



**MAGUIRE
ASSOCIATES**

*Advancing
Higher Education
Through Insight
and Innovation*

The **M-SAT**

The Maguire Strategic Aptitude Test

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The M-SAT

**A diagnostic tool
that helps an institution
of higher education to
assess and improve its
strategic capacity . . .**

***to Make Real
an Envisioned Future!***

The M-SAT

8 Strategic Aptitudes

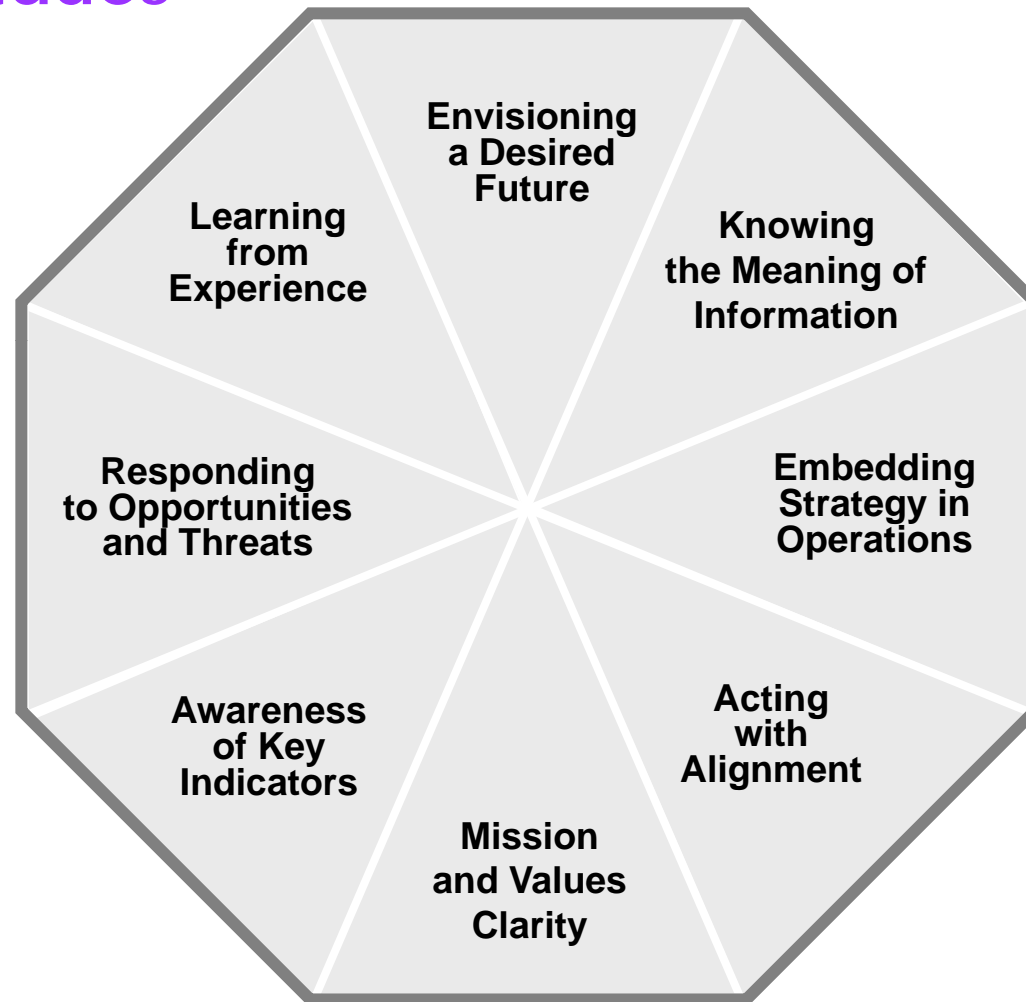
- **Mission and Values Clarity**
- **Awareness of Key Indicators**
- **Knowing the Meaning of Information**
- **Envisioning a Desired Future**
- **Responding to Opportunities and Threats**
- **Embedding Strategy in Operations**
- **Acting with Alignment**
- **Learning from Experience**

