**Leadership Capital Index**

Individual Assessment with Five Elements

Scoring 1-10

|  |  |  |  |
| --- | --- | --- | --- |
| Element | To what extend does your \*) or \*\*) posses… | \*) Your top leader | \*\*) Your senior leadership team |
| 1. Personal Proficiency | Have the required personal characteristics to be effective? |  |  |
| 2. Strategist | Have a point of view about the future and strategic positioning? |  |  |
| 3. Executor | Make things happened or deliver as promised? |  |  |
| 4.People Manager | Build competence, commitment, and contribution of employees at all levels? |  |  |
| 5. Leadership Brand | Fit actions or behaviors with stakeholders and other expectations? |  |  |
|  | Total |  |  |

**Leadership Capital Index**

Organization Capability Assessment with Five Elements

Scoring 1-10

|  |  |  |
| --- | --- | --- |
| Element | To What Extend Do Our Leaders… | Rating |
| 6. Cultural Capabilities | Create and effective culture that matches customer expectations? |  |
| 7. Talent Management | Manage the flow of talent into, through and out of the organization? |  |
| 8. Perfor-mance Accountabi-lity | Create a performance management process that reinforces right behaviors? |  |
| 9. Informa-tion Flow | Manage information flow to gain information asymmetries |  |
| 10 Work Processes | Create organization and work practices that align strategy |  |
|  | Total |  |

**Leadership Capital Index**

Individual Domain with 5 Elements and Twenty-Eight Items

Scoring 1-10

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Element | To what extend does your \*) or \*\*) posses… |  |  | Possible Indicators | How to Assess |
| 1. Personal Proficiency | 1. Relevant experience and performance |  |  | * What is the free cash flow of the leader’s business compared to that of competitors over time? * How successful has the leader been at meeting performance commitments in previous assignments? * What has the leader’s career path been? Similar or different assignments? Safe assignments or risky ones? | * Look at balance sheet of leader’s business over time * Review career history and performance review goals set, and results delivered * Profile leader’s career mosaics |
| 1. Physical presence and vitality |  |  | * Does the leader maintain adequate diet, exercise and sleep habits? * Does the leader have a current physical exam? * Does the leader have the vitality to meet the demands of the job? | * Look at insurance policies for leader and assess how well the leader meets requirements of these policies * Determine if leader has regular and thorough physical exams. * Evaluate subjective presence at first impression and beyond |
| 1. Sense of personal well-being and identify |  |  | * Does the leader have a personal identify that matches personal strengths and needs of the business? * How does the leader handle emotional demands and stress? * Does the leader manage ego, balancing confidence and humility? Does the leader often talk in terms of “I” messages or “we” messages? | * Ask others about leader’s reputation and identity, or source from media * Observe leader in stressful situation * Listen for “I” versus “we” messages |
| 1. Ability to make other feel better and multiply their work |  |  | * Is the leader a network builder? That is, is the leader someone who knows and is known by thought leaders in the industry? * Does the leader share or take credit for success? Accept the blame or blame others for failure? * Were the people around the leader chosen to make up for the leader’s weakness or to make the leader look good by comparison? * Does the leader make others feel better about themselves after an interaction? Does the leader have a 5:1 positive-to-negative comment ratio? | * Interview industry thought leaders about the reputation of targeted firm leaders * Look at composition of team and direct reports * Observe the leader interacting with others |
| 1. Strong values and ethical judgement |  |  | * Does the leader encourage a code of ethics to shape behaviour in the company? * Doe the leader evokes personal trust from key stakeholders? * Does the leader create a sense of meaning in the work place? | * Audit litigation patterns * Listen for how employees talk about leaders and their ability to engender trust * Listen for how employees describe their work |
| 1. Ability to learn, be resilient, grown and show grit |  |  | * How does the leader handle failure? How resilient is the leader? * How committed is the leader to learning? How able is the leader to accept new ideas or approaches? | * Find out how the leader dealt with a failure * Ask the leader about current lessons |
| Personal proficiency total | = /6 = |  |  |  |

