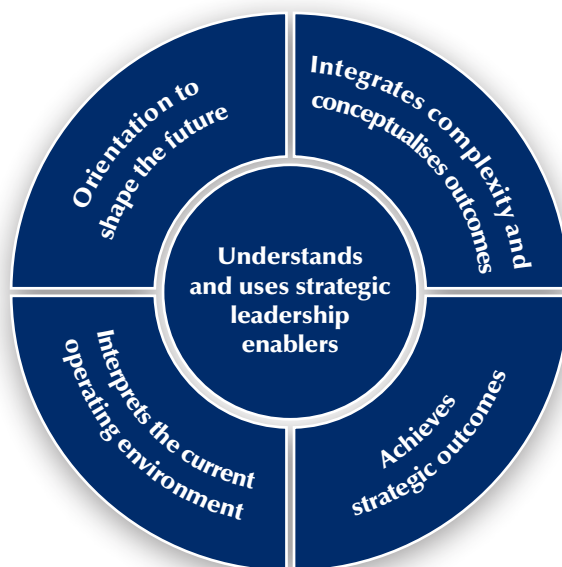


STRATEGIC INTELLIGENCE CAPABILITY FRAMEWORK (SICF)



A framework covering Strategic Intelligence capabilities for the Australian Public Service

Strategic Intelligence Capability Framework (SICF)



The Strategic Intelligence Capability Framework (SICF) seeks to establish a shared understanding of what constitutes strategic intelligence.

It does so in a manner as consistently as possible with the design of the Integrated Leadership System (ILS). More information on the ILS is available from the Australian Public Service Commission at www.apsc.gov.au/ils

The Framework identifies five key criteria which underpin strategic intelligence. Each of these criteria comprises three capabilities, within each of which there are four behaviours.

Strategic Intelligence Capability Framework (SICF)

A framework covering Strategic Intelligence capabilities for the Australian Public Service



Interprets the current operating environment

Understands the operating environment and key internal and external strategic relationships. Able to define issues and opportunities at the right 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. Probes information. Maintains an awareness of the organisation.

Behaviours

- Identifies critical information and asks a range of questions to uncover existing valuable information.
- Sources information on best practice approaches adopted in the public sector.
- Scans the internal and external environment for historical trends and developments that are likely to affect own business area.
- Stays up to date on progress with organisational planning and priorities.

Nurtures Internal and External Relationships

Builds and sustains relationships with a network of key people both internally and externally. Recognises shared agendas and works toward mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.

Behaviours

- Develops and maintains a network with others both internally and externally.
- Builds and sustains long-term relationships; liaises with a range of stakeholders including other teams, peers and colleagues across the organisation, and in other organisations.
- Recognises shared agendas and works toward mutually beneficial outcomes.
- Gathers and investigates information and alternate viewpoints across formal organisational structures and boundaries.

Focuses Strategically on the Present

Understands the organisation's objectives and links between the business unit, organisation and the whole of government agenda. Identifies current operating strengths and weaknesses.

Behaviours

- Considers a wide range of current issues facing the business unit
- Thinks about the implications of current business unit issues on the future
- Understands the organisation's current direction and how the work of own business area fits into the organisation, wider community and whole of government agenda.
- Identifies current operating strengths and weaknesses

Orientation to shape the future

Has an orientation, inclination and ability to look towards and to focus on the future. Is able to move proactively beyond the current situation towards shaping and creating new futures and changing the status quo.

Focuses Strategically on the Future

Considers the ramifications of a wide range of future issues, potential key external threats and opportunities for the business unit and anticipates priorities, downstream effects of events and circumstances.

Behaviours

- Considers a wide range of future issues and anticipates downstream effects of events and circumstances.
- Thinks about the future in terms of springboarding from the present situation; develops long terms plans; and anticipates likely priorities.
- Understands how the organisation's future direction and how the work of own business area will fit into 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 well as consulting externally as appropriate. Contributes own expertise to achieve outcomes for the business unit.

Behaviours

- Uses technical expertise from external providers and other government organisations.
- Consults internal and external experts for their professional knowledge and experience.
- Contributes own expertise for the benefit of the business unit; encourages others to draw upon this knowledge.
- Balances use of own expertise with that drawn from others, and encourages development of professional expertise in others.

Steers and Implements Change and Deals with Uncertainty

Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.

Behaviours

- Articulates a desirable goal for change and determines a course of action.
- Deals positively with uncertainty and copes effectively in an environment characterised by change.
- Shares appropriate information with staff and colleagues during times of change; helps others adapt to ensure a smooth transition.
- Monitors the change process to identify unintended positive and negative effects and decides how to respond to them proactively.

Integrates complexity and conceptualises outcomes

Demonstrates sound judgment and an intuitive grasp of political factors, key issues, opportunities and patterns 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 Commonsense

Undertakes objective, critical analysis and distills the core issues. Presents logical arguments and draws accurate conclusions. Breaks though problems and weighs up the options to identify solutions.

Behaviours

- Distils the core issues from complex information and identifies relationships between factors.
- Explores various innovative problem-solving alternatives and generates workable solutions.
- Draws accurate conclusions and presents logical arguments that address key issues.
- Selects the best option from a range of potential solutions.

Applies Creativity and Curiosity in Generating Ideas

Identifies and investigates any potentially useful critical information gaps. Searches out recent developments that may impact on own business area. Thinks laterally and creatively in generating options.