The M-SAT

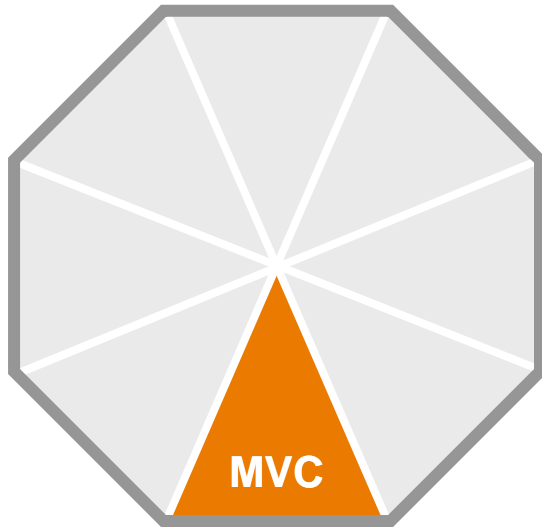
8 Strategic Aptitudes

- **M**ission and Values Clarity
- **A**wareness of Key Indicators
- **K**nowing the Meaning of Information
- **E**nvisioning a Desired Future
- **R**esponding to Opportunities and Threats
- **E**MBEDDING Strategy in Operations
- **A**cting with Alignment
- **L**earning from Experience

The Strategic Aptitudes



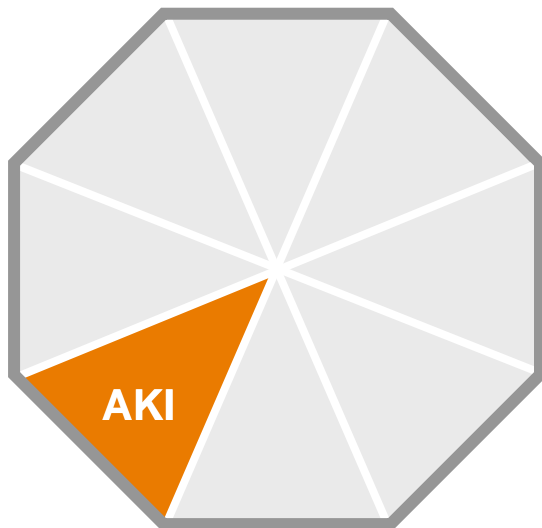
The Strategic Aptitudes



Mission and Values Clarity

Widely shared understanding within the institution of its mission, values and distinctive characteristics and competencies.

Understanding who we are.

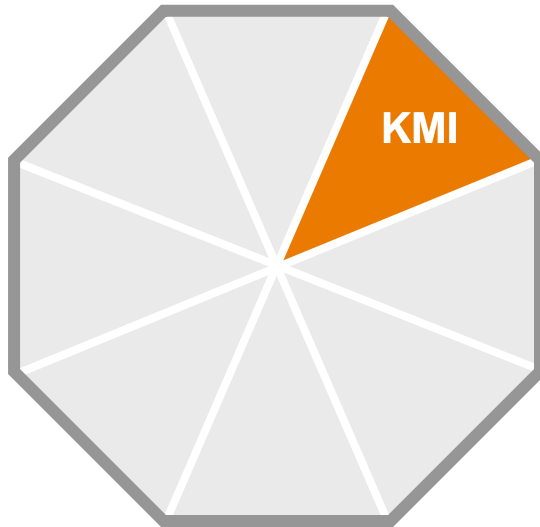


Awareness of Key Indicators

The ability to identify, track, and continually update the set of key environmental and competitive trends and performance indicators that determine institutional success.

Recognizing what we need to monitor.

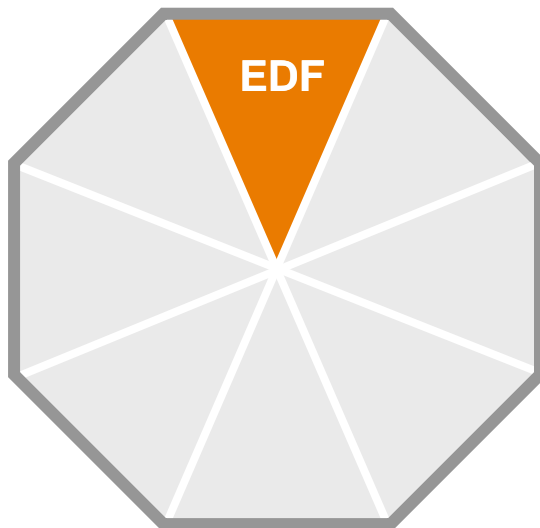
The Strategic Aptitudes



Knowing the Meaning of Information

Mastery of the research, analytical, and display techniques that allow for the extraction of meaning and insight from relevant data.

Transforming data into meaningful information.