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| --- | --- | --- | --- | --- | --- |
| Element | To what extend does your \*) or \*\*) posses… | r |  | Possible Indicators | How to Assess |
| 2. Strategist | 1. Have an overall strategic approach |  |  | * Do I have a strategic blueprint that captures all the elements of strategic proficiency? * Do I (regularly) apply this framework? | * Ask for strategic documents * Monitor review process for strategy |
| 1. Understand external drivers |  |  | * Do I have a framework for thinking about future trends that might shape our industry? * Do I source information about business trends? * Do I from customer service to anticipation by foreseeing what customers may want in the future? | * Interview leaders on trend in the industry and why the occur * Ask leaders for names of industry leaders to see their connection * Examine innovation premium and reputation * Which customers do leader spend time with? |
| 1. Position the organization for the future |  |  | * Can I articulate in a few words how we are positioning to win in the future? * Am I seen as thought leaders or strategic pioneers in the industry?’ * Do I evolve our strategy to be consistent with emerging industry trends | * Ask leaders to articulate their future strategy. Listen for clarity * Ask others in the industry who are industry pioneers * Ask leaders to trace of evolution of strategy |
| 1. Turn aspiration to action through systems |  |  | * Do I turn strategic direction into day-to-day choices? * Do I have a framework for what choices should be made to make strategy happen? * Do I spend time on the key choices that move strategy forward? | * Ask leaders to lay out key choices for implementation of strategy * How comprehensive is their framework? |
| 1. Engage and communicate with employees |  |  | * Do I/we link our daily behaviour to the strategy (line of sight and personalization) * Am I/ are we committed to the strategy * Do our employees understand and are they able to repeat the strategy (tag line, story, narrative?) | * From engagement survey, test employee commitment to strategy * Interview some random employees to test their understanding of strategy |
| 1. Mange the process of strategy creation |  |  | * Do I/we involve other people in crafting the strategy * Do I encourage dissent and dialogue in creating and implementing the strategy? * Do I run experiments and build in learning to improve the strategy | * When leaders are asked about strategy how much do they talk about the process versus context? * How many employees were involved in the strategy? * Can leaders share failures and what they learned? |
| Strategist total | = /6 = |  |  |  |

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| --- | --- | --- | --- | --- | --- |
| Element | To what extend does your \*) or \*\*) posses… | r |  | Possible Indicators | How to Assess |
| 3. Executor | 1. Recognize and create need for execution |  |  | * Do I build a comprehensive rationale for how to make sure strategies are executed? * Do I use analytics to build a business case for disciplined execution? * Do I anticipate resistance to strategy execution and address the problem areas in advance? | * Survey employee commitment to strategic change. Look for both overall score and variance around the score * Interview leaders on their business case and determine thoroughness of their business case |
| 1. Focus on priorities |  |  | * Do I know how to move from creating options to determining priorities? * Do I ensure that we share a common set of priorities? * Do I/ we spend time on the top priorities? | * Ask leaders how they go about setting priorities. Alternatively, ask them to divide points against choices. * Interview team member about top priorities to see if there is a consensus * Examine leaders’ calendars to see where the spend their time |
| 1. Ensure clear accountabilities |  |  | * Do I have clear ideas about what I expect from others? * Do I follow up on what people promise they deliver? | * Ask leaders to report what they are personally accountable to do and deliver. Compare results from others * Who have the leaders fired and why? * Ask subordinates when they last had a follow-up session on goals |
| 1. Manage decision making or governance |  |  | * Do I manage the content of decisions by breaking big projects into specifics choices? * Do I have a (decision) protocol for who is involved and how they go about getting decisions made? * Do I appropriately involve people in the daily decision making? | * Ask leaders to share how they go about making decisions; see if they follow a protocol * Ask leaders the key decisions to be made and see if they have choices in each category * See if the leader follows the guidelines in the protocol in making decisions |
| 1. Influence others to mobilize commitment |  |  | * Do I see how strategies, choice and projects will benefit others? * Do I transfer personal ownership for success to others? * Do I influence others through information, behaviour, or reinforcement so that others get what they most want? | N/A |
| 1. Adapt quickly |  |  | * Am I willing to try something even if not fully finalized? * Do I learn from failures and incorporate insights into the next project? * Do I focus on speed and move quickly? | N/A |
| Executor total | = /6 = |  |  |  |

