportunities at a variety of scales. Recognises and prioritises the most significant issues. Maintains an awareness of the operating environment.

**Focuses Strategically on the Future**

Considers the needs, objectives and future agenda of the organisation. Identifies new initiatives and opportunities to create a new vision.

**Establishes plans to achieve strategic outcomes, monitors progress and identifies risks that may impact on outcomes. Adjusts as required.**

**Builds Organisation Capability and Responsiveness**

Builds teams with complementary skills and allocates resources in a manner that delivers results.

**Behaviour**

- Builds teams with complementary skills and allocates resources in a manner that delivers results.

**Builds Effective Teams with Complementary Skills**

Builds teams with complementary skills and allocates resources in a manner that delivers results.

**Behaviour**

- Builds teams with complementary skills and allocates resources in a manner that delivers results.

**Manages Contracts Professional and with Judgement**

Manages contracts professionally and judiciously.

**Behaviour**

- Manages contracts professionally and judiciously.

**Achieves strategic outcomes**

Achieves strategic outcomes by stimulating the development of enterprise-wide collaboration and leveraging the resources of the business unit or organisation in the achievement of its goals. Ensures the staff remain in tune with their key stakeholders and operate within the boundaries of organisational processes and internal and external policy constraints.

**Behaviour**

- Ensures the staff remain in tune with their key stakeholders and operate within the boundaries of organisational processes and internal and external policy constraints.

**Builds and Sustains Relationships with Key Stakeholders**

Builds and sustains relationships with key stakeholders. Maintains an awareness of key issues and opportunities at a variety of scales. Recognises and prioritises the most significant issues. Maintains an awareness of the operating environment.

**Behaviour**

- Sees the big picture to analyse key issues and opportunities at a variety of scales. Recognises and prioritises the most significant issues. Maintains an awareness of the operating environment.

**Focuses Strategically on the Present**

Understands the organisation's current direction and how the work of the business unit fits into the broader organisational and whole of government agenda. Identifies current operating strengths and weaknesses.

**Develops and maintain a network with others both internally and externally.**

**Behaviour**

- Develops and maintain a network with others both internally and externally.

** Establishes plans to achieve strategic outcomes, monitors progress and identifies risks that may impact on outcomes. Adjusts as required.**

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