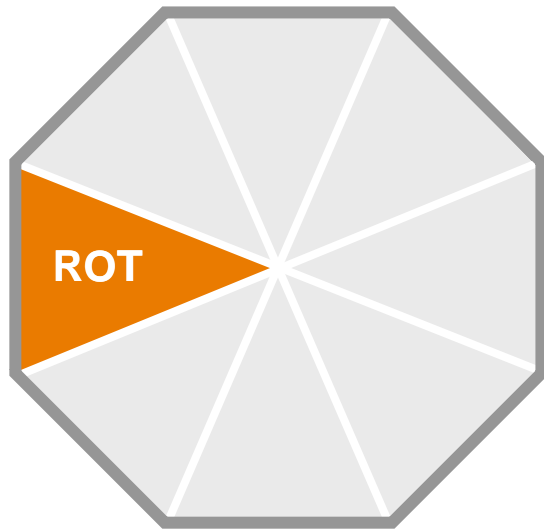


Envisioning a Desired Future

Engaging periodically in a purposeful exercise of exploring and defining one or more future visions of the institution that fulfill its mission and address challenges and opportunities.

Imagining the kind of institution we want to become.

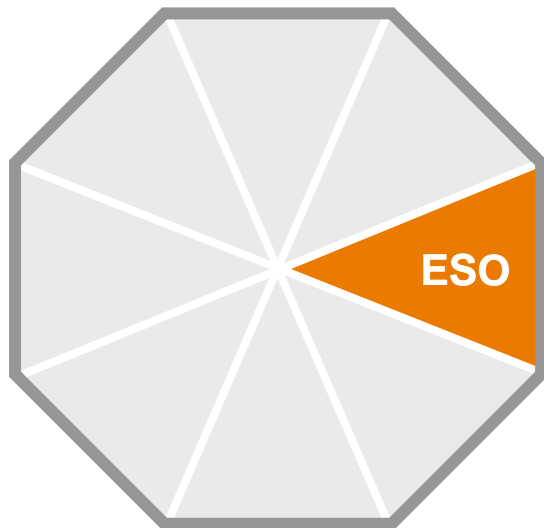
The Strategic Aptitudes



Responding to Opportunities and Threats

The ability to respond expeditiously to internal and external threats and to take advantage of opportunities as they arise.

Moving with decisiveness and agility in response to unforeseen events.



Embedding Strategy in Operations

The ability to translate broadly defined strategic initiatives into operational terms, thereby assuring implementation and integrating strategic thinking into the ongoing life of the organization.

Making strategy real.

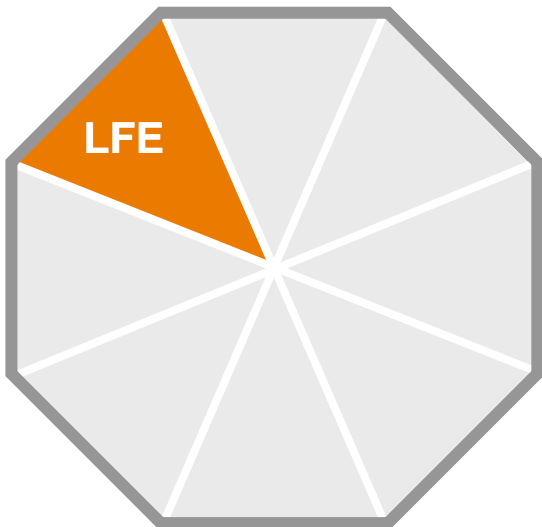
The Strategic Aptitudes



Acting with Alignment

The capacity to follow through on a planned set of actions in a coordinated, coherent way with all relevant parties aligned in a common commitment to achieve the intended results.

Working together toward shared goals.



Learning from Experience

The ability to build upon an evolving knowledge base of what has worked and what has not with each round of strategic thinking, planning, and acting.

Integrating lessons learned to enhance our future success.