Behaviours

- Identifies critical information gaps and asks a range of questions to uncover new and different valuable information.
- Generates creative options in considering issues and potential opportunities.
- Scans the internal and external environment for new trends and possible new developments that are likely to affect own business area.
- Explores new ideas with an open mind.

Integrates Complexity by using Intuition and Insight to Develop the Appropriate Response

Integrates complexity through an intuitive grasp of political factors, key issues, opportunities and patterns or connections between situations that are not obviously related.

Behaviours

- Understands the broader political context and how it impacts on own work area, key stakeholders and the organisation.
- Demonstrates nous and insight in deciding action to achieve desired outcomes.
- Senses intuitively when things may be going well or not, despite receiving advice to the contrary, and follows up accordingly.
- Thinks conceptually about alternative means of achieving outcomes.

Achieves strategic outcomes

Achieves strategic outcomes by stimulating the translation of strategic thinking into plans, initiatives and projects. Allocates and mobilises resources and creates teams so as to develop and pursue outcomes in a phased way.

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 organisation.
- Evaluates projects and business processes to understand critical factors for success; engages in, and encourages others to contribute 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 supports others when required. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.

Behaviours

- Listens when own ideas are challenged, stands own ground and supports others when appropriate.
- Challenges issues and raises objections constructively; discusses alternatives to find a way forward.
- Provides impartial and forthright advice.
- Takes responsibility for mistakes and learns from them; acknowledges when in the wrong. Seeks advice and assistance from colleagues and managers when uncertain.

Ensures Closure and Delivers Intended Results

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

Behaviours

- 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 controlled to ensure work remains on track.
- Commits to targets and strives to achieve results; and encourages others to do the same.
- Monitors projects against plans; manages priorities and agrees on adjustments to milestones as required.

Understands and uses strategic leadership enablers

Inspires a sense of shared purpose and direction for work area; and creates a sense of alignment in the team, business unit or organisation in the achievement of its goals. Ensures the staff remain in tune with their key stakeholders and operating environment.

Inspires a Sense of Purpose and Direction

Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.

Behaviours

- Encourages others to provide input and comment on the strategic direction of the business unit.
- Communicates with others regarding the purpose of their work and the relationship between work unit objectives and organisational goals.
- Builds a sense of shared purpose and direction; translates the vision into shorter-term goals and objectives.
- Frames objectives in a meaningful way and communicates expectations of their achievement.

Facilitates Co-operation and Partnerships

Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures others are kept informed of issues. Fosters teamwork and rewards co-operative and collaborative behaviour. Resolves conflict using appropriate strategies.

Behaviours

- Fosters teamwork by working collaboratively and cooperatively; encourages and provides recognition for those behaviours in others.
- Brings people together and ensures that key stakeholders are involved in discussions; encourages people's input and seeks contributions.
- Consults, promotes open discussion; shares information with key external stakeholders.
- Ensures that people in own team and upwards are kept informed of progress and issues.

Demonstrates Public Service Professionalism and Probity

Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints.

Behaviours

- Adheres to the APS Values and Code of Conduct and consistently behaves in an honest, ethical and professional manner.
- Understands and operates within legal and public policy constraints and limitations.
- Operates in a professional manner when representing the organisation in public and internal forums.
- Manages contracts professionally and judiciously.

The Concept of Strategic Intelligence

In his book 'Emotional Intelligence' Daniel Goleman developed the concept of Emotional Intelligence (EI) and argued that traditional views of human intelligence based on IQ are far too narrow, and that our emotions play a far greater role in thought, decision-making and individual success than is commonly acknowledged.

The concept of Strategic Intelligence is similarly based on the belief that strategic thinking and strategic behaviour also play a far greater role in our individual success and effectiveness, whether at home or in the workplace, than is commonly acknowledged.

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 'Shapes 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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What is the Strategic Intelligence Profile (SIP)?

The Strategic Intelligence Profile (SIP) is the output of a multi-rater 60 item questionnaire, in the form of a 360° feedback instrument. The questionnaire is based on the SICF.

The SIP provides specific practical information on how to address strategic intelligence development needs. It compares observed intelligence in this area by the self, supervisor and colleagues. The SIP also provides guidance on how one might positively modify strategic intelligence behaviours to improve leadership effectiveness.

Specifically, SIP provides feedback on:

1. behaviour against 15 capabilities (three capabilities from each of the five criteria in the SICF). Each of the 15 capabilities is rated by four questionnaire items, thus giving a total of 60 questions.
2. the profile also provides written feedback on perceived leadership contributions over the previous six months; training and development needs; as well as suggestions on how the subject might improve their strategic intelligence.

Implementation and use of the SIP

The SIP 360° feedback instrument is available for use in public sector leadership and management development activities through a number of accredited consultants, details of which appear on the LPP360 web site.

A three-day residential leadership program on Strategic Intelligence which includes the SIP 360° feedback instrument is offered by the Centre for Public Management, details are available at www.cpm.org.au. It is anticipated that the SIP will be included into other courses in the near future.

Leadership Performance Profiles offers a suite of five 360° feedback profiles, including three based on the Integrated Leadership System (ILS), one based on the Strategic Intelligence Capability Framework (SICF) and one covering Emotional and Social Intelligence.

For more information on these products, including accredited consultants to assist in the delivery of the profiles, refer to our twelve-page brochure available at www.lpp360.com.au

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