



GLOBAL GYAN
LEADERSHIP ACADEMY

Strategic Acumen Assessment

Name

July 2025

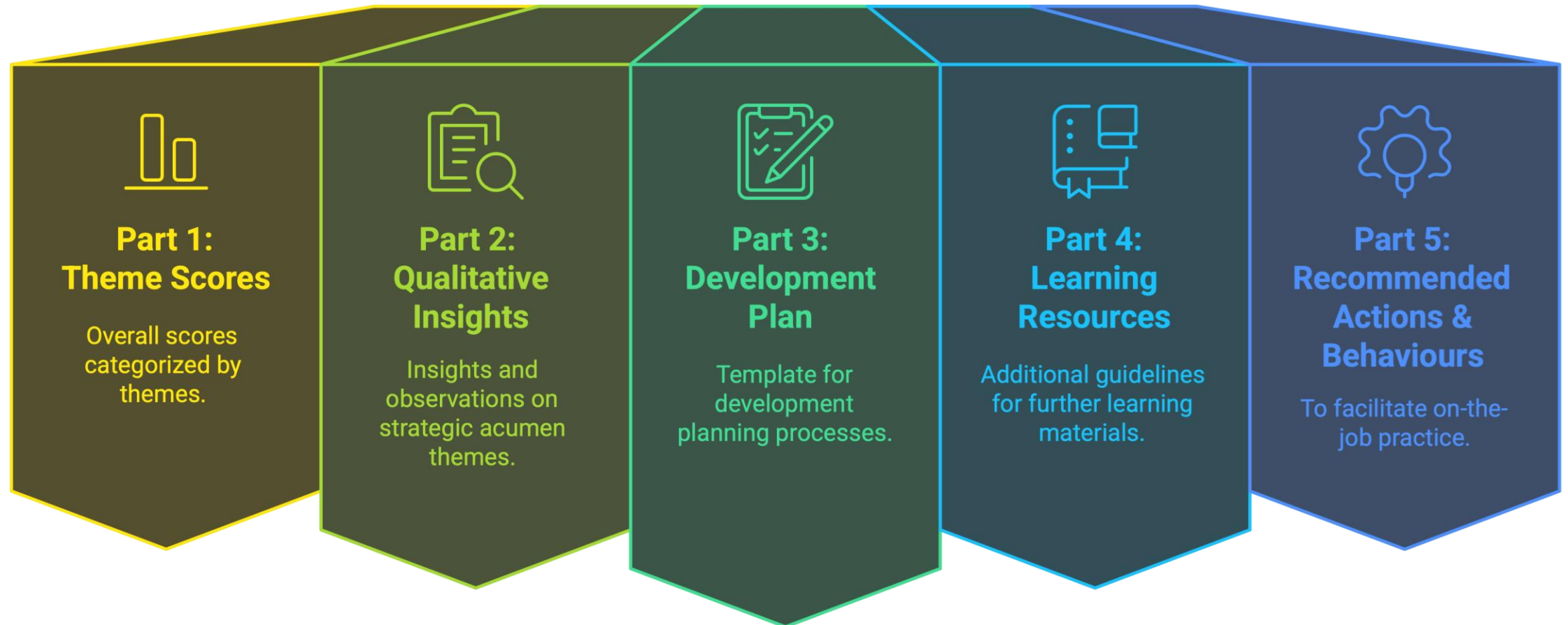


Strategic Acumen Assessment Framework - Definitions



| THEME | WHAT IT MEANS | DEFINITION |
|--|--|--|
| FORWARD THINKING | Anticipation - Looking Ahead Beyond the Current | The ability to forecast trends, anticipate market shifts, and identify potential opportunities and risks before they materialize. |
| BOLD GOAL SETTING | Ambition and Market Perspective to Setting Goals | The capability to set bold, market-driven goals that reflect a deep understanding of customer needs, competitive dynamics, and emerging opportunities. |
| MANAGING TRADE-OFFS | Managing the Trade-Offs Between Multiple Stakeholders | The ability to balance conflicting priorities, considering the needs of customers, employees, suppliers, shareholders, and other stakeholders. |
| TRANSLATING STRATEGY TO EXECUTION | Translating Strategy to Execution, Building Robustness in Plans | The capacity to convert strategic goals into actionable, detailed plans with contingencies and measurable outcomes. |
| DEALING WITH UNCERTAINTY | Dealing with / Planning for Uncertainty | The ability to anticipate and prepare for uncertainties by building flexibility and resilience into plans. |
| FINANCIAL ACUMEN | Understanding and Leveraging Financial Insights | The ability to analyze financial metrics, balance growth with profitability, and optimize resource allocation to make informed and sustainable business decisions. |

Structure of your report



Part 1: Your Score across Themes of Strategic Acumen

| Strategic Acumen | Your Overall Test Score (%) | Company Group Median | Self Reflection Score (%) |
|------------------|-----------------------------|----------------------|---------------------------|
| | 71% | 64% | 90% |

| Theme | Your Test Score (%) | Company Group Median | Self Reflection Score (%) |
|-----------------------------------|---------------------|----------------------|---------------------------|
| Forward Thinking | 64% | 55% | 100% |
| Bold Goal Setting | 89% | 89% | 93% |
| Managing Trade-Offs | 53% | 60% | 87% |
| Translating Strategy to Execution | 83% | 50% | 100% |
| Dealing with Uncertainty | 71% | 64% | 70% |
| Financial Acumen | 75% | 67% | 100% |