The Strategic Aptitudes

- 32 statements
- 4 statements per Strategic Aptitude, referencing
 - Resources
 - Experience
 - Ability
 - Leadership
- Scored on a scale of 1 to 5
 - 1 Strongly Disagree 2 Disagree 3 Sometimes Disagree / Sometimes Agree
 - 4 Agree 5 Strongly Agree **No Opinion**

Survey Instrument

Aptitude: **Mission and Values Clarity**

*Widely shared understanding within the institution of its mission, values and distinctive characteristics and competencies. **Understanding who we are.***

	No Opinion	1 Strongly Disagree	2 Disagree	3 Sometimes Disagree Sometimes Agree	4 Agree	5 Strongly Agree
RESOURCES Our institution possesses the financial, physical, and systems resources necessary to demonstrate this aptitude.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EXPERIENCE Our institution has relatively recent experience (within the past 1-3 years) in demonstrating this aptitude.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABILITY Whether through training or hiring, our institution has people with the skills and ability to demonstrate this aptitude.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEADERSHIP People in leadership positions in our institution encourage and reward the demonstration of this attribute.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Survey Instrument

Aptitude: Awareness of Key Indicators

The ability to identify, track, and continually update the set of key environmental and competitive trends and performance indicators that determine institutional success.

Recognizing what we need to monitor.

	No Opinion	1 Strongly Disagree	2 Disagree	3 Sometimes Disagree Sometimes Agree	4 Agree	5 Strongly Agree
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Survey Instrument

Aptitude: **Knowing the Meaning of Information**

*Mastery of the research, analytical, and display techniques that allow for the extraction of meaning and insight from relevant data. **Transforming data into meaningful information.***

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Survey Instrument

Aptitude: Envisioning a Desired Future

*Engaging periodically in a purposeful exercise of exploring and defining one or more future visions of the institution that fulfill its mission and address challenges and opportunities. **Imagining the kind of institution we want to become.***

	No Opinion	1 Strongly Disagree	2 Disagree	3 Sometimes Disagree Sometimes Agree	4 Agree	5 Strongly Agree
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Survey Instrument

Aptitude: Responding to Opportunities and Threats

The ability to respond expeditiously to internal and external threats and to take advantage of opportunities as they arise. *Moving with decisiveness and agility in response to unforeseen events.*

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Survey Instrument

Aptitude: **Embedding Strategy in Operations**

*The ability to translate broadly defined strategic initiatives into operational terms, thereby assuring implementation and integrating strategic thinking into the ongoing life of the organization. **Making strategy real.***

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Survey Instrument

Aptitude: Acting with Alignment

The capacity to follow through on a planned set of actions in a coordinated, coherent way with all relevant parties aligned in a common commitment to achieve the intended results. **Working together toward shared goals**

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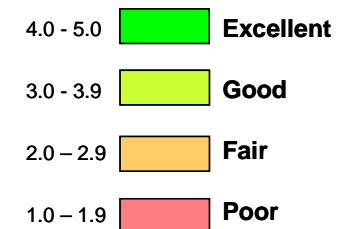
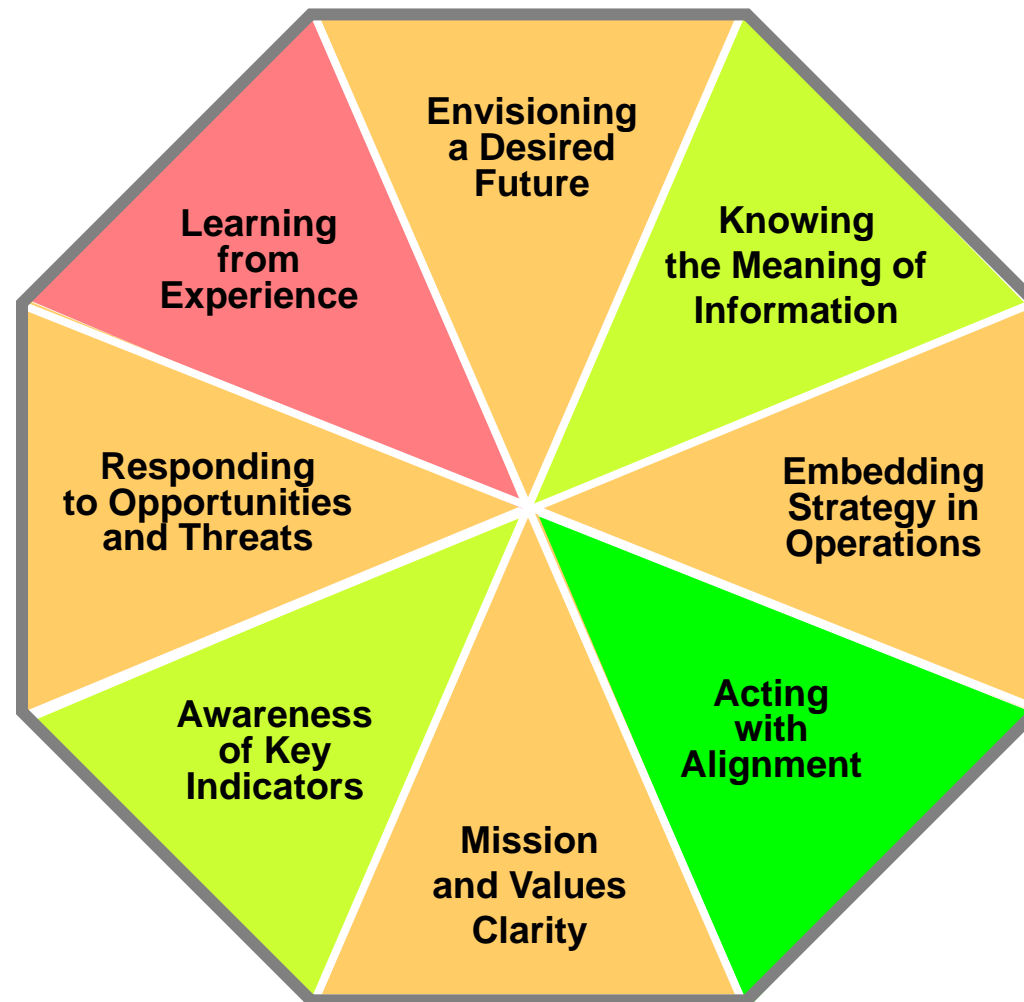
Survey Instrument

