**Leadership Audit Questionnaire**

#1 – Primary focus on Audits with Board, peers and first-line reports

Scoring: -1 = Non-existing, 1 = lowest possible activity, 2 = below satisfaction, 3 = to satisfaction, 4 = very pleased, 5 = outstanding/ beyond call of duty

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|  | Scores | | | | | | Full Performance Constitute... |
| ***Do I do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Business/ Functional RESULTS:** |  |  |  |  |  |  |  |
| Pursuing profit? |  |  |  |  |  |  | * Planned-shot term business and functional results delivered without compromising long position  (profitability/EBITA, asset utilization/economic profits growth/volume, ROIC, working capital, costs management, delivery, quality) * Competitive advantage sustainable * Economic, political, competitive, market and industry knowledge in strategy and decision making * All mission critical goals/ KPI’s met * Customer satisfaction improves year after year * Budgeted revenue, volume, cost and programs delivered at optimal cost * Customer engagement process enabled revenue growth * Pricing decisions reflect competitive reality * Each function made a direct contribution to competitive advantage |
| Driving sales & volumes? |  |  |  |  |  |  |
| Refining/ developing/ “re-locate” our value proposition? |  |  |  |  |  |  |
| Exercising controls and cost controls? |  |  |  |  |  |  |
| Delivering our budget? |  |  |  |  |  |  |
| Staying alerted about competition |  |  |  |  |  |  |
| Ensuring every department/ resource delivers to strategy |  |  |  |  |  |  |
| Drive up our customer satisfaction Index? |  |  |  |  |  |  |
| Exercising pricing diligence? |  |  |  |  |  |  |
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| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Management (Operational outlook)** |  |  |  |  |  |  |  |
| Executing our strategy and main sub-strategies? |  |  |  |  |  |  | * Business and function strategy executed at optimal cost * Organizational energy directed towards achieving business results * Right organization, processes and system in place to deliver sub-functional results * Infrastructure effectiveness enabled functions success while maintaining processes and systems * Business performance management system and tools for cross-functional boundary management fully utilized and outcomes measured with KBI * Capital and manpower and other resource trade offs decisions assured all plans are met * Acquisitions integrated to capturer business objectives and leverage all synergies (cost reductions) * (Review of) projects completed on time and delivered real value to the business * Product quality consistent at or above standard |
| Conducting operational excellence/ improving productivity? |  |  |  |  |  |  |
| Aligning our organizational structure and effectiveness to context of our customers and competitive situation? |  |  |  |  |  |  |
| Doing proactive operational planning |  |  |  |  |  |  |
| Keeping up our quality |  |  |  |  |  |  |
| Conducting project management |  |  |  |  |  |  |
| Exercising strategic problem solving |  |  |  |  |  |  |
| Maintaining compliance to regulations (EU, SOX) |  |  |  |  |  |  |
| Keeping safety a priority |  |  |  |  |  |  |
| Exercising crises management |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **People Development (strengthening of..)** |  |  |  |  |  |  |  |
| Kept improving my personal leadership capabilities |  |  |  |  |  |  | - Business strategy delivered competitive advantage; understood and accepted by the employee and the company  - “A” performance/ Full performance delivered by all direct line report/ first line mangers  - Personally,connected to employees at all levels  - Lives corporate values  - Ready now successor in place and leadership pipeline improves each year  - Right person in the right job to deliver results  - Coaching is a standard management routine (Frequent/ monthly performance discussion with direct reports with development dialogues one-two levels down on a quarterly basis)  - Individual development plan implemented for all employees  First-line manager taught to develop their people as part of day-to-day job |
| Keep learning, becoming wiser, maturing as a person |  |  |  |  |  |  |
| Developing direct report line /first-line mangers/ employees |  |  |  |  |  |  |
| Enhancing our team strength |  |  |  |  |  |  |
| Enabling functional leadership |  |  |  |  |  |  |
| Keeping up focus on our culture |  |  |  |  |  |  |
| Continuing our talent pipeline development/ succession |  |  |  |  |  |  |
| Being on outlook for talent acquisition |  |  |  |  |  |  |
| Coaching and mentoring managers |  |  |  |  |  |  |
| Developing talents |  |  |  |  |  |  |
| Prioritizing cross-functional team exposure/ rotation |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Leadership (Nowhere to Hide…)** |  |  |  |  |  |  |  |
| Exercising strategic vision/ longer-term thinking |  |  |  |  |  |  | * Functional strategy developed to align with customer needs and market position, is understood and accepted by all sub-function members * Work environment created that encouraged constructive challenge and change * Poor performers addressed quickly at all levels * (Sub-)functional capability (including use of technology) enables success * Personally connected to employee t all levels of the function * Lives corporate values, code of business conduct of dealing for employees * Import/ export best practice * Engagement plan is in place and results improve year by year |
| Pursuing change leadership |  |  |  |  |  |  |
| Addressing performance/ results |  |  |  |  |  |  |
| Role-modelling leadership of our business |  |  |  |  |  |  |
| Enabling the functional leadership to operate and practice by itself |  |  |  |  |  |  |
| Galvanizing our employee value proposition/ employer brand |  |  |  |  |  |  |
| Prioritizing engagement satisfaction |  |  |  |  |  |  |
| Demanding and encouraging cross-functional teamwork |  |  |  |  |  |  |
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| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Relationships: (Stakeholder management)** |  |  |  |  |  |  |  |
| Driving positive key customer/ supplier relationships |  |  |  |  |  |  | * Customer/ supplier interface includes win/win solutions * Strong working relationships with boss and all levels of function assured mutual and corporate support * Mentoring relationship established with high performing individual contributors * Cross-functional relationships improved business results * government/ public authorities and other stakeholder relationships enabled effective management, co-operation and early warnings |
| Maintaining/ developing relationship at all levels of the function |  |  |  |  |  |  |
| Encouraging cross-functional relationships |  |  |  |  |  |  |
| Teaming with senior executive/ peer/ corporate relationships/ the board |  |  |  |  |  |  |
| Being company spokesperson |  |  |  |  |  |  |
| Participating in business/ trade/ industrial groups/ associations |  |  |  |  |  |  |
| Cooperating with union/ work council relationships |  |  |  |  |  |  |
| Engaging with educational institutions/ community relationships |  |  |  |  |  |  |
| Partnering with public authorities |  |  |  |  |  |  |
| Establishing and maintaining political relationships/ opinion leader and other important stakeholders |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Growth and Innovation** |  |  |  |  |  |  |  |
| Developing new markets? |  |  |  |  |  |  | * Function show stream of innovations * Personally implemented at least one innovation * Function processes continually improved, exploited growth opportunities and /or lowered costs and brought better results * Proactive best practices embedded, and improved results and ineffective practices eliminated * New programs/ processes identified, sold and implemented * Acquisitions completed based on world class analysis and meet performance expectations |
| Implementing new products? |  |  |  |  |  |  |
| Exploring new categories/ channels? |  |  |  |  |  |  |
| Seeking out new customers? |  |  |  |  |  |  |
| Testing nw applications/ processes |  |  |  |  |  |  |
| Identifying new methods? |  |  |  |  |  |  |
| Encouraging everyone to contribute new ideas |  |  |  |  |  |  |
| Promoting corporate initiatives |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Social Responsibilities (SR)** |  |  |  |  |  |  |  |
| Keeping up policy dissemination |  |  |  |  |  |  | * Ensure safety and health management systems and procedures are in place and followed by managers * Corporate SR strategy and programs fully understood and implemented in compliance with company citizenship guidelines on environment, market place, community and workplace * Quality consistently at or above standards and met at optimal costs * Visible community leadership enhanced company’s image * Ensure safety and health management systems and procedures are in place and followed |
| Amplifying social responsibility awareness/ behavior |  |  |  |  |  |  |
| Boosting consumer/ customer education |  |  |  |  |  |  |
| Magnifying employer reputations |  |  |  |  |  |  |
| Deepening quality |  |  |  |  |  |  |
| Enhancing safety and health |  |  |  |  |  |  |
| Accentuating environment |  |  |  |  |  |  |
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**Leadership Audit Questionnaire**

