

## Table of Expectations and Feedback for Reut Institute Analysts

		6 months	1 Year	Year and a Half
<b>Knowledge Development</b>	<b>Theory</b>	<ul style="list-style-type: none"> <li>Knows Praxis Institute theory (Fundamental / Situational Surprise, Relevancy... see separate list)</li> <li>Knows the stages of the Knowledge Development process (Discovery, Convergence, Architecture, etc.)</li> <li>Knows the basic concepts of the organizational canon (paradigm, weak signals... see separate list)</li> <li>Knows the literature of the canon designated for the first six months of training</li> <li>Knows the vision, mission, strategy and unique added value of the Reut Institute; is familiar with the constitution</li> <li>Knows the operating principles of the website and the RPN</li> <li>Knows the focus areas; familiar with publications of his/her team's focus area; gathers relevant knowledge for the team</li> </ul>	<ul style="list-style-type: none"> <li>Understands the theoretical component of the Praxis Institute package</li> <li>Understands the Knowledge Development process and its methodological implementation</li> <li>Understands the basic concepts and uses them in the appropriate context and circumstances</li> <li>Understands the literature of the first six months; knows the second six months</li> <li>Understands and can lecture on the vision, mission, strategy and unique added value</li> <li>Understands and implements the principles of the website and the RPN</li> <li>Understands publications of focus area; makes relevant connections; begins to develop unique personal focus area</li> <li>Knows Reut's organizational and management principles (Blue Ocean, Good to Great... see separate list)</li> <li>Knows Reut's 'Operator' concept</li> </ul>	<ul style="list-style-type: none"> <li>Ditto</li> <li>Ditto</li> <li>Ditto</li> <li>Understands and implements the canon; contributes a unique contribution to the organization's understanding</li> <li>Ditto</li> <li>Contributes a unique contribution to the development of the website and knows how to operate as a '3G Analyst'</li> <li>Develops a unique personal knowledge area which constitutes a contribution to the team's work</li> <li>Understands and implements the organizational and management principles of the organization</li> <li>Understands / implements 'Operation' in management roles</li> </ul>
	<b>Practice</b>	<ul style="list-style-type: none"> <li>Implements basic operating procedures (layout, translation, mail composition... see separate list)</li> <li>Technical mastery (ReFramer functions, keyboard shortcuts, uploading to the website, research)</li> <li>Continuous improvement of writing in Hebrew and English</li> <li>Fulfills his role in the Knowledge Development process (personal, team-based, with experts / texts... see separate list). Receives directive and operates in light of it in a high-quality fashion and within given time constraints</li> <li>Makes a meaningful contribution in discussions based on 'position' (i.e., professional and academic background), using facts and first-order logic. Prepares for discussions</li> <li>Operates as 'Flower Petal' of the 'Flower Center': understands and implements the 'Knowledge Transfer' processes (Transfer 1, 2 and 3)</li> <li>Uploads content to the website and links it to other relevant content</li> <li>Develops 'Research Neighborhoods' in the team plexus</li> <li>Writes terms, concepts and news analyses at a high level</li> <li>Operates as a 'Sensor' – identifies relevant developments</li> </ul>	<ul style="list-style-type: none"> <li>Fully implements basic operating procedures</li> <li>Technical mastery, including Powerpoint and the preparation of high-quality presentations</li> <li>Writes at a high level in one language (Hebrew / English) and continuously improves in the 2<sup>nd</sup> language</li> <li>Capable of filling the entire spectrum of role in the Knowledge Development process including discussion leadership</li> <li>Performs proper 'reframing' in Knowledge Development processes</li> <li>Ditto</li> <li>Capable of managing area on website and transforming it into a 'Primary Resource'; Manages RPN group</li> <li>Builds systemic maps based on knowledge development; Presents them in a clear, flowing and structured fashion</li> <li>Writes long and complex products</li> <li>Conceptualizes on the basis of 'sensing' and translates to a relevant product</li> <li>Establishes a network of relationships (government / experts) at a junior level</li> <li>Teaches