**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.PeopleManager | Build competence, commitment, and contribution of employees at all levels? |  |  |
| 5. LeadershipBrand | 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=  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 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=  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 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=  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 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=  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 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=  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 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=  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 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=  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 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=  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 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=  |  |  |