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| --- | --- | --- | --- | --- | --- |
| Element | To what extend does your \*) or \*\*) posses… | \*) | \*\* | Possible Indicators | How to Assess |
| 4. People Manager | 1. Have a positive people philosophy and behavior |  |  | * Is my ratio of positive to negative comments about others 5:1? * Do I serve as talent magnets who attract and retain people wo work for us? * Do I generally have a positive (reinforcing, abundant) or a negative (belittling, deficit-creating) style? | * Interview leader and their associates about how they treat people; look specifically at critical incident * Look at employee surveys, social media sites and reputations |
| 1. Know and trust his /her people |  |  | * What is the average tenure of key colleagues? * Do I know and have relationships with individuals two (or three) levels below my position in the organizations? * Do I mingle easily with them? * Do l behave in ways that engendered trust? | * Look at time-in-position records for key roles to see if those who report to leaders are retained * Observe the leader in social settings (lunchrooms, town hall meetings) * Interview subordinates about how they perceive the leader |
| 1. Attend to his/ her personal succession |  |  | * How willing am I to address succession issues? * Do I work to define the future requirements for each position? * Do I nurture possible candidates to prepare them for future responsibilities? | * See if leaders can name succession candidates and discuss strengths and weaknesses of each * Interview leaders to determine knowledge of succession process |
| 1. Coach and mentor others |  |  | * Do I intentionally coach or mentor two to three people? \*) * \*) Can I highlight the activities have they work on in the last thirty, sixty, ninety days? * Do I believe more in the command-and-control style or the coach and communicate style? * Do I ask more questions or give more directives? | * Ask leaders who they are coaching and interview those they name * Look at leaders’ 360-degree feedback for questions related to coaching style |
| 1. Excel at communication? |  |  | * Do I connect personally and adapt my message to their audience? * Do I capture people’s attention and inspire people to take action? * Do I have credibility as communicators because of content and process of communicating? | * Observe leaders in communication forums * Find out how leaders communicate in person, online, in videos, or by other means * Interview or survey employees for leaders’ ability to communicate |
| 1. Understand and use teams |  |  | * Do I appreciate the multiplication factor and importance of teamwork? * Do I consistently and appropriately use teams to accomplish work? * Do I audit team processes to make sure each team is working well? | * Observe leaders directing their own teams * Review reports of whatever team audits leaders might have done |
| People Manager total | = /6 = |  |  |  |

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| --- | --- | --- | --- | --- | --- |
| Element | To what extend does your \*) or \*\*) posses… | \*) | \*\* | Possible Indicators | How to Assess |
| 5.Leadership Brand | 1. Customer expectations: Have leadership brand |  |  | * How much overlap is there between our company’s brand as promised to customers and my leadership competency used? * How much overlap is there between our company’s brand as promised to customers and investment in leadership training and performance standards? | * Examine firm brand and compare with leadership competencies, senior leaders training content, and performance standards * Audit who creates the firm brand and leadership competence and development tools |
| 1. Strategic goals: Match to strategy |  |  | * Does I ensure consensus about the strategic priorities in the strategic options matrix? * Do I ensure investment activities are aligned with the requirements of the strategic option? | * Interview or survey key executives about strategic options * Examine the leadership competency model and investment activities for their content |
| 1. Life Cycle: Fit with organizational stage |  |  | * Am I aware of the unique challenges of their organization stage? * Do I have the ability to evolve my leadership from one organization stage to the next? * Am I consciously moving our organization through the current stage and into the next? | * Interview leaders about the unique challenges of their organization in this evolutionary stage * Identify competitors in this stage and compare leaders * Assess leaders’ ability to grow to next stage |
| 1. Community: Have strong community reputation |  |  | * Do I adapt my styles to work in different cultures – countries/ customers? * Do I work to become part of a broader community network? | * Do content analysis (big data analytics) of leader and firms * Examine the community involvement of leaders and their social network presence |
| 1. Values: Embody organizational values |  |  | * Can I repeat the values of the company (What the company stands for) without help * Can I point to a specific incident or decision affected by values in the last thirty days? * How will employees rate my role as a meaning maker? | * Interview members of the leadership team and keep trac of how may can repeat the company value statement and can describe an incident where their action was affected by value * Review employee surveys or social media commentary on leaders’ ability to make work meaningful and to personally act consistently with firm values |
| Leadership Brand total | = /5 = |  |  |  |

**Leadership Capital Index**

Organizational Capability Human Capital Assessment with 5 Elements and Twenty-Nine Items