Part 2: Your Test Scores and Qualitative Insights

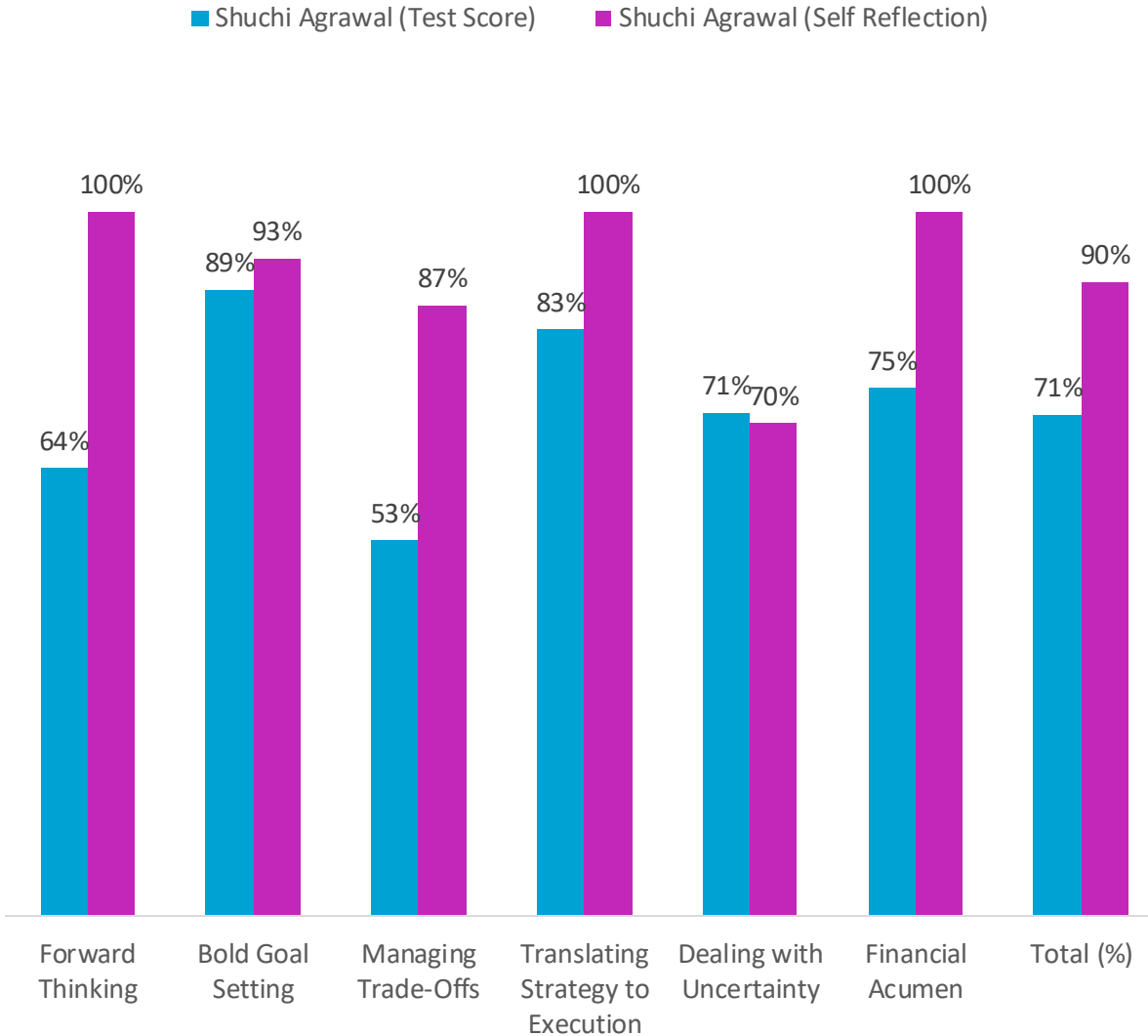
| THEME | TEST SCORES | BELOW PAR (60% and below) | PAR (60% - 75%) | ABOVE PAR (Above 75%) |
|--|-------------|---|--|---|
| FORWARD THINKING | 64% | May tend to react to current changes with a short-term focus. | Identifies some trends but mostly reactive. | Proactively anticipates future trends and integrates them into plans. |
| BOLD GOAL SETTING | 89% | Likely to set goals that are conservative and internally focused. | Sets realistic, market-aware goals. | Establishes bold, market-driven goals with deep external insights. |
| MANAGING TRADE-OFFS | 53% | May primarily focus on one stakeholder group, with opportunities to expand perspective. | Balances trade-offs reasonably but avoids complex decisions. | Creates balanced, win-win solutions for conflicting priorities. |
| TRANSLATING STRATEGY TO EXECUTION | 83% | Could benefit from clearer planning with defined contingencies. | Actionable plans with some contingencies and measurable outcomes. | Robust, detailed plans with clear contingencies and accountability. |
| DEALING WITH UNCERTAINTY | 71% | May find it challenging to adapt plans to change and uncertainty. | Prepares basic contingencies for anticipated risks. | Builds flexible, resilient strategies to handle uncertainty. |
| FINANCIAL ACUMEN | 75% | Could enhance financial knowledge to improve long-term decision-making. | Understands metrics, manages finances, balances growth, some optimization. | Strong financial analysis, optimizes resources, drives profitability, sustainable growth. |

 Below Par (Likely area of improvement - significant gaps)

 Par (Adequate capability- a few gaps exist)

 Above Par (Likely areas of strength)

Your Score (Test Score vs Self Reflection): *Potential Blind Spots*



