

Characteristics of High Performers

Component	Outcome	What needs to be done
Targeting	Strategic clarity	Analyze trends and the regulatory environment, anticipate changes, clarify and build shared ownership of strategic outcomes.
Executing	Program / Operational Excellence	Declare a program or competitive strategy. Get the right people into the right jobs, balance innovation and risk.
	Resource management aligned with strategy	Acquire, develop and deploy human, financial and physical resources to support operations and strategy; coordinate effort to focus on what's important.
Measuring, Analyzing, Learning	Effective use of measures	Conduct systemic analysis of organizational performance using performance indicators and other analytic tools; build measurement frameworks at strategic, execution and resource layers.
Improving continually	A performance-oriented organizational culture	Achievement / accountability / support.

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