

Upgrade My Managers

Gap Analysis

Capability	Importance to My Business					Current Skill Level of Middle Managers				
	5 Essential/ Mission Critical	4 Very Important/ Necessary	3 Nice to Have/ Useful	2 Less Important	1 Not Important	5 Strong	4	3 Average	2	1 Weak
Seeks out opportunities to implement new approaches, methods, or technologies.										
Proactively manages the challenges that can accompany change.										
Gains employee buy-in to change.										
Adapts communication style to best match the "language" of the audience.										
Presents arguments that incorporate others' most important concerns to gain commitment.										
Visually communicates vision to paint a picture of the future, desired state.										
Ensures departmental alignment with organization's vision and strategy.										
Aligns operations to external trends and market dynamics.										
Communicates the business context for action, innovation, or change.										
Proactively builds a broad professional network to gain insights into new ideas or opportunities for innovation.										
Constructs low risk projects to test out innovative ideas.										
Consistently asks questions that challenge the status quo to uncover opportunities for innovation.										
Combines curiosity with observation to uncover opportunities for innovation.										
Uses financial decision-making tools to evaluate projects and choose among alternatives.										
Applies risk and investment analysis techniques to financially justify projects and budgets.										
Demonstrates awareness of how investors view the company's performance and potential.										