DEP 1-2	PLANNING ACTIVITY: Capabilities Analysis
	FERRITATION

The responsibility for the function can be met to the extent of the ability to perform the functional activities. Each functional area must be evaluated to determine its level of capability.

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DATA COLLECTION

- 1. Functional manager uses one analysis form for each functional area listed on DEP 1-1.
- 2. Refer to IMP 1-1, IMP 2-5.

PLANNING USE

Use phrases to describe the strengths that support performance of each functional area activity. These are the strengths of the function itself. It is not an analysis of the people but of the resources the function has for performing the activities. The same analysis is performed on needs to determine deficiencies that reduce the performance of the functional activity. Possible action programs should relate to ways to capitalize on strengths or to correct needs. Both sets of actions are within the control of the functional manager. By his own decision he can set action in motion.

Constraints are internal conditions or policies that hinder performance but are not within the authority of the manager to change. The possible action programs relate to ways to deal with those who have authority to modify the constraint or policy.

RECOMMENDATIONS

As manager of this function, you are responsible for results. Analyse the functional capabilities with a cold, objective eye. Do your boss a favor--tell him how you see it. Unless he understands your situation, his expectations might be unrealistic.

If he won't listen or doesn't want to hear, you have a different problem. He's an autocrat. Then you have to be careful not to set yourself up for unwarranted criticism. You also have to decide how long you can function with this organization-unless you don't like growth decision making. Then you have a good deal-just do what you are told. However, management based on planning requires participation, and the Corporate Planning Process Manual[®] is based on a goal oriented climate. So, the assumption is that your boss wants and expects your contributions.

Figure out what your function can and can't do, and reach some understanding with the boss as to these conditions

What skills and physical/fiscal resources is the function known for? How do these support or prevent fulfillment of responsibility? What effect do the capabilities have on corporate strategic emphasis?

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