Scoring 1-10

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| --- | --- | --- | --- | --- |
| Element | To what extend do our leaders... | Rating | Possible Indicators | How to Assess |
| 6.Cultural Capability: Create an effective culture that supports strategic capabilities | 1. Leaders recognize need to build capabilities |  | Definition Stage One:   * How has the market valued the company’s intangible assets over time? * Do leaders talk about culture as part of the success of the company? * Are cultural assessments woven into formal decision-making and planning processes?   Definition Stage Two:   * Does the firm have a regular process for doing capability audits? * Does the firm prioritize key capabilities? * Does the firm have a capability implementation plan?   Definition Stage Three:   * Does the firm have the right culture for future success? * Does the internal culture reflect external customer expectations or brand promises? | * Look at price/earnings or price/book) ratio of firm compared to competitors over a ten-year period * Examine how often culture is mentioned in letters to shareholders, annual reports, public leadership forums and planning processes.      * Determine if the firm prioritizes capabilities where it wants to exceed industry average * Examine the capabilities implementation plan * Measure the overlap between firm brand and internal culture and values |
| 1. Leaders set capabilities priorities |  |
| 1. Leader equate culture with identify in customers’ mind |  |
| 1. Create a clear intellectual agenda about a shared culture message? |  | * Does the firm have a unity of identity about its cultural message? * Does the firm have redundant communications to share the cultural message? * Do employees and customers recognize and resonate with the cultural message? | * Create a unity score among executive team of the top three things the firm wants to be know for by customers in the future * Examine communication processes to see if similar messages are shared in multiple ways. |
| 1. Establish a behavioural agenda with employee actions aligned to culture? |  | * Do employees personally define how their own behaviours reflect the desired culture? * Does the desired culture show up in the day-to-day employee activities? * Do employees take personal ownership of the culture (referring to “my culture”, not “managements culture”)? | * Ask cross-section and cross-level groups of employees what they think the culture is. * Ask employees how much their personal behaviours reflects the culture * Listen to how employees talk about the culture |
| 1. Embed process agendas with HR practices aligned with culture? |  | * Do management practices in financial allocation, strategic planning, operational performance, and human capital reflect and reinforce the culture? | * Examine management practices to see if they encourage and sustain the chosen culture * Determine the extent to which targeted customers participate in human capital practices |
| Cultural Capability total | = /6 = |  |  |

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| Element | To what extend do our leaders... | Rating | Possible Indicators | How to Assess |
| 7.Talent Management: Manage the flow of people | 1. Demonstrate overall commitment to talent management? |  | * Do I allocate attention (time, energy money) to talent management activities? * Do I make benchmark with competitors on productivity of our employees? * Do I have a rigorous – and constant - process to promote employee productivity? | * Interview leadership about their commitment to talent * Track labor productivity scores by industry * Monitor predictive analytics of employee, customer and financial data * Monitor reputation of talent management ranking |
| 1. Bring people in: Acquire new talent into the organization? |  | * Have I created/ Do I use a rigorous talent acquisition process? * Do I have a reputation for attracting top talent (a strong value proposition)? * Do I follow a rigorous process to ensure the shortest time-to-productivity for new employees? | * Examine the talent acquisition process to see if the company follows the planned steps * Track the number of qualified applicants per advertised position * Look for other indications of the company’s reputation as a place to work * Find out how long it takes, on average, before new employees are fully productive |
| 1. Move people through: Develop current talent? |  | * Do I have fixed/ allocate funds for training and development budget per employee * How well do I encourage employees to develop through experience? * How innovative am I in stimulating training programs at work and development outside work? | * Monitor training budget. * Examine percentage of key employees who have an individual development plan and review content of plans * Audit development on the job, training and off-work activities |
| 1. Move people through: Prepare future successors? |  | * Have I produced a strong talent pipeline in the company? * Do I follow a regular annual process for anticipating future key positions and reviewing how key people can be prepared for those positions (a rigorous succession planning process)? * Do I take primary responsibility for succession, or do I leave it to staff groups? | * Track back up ration for key leadership positions * Note what percentage of key leadership positions are filled from inside and from outside, and whether this is according to plan or a matter of happenstance |
| 1. Move people through: Build commitment? |  | * Do I regularly track and use employee engagement indicators? * Have I produced and actively use an employee value proposition\*? (EVP) is the unique set of benefits which an employee receives in return for the skills, capabilities and experience they bring to a company) (\* | * Review the engagement process, survey scores, and use of information. * Review the formal employee value proposition and determine if there is an accepted framework for engagement |
| 1. Take people out: Manage retention of key people? |  | * How many regrettable losses of talented employees have we had in the past 12-24 months? * Is there a pattern, and a pattern where I am involved? * Do I follow a thorough talent retention strategy? | * Examine voluntary turnover by job category and level * Interview to identify regrettable losses and causes * Review depts of retention strategies |
| 1. Take people out: Remove poor performers? |  | * Am I willing to have difficult conversations with poor performers (within regulatory and contract constrains) | * Identify past poor performers and ask leaders how they have dealt with them * Interview poor performers who have left and ask how they feel they were treated * Interview current employees to determine how poor performers are treated – for example, can they slide along without improving their performance? |
| Talent Management total | = /7 = |  |  |

