



Decisive thinker

Demonstrates the ability to analyse and understand data and information quickly. Uses information, insights and knowledge in a structured way to identify options, make recommendations and make robust, defensible decisions.

Band 1	Band 2	Band 3	Band 4
Assesses the value of information and data before applying it to a decision.	Gathers information from multiple sources, analyses and critiques it before making a decision.	Evaluates information from multiple sources, applying intuition and judgement to weigh their value and relevance to the decision at hand.	Analyses both tangible and intangible information and data rapidly to develop critical insights.
Ensures details and facts are correct, complete and consistent, ensuring that conclusions drawn from the information are built on solid foundations.	Compares and contrasts situations and information, identifying patterns and trends which inform subsequent decisions.	Maintains a broad view of the situation, identifying the key elements while keeping an overview of the detail.	Sees macro connections, relationships and opportunities which others miss.
Uses previous experience, standard procedures and common sense to make decisions.	Applies own judgement and criteria to adapt previous recommendations or experience in the light of the current circumstances.	Makes effective decisions in the absence of complete information, but with a strong understanding of organisation priorities.	Takes decisions in a strategic context where there are many unknowns, always mindful of existing and emerging organisation priorities.
Accurately collects and interprets relevant data in order to support organisation decision-making and delivery of task.	Identifies the most suitable analytical tools or data-gathering approaches according to the specific context.	Identifies how best to distil a mass of complex data into distinct, clear and concise concepts others can understand.	Identifies the key questions to ask in complex situations, providing direction for the course of investigation or data interrogation.
Is able to use common sense and knowledge to solve problems while recognising limits of personal experience or authority within the organisation.	Identifies scope of own and others' decision-making authority, works appropriately within this to move forward resolution of organisational issues.	Creates an environment where others can make decisions by clarifying roles and responsibilities and providing appropriate support.	Provokes the organisation to address complex or sensitive issues and guides senior management to pragmatic, sustainable solutions.

Contra-indicators

- Avoids long-standing, difficult or sensitive issues.
- Focuses on symptoms rather than causes.
- Makes fundamental errors in data analysis.
- Accepts data or analysis without evaluating the meaning or source.
- Fails to understand organisation decision-making processes (explicit or implicit) and how these translate into personal authorities.
- Takes a narrow focus, taking decisions in the interest of their own department, team or self.