#2 – Primary focus on audits with first-line reports and skip-level employees

Scoring: -1 = Non-existing, 1 = lowest possible activity, 2 = below satisfaction, 3 = to satisfaction, 4 = very pleased, 5 = outstanding/ beyond call of duty

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| ***Do I Do My Best to …*** | **Past 3 Months** | | | | | |  |  |  | **Past 2-4 Weeks** | | | | | |
|  | **-1** | **1** | **2** | **3** | **4** | **5** |  |  |  | **-1** | **1** | **2** | **3** | **4** | **5** |
| **Subject “Me for You”:** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Be a good coach? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …conduct regular one-on-ones, presenting solutions to problems tailored to your specific needs and strengths? | * d |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …provide specific, constructive feedback - balancing the negative and positive? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To empower you and not micromanage? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …balancing giving freedom to you – and being available for advice? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ….make stretch assignments to help you tackle current big problems? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Express interest in your success and well-being? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …do I also take an interest in your life outside work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …do I also take an interest in your life outside work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To not be a sissy and insist on production and results? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to focus on what you can achieve? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to focus on what we as a team can achieve? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …by helpoing to prioritize work |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …by using senority to remove roadblocks with stakeholders? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To be a good communicator and to listen to you? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to actively listening? To care about concern of yours? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ….to share information and updates? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ….to be straightforward in messages and goals for you, and your team? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To help you witn your development? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to discuss and evaluate performance regulary? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …to look for options and way to learn and grow? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| To have a clear vision/ strategy/ plans? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …always to make sure you work towards the right goals, also in times of turmoil |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …involve you and the team in setting and evolving targets? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Have the technical skills to help you and the team? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ….ask; “Is there anything I can help you with?” |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …roll up the sleeves and help out when needed? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …a can-do attitude to achieving? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …understand the specific challenges at work? |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Collaborate across the company |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …making sure everyone across the company is duly updated on status and challenges |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …make good use of resources across the company, also to avoid burn-outs in specific areas due to peaks |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Be a strong decision maker |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| …not being the bottleneck with swift answers and decisions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| … show I can make hard decisions/ priorities, also at personal pain |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Subject “Me”:** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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