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| --- | --- | --- | --- | --- |
| Element | To what extend do our leaders... | Rating | Possible Indicators | How to Assess |
| 8.  Performance Accountabiliy: Reinfoire Desired Behaviour | 1. Demonstrate an overall commitment to performance accountability? |  | * How well do I live up to the grand promises of performance of our company? * How much variance is there in financial performance against guidance which I’m directly involved, or that can be assigned to my behvaviour? * How well do I hold my employees accountable for meeting or missing goals? | * Examine public perceptions of brand promises and net promoter scores * Track variance in guidance versus results over time compared to competitors * Find out what happens to low performers |
| 1. Engage in positive accountability conversation? |  | * How many employees have had a positive accountability conversation with me within the last year? * How well am I trained to have ongoing positive conversations? * How do employees feel about my (potential) accountability conversations? | * Survey employees to determine if they have positive conversations about performance, and how often * Interview leaders about how they do performance conversations to see if they are positive or negative |
| 1. Establish clear standards of what makes good performance? |  | * How many of my direct reports see how their personal work fits with the overall organization strategy? * How many of my direct reports have a clear understanding of what defines effective performance? * How many of my employees become involved in defining their expectations and standards for effective performance? | * Determine the percentage of employees who now what is expected of them for good performance and who can link their day-to-day behaviors to organization outcome * Ask employees how their performance outcomes are determined, through participation or prescription |
| 1. Link standards to reward? |  | * What percentage of executive compensation pay outs are linked to the top five performance commitments? * To what extend are bonus and incentives tied to the interest of shareholders? | * Determine the percentage of employees who receive regular performance review * Track the extent to which executives’ bonuses match strategic intent * Compare total shareholder return to CEO pay relative to peers over one and five years |
| 1. Create reward systems that drive behaviours? |  | * To what extend have I tied executive incentives to business strategy? * To what extend do our executives have their personal net worth tied to investor objectives (for example, with stock option?) * To what extend do employees throughout in the organization share in the gains of the organization? | * Examine the extent to which compensation systems tie to total shareholder return for long-term incentives * Track percentage of team members with salary at risk based on performance * Ensure that executives have personal ownerships in the firm * Examine the depth of profit sharing or equity ownership throughout the organization |
| 1. Follow up on performance? |  | * In my follow ups, to what extend do I focus on what is right more than what is wrong in their follow up? * To what extend do I help my direct reports learn from mistakes rather than punish them? * To what extend do I have timely performance conversations when things need improvement? | * Survey the extend to which employees perceive leaders as qualified at follow up? * Probe when something has gone wrong to see who leaders respond. |
| Performance Accountability total | = /6 = |  |  |