Aptitude: Learning from Experience

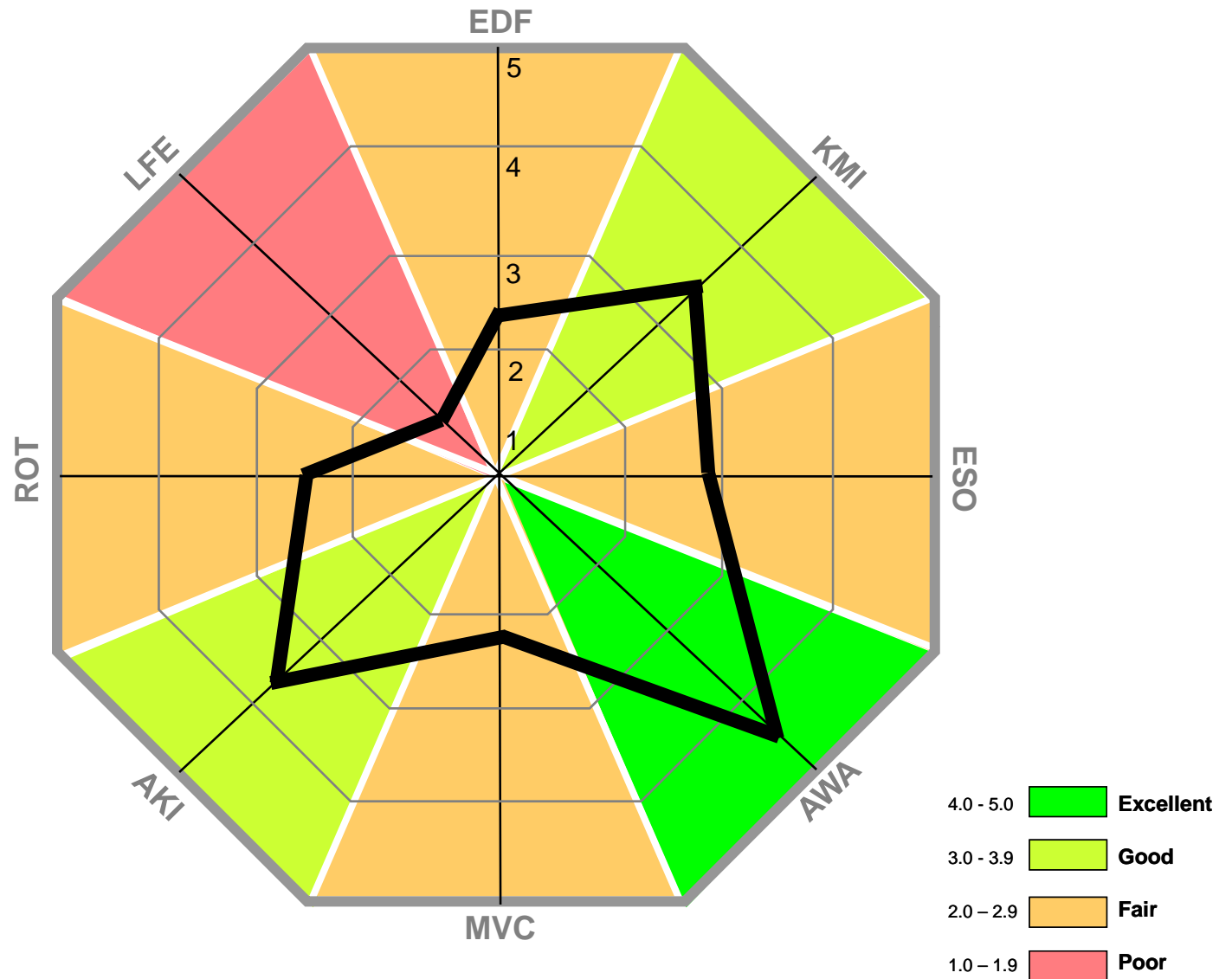
*The ability to build upon an evolving knowledge base of what has worked and what has not with each round of strategic planning, thinking, and acting. **Integrating lessons learned to enhance our future success.***