training lessons to new analysts</li> </ul>	<ul style="list-style-type: none"> <li>Ditto</li> <li>Ditto</li> <li>Develops credibility in writing in at least one language</li> <li>Leads the complete team Knowledge Development process</li> <li>Ditto</li> <li>Capable of giving a directive</li> <li>Contributes to development of the website; capable of operating as a '3G Analyst'</li> <li>Ditto</li> <li>Leads writing process of multiple products simultaneously</li> <li>Capable of leading 'sensing' meetings in his/her focus area</li> <li>Establishes a network of relationships (government / experts) at a senior level</li> <li>Leads a training process for new analysts</li> <li>Manages operation in content or organizational area</li> </ul>
<b>Client Service</b>	<b>Theory</b>	<ul style="list-style-type: none"> <li>Knows the stages and principles of 'Client Service process'</li> <li>Knows the various services (Directive Clarification, RPN, Knowledge Development, Website, Package of Products, etc.) and understands their differences</li> <li>Familiar with the team's primary clients and understands their needs</li> </ul>	<ul style="list-style-type: none"> <li>Understands the 'Client Service process'</li> <li>Understands the various services and is capable of transmitting this knowledge</li> <li>Knows the basic concepts of Reut's 'Impact Concept' (Heifetz, Williams...see separate list)</li> <li>Understands the structure of the government and the operations of government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to development of the 'Client Service process'</li> <li>Makes a contribution to the development of the various services</li> <li>Understands Reut's 'Impact Concept'</li> <li>Ditto</li> </ul>
	<b>Practice</b>	<ul style="list-style-type: none"> <li>Makes a significant contribution in meetings with clients based on facts and first-order logic appropriate for his/her current position</li> <li>Presents the essence of the organization and its activities clearly (Reut in 30 seconds)</li> <li>Establishes several relations with junior-level decision-makers</li> <li>Manages technical preparation for meetings with clients</li> </ul>	<ul style="list-style-type: none"> <li>Capable of leading the Reut side of the client service process. Presents his/her part of the knowledge development</li> <li>Capable of presenting the vision, mission, strategy and unique added value with confidence, accuracy and fluency</li> <li>Solidifies relations with junior-level and mid-level government officials</li> <li>Prepares ReFramer and Powerpoint presentations</li> </ul>	<ul style="list-style-type: none"> <li>Manages a client service project</li> <li>Ditto</li> <li>Identification and preservation of an 'influence group' from among the team's clients</li> <li>Ditto</li> <li>Manages Directive Clarifications with clients</li> </ul>
<b>Personal Development</b>		<ul style="list-style-type: none"> <li>Represents the organization at conferences</li> <li>Identifies potential focus areas within his/her team's field and becomes a sensor-expert</li> </ul>	<ul style="list-style-type: none"> <li>Implements side project optimally</li> <li>Ditto; writes Reut-style op-eds</li> <li>Ditto; integrates insights from personal focus area into team work. Specializes in a methodological-organizational field</li> <li>Identifies future field of personal development</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for a additional side projects and ensures quality implementation</li> <li>Ditto; establishes relations with the media</li> <li>Ditto; leads 'Methodological Refreshers' in specialized field</li> <li>Leads team /organizational initiatives. Identifies govt. agencies / public organizations into which s/he seeks to integrate in the future (to derive activities for 3<sup>rd</sup> year)</li> <li>Builds a job description map including methodological principles for implementation in the new position</li> </ul>
<b>Organizational Development</b>				<ul style="list-style-type: none"> <li>Familiar with Reut's organizational development strategy and the logic and meaning of non-profit activities</li> <li>Familiar with Reut's principles of transparency</li> <li>Familiar with foundations and non-profit funding bodies in his/her focus area</li> <li>Identifies funding sources, manages discourse with donors, promotes cooperation</li> </ul>

Note: Knows – capable of presenting the content and basic logic; Understands – knows and is capable of endowing the knowledge in a rich comprehensive and contextual manner