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| --- | --- | --- | --- | --- |
| Element | To what extend do our leaders... | Rating | Possible Indicators | How to Assess |
| 1. Information Flow: Use information  for Impact | 1. Demonstrate an overall commitment to information? |  | * Do I promote our organization to have an information bias and culture, so that people make decisions based on information? * Do I support our company to have a strategy of how to access and use information? * Do I ensure we invest in integrated information technology? * Do I ensure that our organization have state-of-the-art information security disciplines? | * Examine recent key decisions and assess what information was used to make the decision * Review the information strategy to see if it meets the criteria of good information * Compare information budget per employee with that of competitors * Bench mark information security with latest information risk control practices |
| 1. Use information for puzzle solving (Structured information) |  | * To what extend do we have regular reporting mechanisms to monitor performance? * To what extend does the organization solve problems with regular information? | * Review regular reports to see if they deal with current information * Audit the value of the reports generated each month |
| 1. Use information for mystery discovery (Unstructured information) |  | * How much do leaders socially connect with thought leaders in their field? * How well does the organization source information on unsolved problems or concerns in its field? * How easily do people bring new ideas to the leadership team? | * Audit the external social connections of key leaders * Determine if the organization has a reputation for thought leadership and new ideas * Ask leaders which problems are yet to be solved |
| 1. Demonstrate information transparency? |  | * How well does the organization share information, both electronically and socially? * How well does the organization share the right information about what matters most? * How well does the organization handle bad news and internal disagreements and learn from them? | * Audit the use of technology to share information. What percentage of employees use technology? * Determine how much priorities area shared throughout the organization * Ask employees what they think the priorities are * Ask about times when something did no go well and audit how leaders responded |
| 1. Rely on information for decision making? |  | * Can executives prioritize key choices and decisions they need to make to be effective? * Does the organization use eth right information to make essential decisions? | * Determine the alignment of strategies and decisions with information being generated * Examine the decisions processes to see how people use information |
| 1. Manage the flow of information across boundaries? |  | * How well does the organization share information across outside-in boundaries? * How well does the organization share information across side-to-side (horizontal) boundaries? * How well does the organization share information across top-to-bottom (vertical) boundaries? * How well does the organization share information across global boundaries? | * Examine how ell customer expectations are tied to employee actions * Finde out how many people are cross-functional teams * Determine how well ideas are shared across regional and national boundaries |
| Information Flow total | = /6 = |  |  |

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| --- | --- | --- | --- | --- |
| Element | To what extend do our leaders... | Rating | Possible Indicators | How to Assess |
| 10..  Work Processes: Organize to Cope With Increasing Change | 1. Demonstrate commitment to managing paradoxes of work? |  | * Do leaders have the ability to see multiple sides of an issue? * Do leaders address paradoxes but till make decisions? * Do leaders encourage diverse points of views before reaching consensus? | * Observe management meetings to see the amount of debate before decisions * Survey employees on decision processes and amount of dialogue * Examine make up of senior teams to measure diversity in the background |
| 1. Manage paradox: Inside versus outside |  | * To what extend do employees know the top 20% of customers and their buying criteria? * What percentage of employees either visit with or act as customers of the firm? * How much cocreation occurs with customers involved in key activities? * How well do leaders create a narrative about the past, present, and future of the company? | * Ask employees to name target customers and see if the answer is widely shared and accurate * Ask employees to articulate customer buying criteria and compare with targeted customer criteria * Assess how many customers are involved in key management processes * Examine how well leaders connect the past to the future in describing goals |
| 1. Manage paradox: Individual versus collective? |  | * Ho well doe the organization form teams to accomplish work? * How well do teams operate against the criteria of a high-performing team? * How well do individuals in key positions represent the best in their industry? | * Survey members of the top teams on how well the team display the characteristics of a high-performing team * Compare individuals in key positions against individuals in similar positions at top competitors (better, same, worse) |
| 1. Manage paradox: Centralized versus decentralized? |  | * To what extend does the organization structure align with business strategy? * How effectively do leaders clarify roles and responsibilities for governance? * How well do leaders encourage debate of trade-offs? | * Assess the match (or mismatch) between the strategy and the formal structure * Survey employees to determine if they have clear decision rights based on their roles and responsibilities * Observe or survey to see if leaders seek second or alternative opinions before making decisions |
| 1. Manage paradox: Stability versus change? |  | * How well does the organization honor the past by thanking predecessors and create the future by anticipating expectations? * How well do leaders show the evolution of change efforts so that they build on each other? * How well does the organization absorb new ideas? | * Find out what proportion of their time leaders spend on the past compared to the future * Assess ho leaders speak about their predecessors (positive or negative) * Determine what percentage of revenue (and profits) are from products or services introduced in the last four years |
| 1. Create a collaborative workplace? |  | * How does the workplace match the work requirements? * Does the employee workplace encourage employee productivity? * Does he work setting reflect the organizations culture? | * Observe the workplace and summarize the signals and messages that it sends * Survey employees to determine fit work place helps them be productive * Assess ho frequently the workplace adapts to the type of work performed |
| Work Processes total | = /6 = |  |  |