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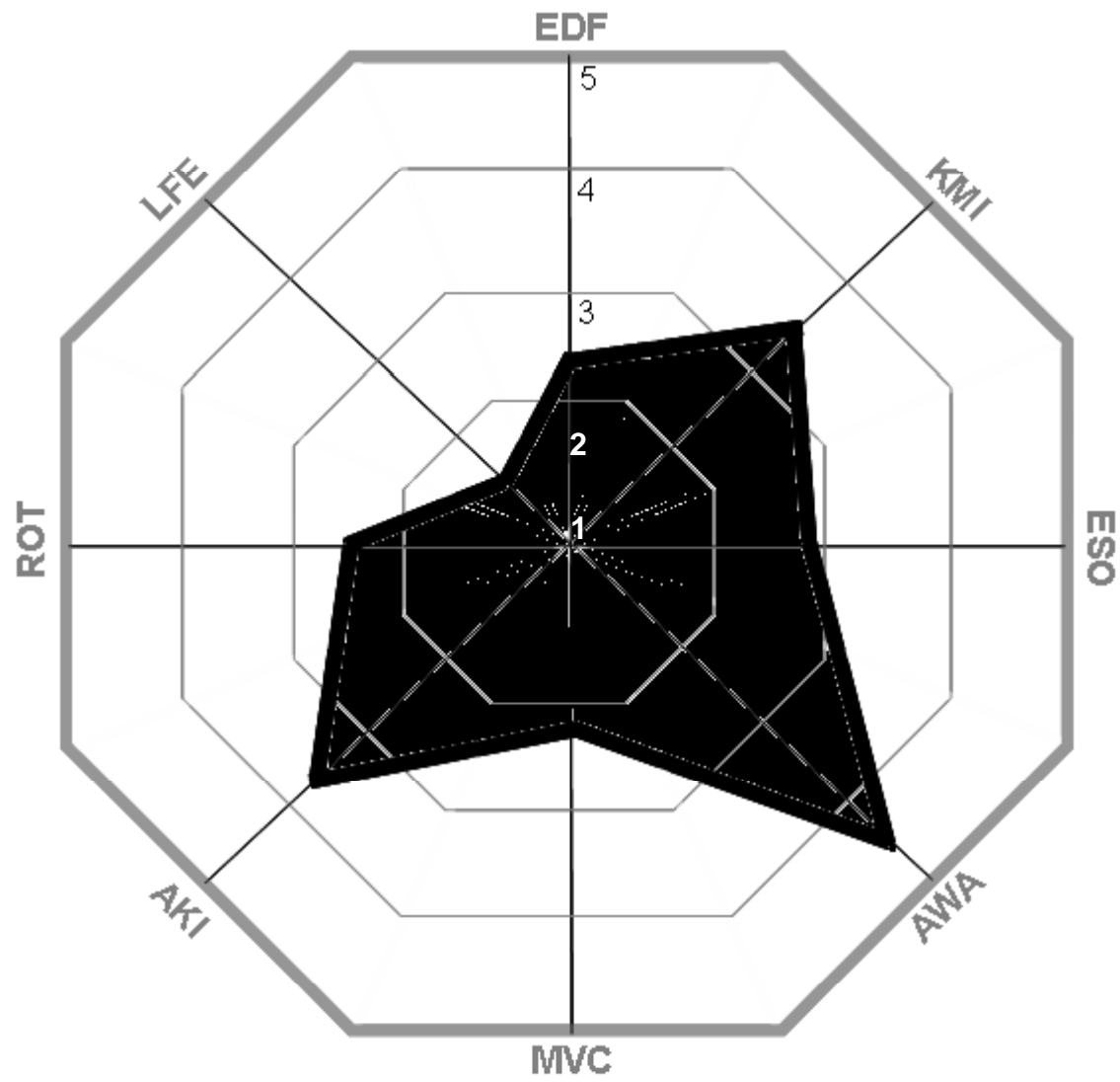
M-SAT Display - Option 1