Convergences: When **Test Score** and **Self-Reflection Score** align, it indicates that self-perception and actual performance are consistent, suggesting accurate self-awareness.

Positive Divergences: When **Self-Reflection Score** is **higher** than the **Test Score**, it may indicate overconfidence and need for further reflection on one's capability on the theme

Negative Divergences: When **Self-Reflection Score** is **lower** than the **Test Score**, it suggests under confidence of one's actual abilities, and possible hidden area of strength.

Part 3: Your Action Plan (Template)

| Theme Identified for Development | Action for Development with Initiatives and Timelines | Measures of Progress |
|----------------------------------|---|----------------------|
| | | |
| | | |
| | | |

1. Your development action plan should be a **good mix** of your **strength areas** (to be enhanced further) and **areas of improvement** (to reduce gaps).
2. Your likely **strength areas** will be the ones where your **absolute scores** are “**Above Par**”, significantly above the group median and with **low deviation** from the **self reflection test**.
3. Your likely **improvement areas** will be ones where your **absolute scores** are “**Par**” or “**Below Par**”, close to or below the group median and **high deviation** from the **self reflection test**.
4. Exercise your subjective judgement to **identify your development areas** based on the points mentioned above.
5. **Actions for development** should include an appropriate mix of learning through **formal methods** (self directed learning, e-learning, articles and books), **learning from others** (discussion with manager, mentors and other colleagues) and **practice on the job** (identifying opportunities to practice, reflect and seek feedback in your work areas).

