# business manager reflection tool

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This Reflection Tool provides a template to support reflection on the Capability Framework and can be used by business managers and reviewers to easily identify specific capabilities within each skill area for development, and support goal setting and planning to undertake relevant professional learning as part of the performance and development process. Business managers can also choose to provide the Reflection Tool to trusted colleagues for peer feedback to enrich their reflections.

The Reflection Tool is an optional resource to assist business managers and reviewers with the performance and development process. A business manager should reflect on the capabilities in the context of the Dimensions of Work for the Education Support Class at their own classification level and range.

| Capability | Capability definition | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| --- | --- | --- | --- | --- | --- | --- |
| Technical Skills | Finance and Procurement | I implement effective, efficient and ethical financial management and budgeting processes. I understand and manage procurement activities. |  |  |  |  |  |
|  | Governance Acumen | I understand how to implement good governance. I apply governance frameworks to decision making and accountabilities. |  |  |  |  |  |
|  | Operational Acumen | I develop and implement plans and processes to facilitate effective and efficient operations including simplifying complex practices. |  |  |  |  |  |
|  | Resource Coordination | I build processes and organise people and activities. I see opportunities for synergy and integration to get more effective outcomes out of fewer resources. |  |  |  |  |  |
|  | Risk Management | I systematically identify, evaluate and prioritise potential risks and communicate information to enable appropriate decisions and actions. |  |  |  |  |  |
| People Skills | Stakeholder Engagement | I build and maintain effective relationships with stakeholders and focus on understanding and meeting their needs. |  |  |  |  |  |
|  | Relationship Building | I develop partnerships and collaborative relationships, both internally and externally, to facilitate the achievement of mutual objectives. |  |  |  |  |  |
|  | Supportive Leadership | I proactively address issues and concerns in an empathetic and sensitive manner. I effectively share ideas, thoughts and information to support outcomes. |  |  |  |  |  |
|  | Communicating with Others | I make a positive impression and effectively negotiate with, and influence others. I focus clearly on finding cooperative solutions and outcomes. |  |  |  |  |  |
|  | Teamwork | I actively participate as a member of a team to support team goals, and foster collaboration and an environment of mutual trust and respect. |  |  |  |  |  |
| Self-Mastery | Ethics and Values | I model strong public sector values and professional ethics. I adhere to these in all circumstances relevant to my role. I maintain confidentiality and support others to do the right thing. |  |  |  |  |  |
|  | Problem Solving | I anticipate future needs and provide advice to assist in forward planning. I solve problems using logical methods to reach effective solutions. |  |  |  |  |  |
|  | Flexibility | I adapt my own approach to meet different situations. |  |  |  |  |  |
|  | Organising and Planning | I create plans and forecasts, and organise activities required to achieve a desired goal. |  |  |  |  |  |
|  | Resilience | I effectively deal with pressures and competing priorities. I maintain respectful working relationships while dealing with conflict and challenges. |  |  |  |  |  |

## QUESTIONS to consider

Business managers can use the following questions to support further reflection on the Capability Framework, and to determine the next steps for their learning and development.

* Which two or three areas were identified as your greatest strengths?
* What are some examples of your regular activities that provide evidence of your strengths?
* What do you think is the most important area for development you identified and why?
* Having completed this reflection, what do you believe are the next steps for your professional learning?