M-SAT Display - Option 2



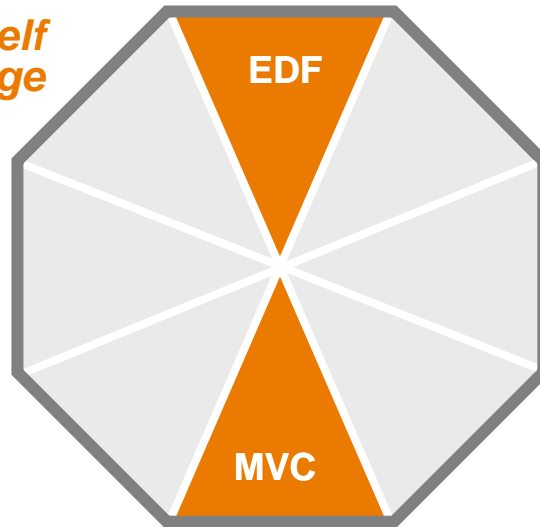
M-SAT Display - Option 3



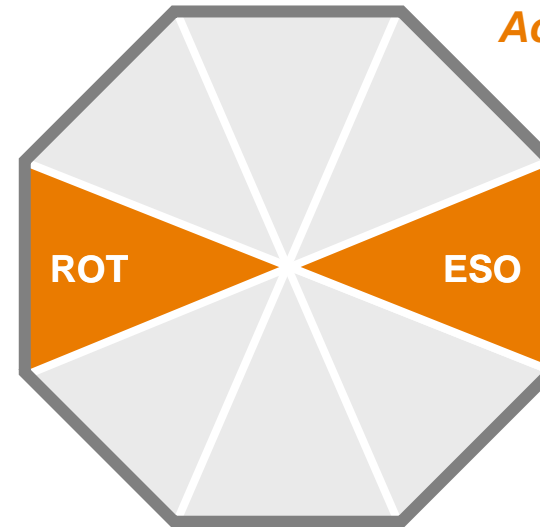
M-SAT Interpretation

Complementary Aptitudes

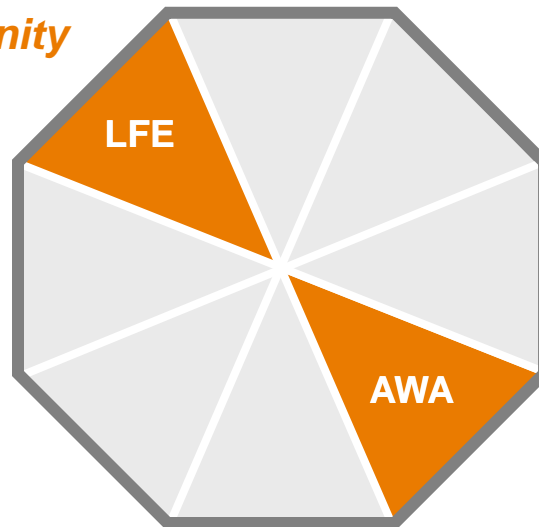
*Self
Knowledge*



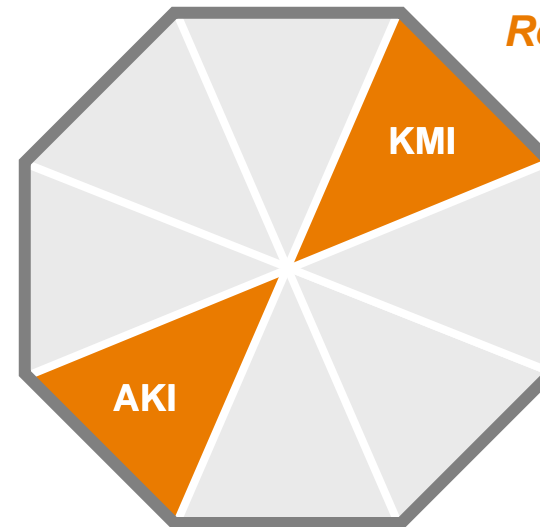
Action



Community



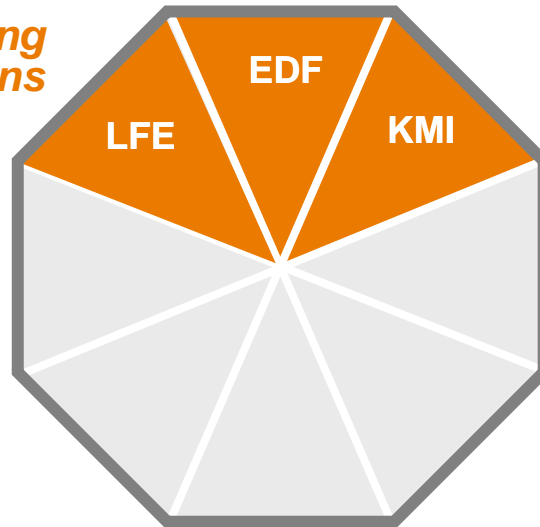