Part 4: Learning Resources

| THEME | Articles | Videos | Books |
|--|---|---|--|
| FORWARD THINKING | <ul style="list-style-type: none"> - 10X Thinking: Unlocking Exponential Growth and Innovation - 12 Essential Strategy Insights | <ul style="list-style-type: none"> - Martin Reeves: Your Strategy Needs a Strategy | <ul style="list-style-type: none"> - <i>Good Strategy Bad Strategy: The Difference and Why It Matters</i> by Richard Rumelt - <i>Bold: How to Go Big, Create Wealth and Impact the World</i> by Peter H. Diamandis and Steven Kotler |
| BOLD GOAL SETTING | <ul style="list-style-type: none"> - With Goals, FAST Beats SMART - How To Set Bold Goals You'll Actually Achieve | <ul style="list-style-type: none"> - John Doerr: Why the Secret to Success Is Setting the Right Goals | <ul style="list-style-type: none"> - <i>Your Best Year Ever: A 5-Step Plan for Achieving Your Most Important Goals</i> by Michael Hyatt - <i>The Power of Full Engagement</i> by Jim Loehr and Tony Schwartz |
| MANAGING TRADE-OFFS | <ul style="list-style-type: none"> - How to Manage Strategic Trade-offs and Tensions | <ul style="list-style-type: none"> - Michael Porter: The Case for Letting Business Solve Social Problems | <ul style="list-style-type: none"> - <i>The Balanced Scorecard: Translating Strategy into Action</i> by Robert S. Kaplan and David P. Norton |
| TRANSLATING STRATEGY TO EXECUTION | <ul style="list-style-type: none"> - How Smart Leaders Translate Strategy into Execution | <ul style="list-style-type: none"> - Martin Reeves: Your Strategy Needs a Strategy | <ul style="list-style-type: none"> - <i>The Strategy-Focused Organization</i> by Robert S. Kaplan and David P. Norton |
| DEALING WITH UNCERTAINTY | <ul style="list-style-type: none"> - Strategy Under Uncertainty - The Fall and Rise of Strategic Planning | <ul style="list-style-type: none"> - Uncertainty: Thriving in Unpredictable Times | <ul style="list-style-type: none"> - <i>Strategy Under Uncertainty</i> by Hugh Courtney, Jane Kirkland, and Patrick Viguerie |
| FINANCIAL ACUMEN | <ul style="list-style-type: none"> - How to use Financial Ratios to Improve your Business - Importance of Financial Analysis In Decision Making | <ul style="list-style-type: none"> - Financial Literacy: Reading Financial Statements | <ul style="list-style-type: none"> - <i>The Lean Product Playbook</i> by Dan Olsen |



Part 5: Actions and Behaviours to Practice On-The-Job to Enhance Your Strategic Acumen

Actions:

- **Market & Competitive Analysis:** Regularly track industry trends, competitor strategies, and customer insights to anticipate shifts in the logistics and supply chain sector.
- **Scenario Planning:** Develop multiple future scenarios and contingency plans to prepare for uncertainties in demand, supply chain disruptions, or regulatory changes.
- **Innovation Initiatives:** Identify and implement new process improvements, digital tools, or operational strategies that can enhance efficiency and drive long-term growth.

Behaviours:

- **Proactive Problem-Solving:** Identify potential challenges before they arise and take preventive actions.
- **Curiosity & Continuous Learning:** Stay updated on emerging trends, technologies, and best practices in logistics, e-commerce, and last-mile delivery.
- **Big-Picture Thinking:** Align daily decisions with long-term business goals and future market demands.
- **Collaboration & Knowledge Sharing:** Engage with cross-functional teams, seek diverse perspectives, and share insights to collectively anticipate future challenges and opportunities.

