

Capability Analysis

Building Block	Prompts	Strengths/Weaknesses
Strategy & Performance	Research Analysis Planning KPIs Reporting Monitoring Scanning	<ul style="list-style-type: none"> • Not so strong on research • Need to do much more scanning • Merit in the division and company annual planning processes • Good KPIs and reporting externally but not internally • Getting there with governance/monitoring
People & Knowledge	Skills Planning Oversight Sharing Transfer	<ul style="list-style-type: none"> • High skill levels in general • Succession planning is poor • Skills development is excellent in pockets but needs better coordination – committed but not effective • Sharing is not adequate • Transfer is not adequate
Process & Systems	Programs Projects Complexity Technology Change Compliance	<ul style="list-style-type: none"> • Generally pretty good, in particular in projects • Poor at change management • Compliance is improving but needs much more • Better road map for technology than we had
Assets & Liabilities	Physical Intangible Balance Sheet Insurable Legal	<ul style="list-style-type: none"> • Pretty strong re physical assets • Not much by way of IP • Balance sheet is very strong • Insurance is robust via major insurance broker with peer review • Strong on managing risk in contracts
Culture	Values Goals Leadership Stewardship Accountability Communication	<ul style="list-style-type: none"> • Hi ethics/morals • Strong leadership team – visible • Open/transparent culture • OK on accountability but could improve • Try hard on communication but...