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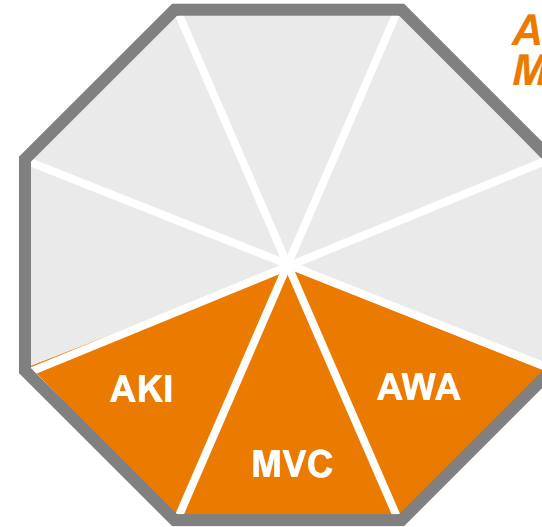
M-SAT Interpretation

Adjacent Aptitudes

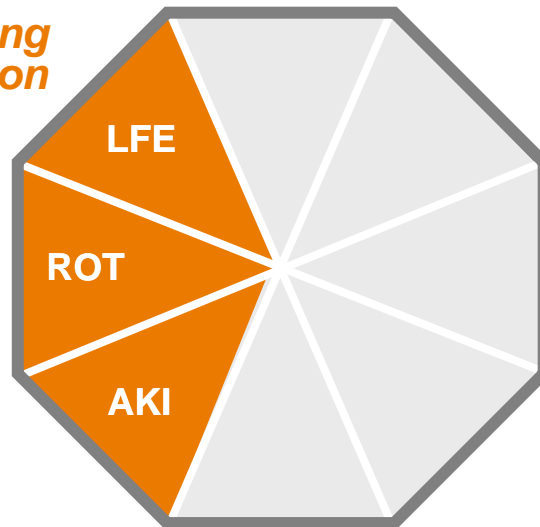
Informing Visions



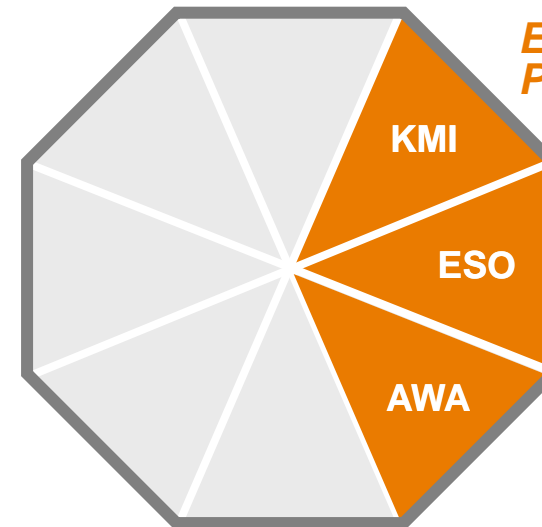
Assessing Mission



Driving Action



Enhancing Performance



M-SAT Interpretation Gap Analysis