Bold Goal Setting

Actions:

- **Set Ambitious Yet Achievable Targets:** Define stretch goals that align with market trends, customer demands, and business growth objectives.
- **Use Data-Driven Insights:** Leverage market research, customer feedback, and competitive analysis to set impactful and relevant goals.
- **Track & Iterate:** Regularly review progress, adjust strategies, and recalibrate goals based on evolving business dynamics.

Behaviours:

- **Think Beyond the Status Quo:** Challenge existing assumptions and push for innovative, high-impact goals.
- **Customer-Centric Mindset:** Prioritize goals that enhance customer experience and drive long-term value.
- **Resilience & Risk-Taking:** Stay committed to bold goals despite obstacles and take calculated risks.
- **Ownership & Accountability:** Take full responsibility for outcomes and inspire teams to work toward ambitious targets.

Managing Trade-Offs

Actions:

- **Prioritize Based on Business Impact:** Assess stakeholder needs and allocate resources to maximize overall value.
- **Transparent Decision-Making:** Communicate trade-offs clearly with stakeholders, ensuring alignment and buy-in.
- **Optimize Efficiency & Fairness:** Balance short-term profitability with long-term sustainability across customers, employees, and partners.

Behaviours:

- **Empathy & Active Listening:** Understand diverse stakeholder perspectives before making decisions.
- **Analytical Thinking:** Evaluate data and potential outcomes to make informed trade-offs.
- **Flexibility & Adaptability:** Adjust strategies as business priorities and stakeholder needs evolve.
- **Negotiation & Conflict Resolution:** Find win-win solutions to balance competing demands effectively.

Translating Strategy to Execution

Actions:

- **Break Down Strategy into Actionable Steps:** Convert high-level goals into clear, measurable tasks with defined ownership.
- **Establish KPIs & Milestones:** Set key performance indicators and review progress regularly to ensure alignment with strategic objectives.
- **Develop Contingency Plans:** Anticipate roadblocks and create backup strategies to maintain execution momentum.

Behaviours:

- **Detail-Oriented Execution:** Focus on precision in planning while ensuring flexibility for adjustments.
- **Accountability & Ownership:** Take responsibility for delivering results and driving execution excellence.
- **Proactive Problem-Solving:** Identify and address operational challenges before they escalate.
- **Cross-Functional Collaboration:** Engage with teams across departments to ensure smooth execution and alignment.

Dealing with Uncertainty

Actions:

- **Develop Contingency Plans:** Identify potential risks and create alternative strategies to adapt quickly.
- **Monitor Market & Operational Signals:** Track industry trends, customer behavior, and supply chain dynamics to detect early warning signs.
- **Encourage Agile Decision-Making:** Implement flexible processes that allow quick pivots when circumstances change.

Behaviours:

- **Resilience Under Pressure:** Stay calm and solution-focused during unpredictable situations.
- **Adaptability & Open-Mindedness:** Be willing to revise plans based on new information.
- **Data-Driven Risk Assessment:** Use analytics to evaluate potential risks and opportunities.
- **Proactive Communication:** Keep teams informed and aligned during uncertain times.

Actions:

- **Analyze Financial Statements:** Regularly review income statements, balance sheets, and cash flow statements to understand business performance.
- **Optimize Resource Allocation:** Allocate resources efficiently by balancing growth initiatives with profitability goals.
- **Monitor Key Financial Metrics:** Track critical metrics such as ROI, gross margin, and cost of goods sold to make informed decisions.

Behaviours:

- **Data-Driven Decision-Making:** Base decisions on financial data and key performance indicators (KPIs).
- **Cost-Consciousness:** Be mindful of cost management while pursuing growth opportunities.
- **Profitability Focus:** Prioritize strategies that deliver sustainable profit alongside growth.
- **Collaboration with Finance Teams:** Engage with finance teams to align operational decisions with financial goals.



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THINK OUTSIDE THE BOX

