**Leadership Audit Questionnaire I**

#1 – Primary focus on Audits with your superior, 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:** |  |  |  |  |  |  | 1. 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) 2. Assisting in sustaining competitive advantage 3. Economic, political, competitive, market and industry knowledge in strategy and decision making 4. All mission critical goals/ KPI’s met 5. Customer satisfaction improves year after year 6. Budgeted revenue, volume, cost and programs delivered at optimal cost 7. Customer engagement process enabled revenue growth 8. Pricing decisions reflect competitive reality 9. Our team made a direct contribution to competitive advantage |
| Pursuing profit? |  |  |  |  |  |  |
| Driving sales & volumes? |  |  |  |  |  |  |
| Exercising controls and cost controls? |  |  |  |  |  |  |
| Delivering our budget? |  |  |  |  |  |  |
| Staying alerted about competition |  |  |  |  |  |  |
| Ensuring the team 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)** |  |  |  |  |  |  | 1. Team strategy executed at optimal cost 2. Team energy directed towards achieving business results 3. Right team processes and system in place to deliver functional results 4. Infrastructure effectiveness enabled functions success while maintaining processes and systems 5. Team performance management system and tools for cross-functional boundary management fully utilized and outcomes measured with KBI 6. Capital and manpower and other resource trade offs decisions assured all plans are met 7. If relevant - acquisitions integrated into team to capturer business objectives and leverage all synergies (cost reductions) 8. (Review of) projects completed on time and delivered real value to the business 9. Product quality consistent at or above standard |
| Executing our strategy and main sub-strategies? |  |  |  |  |  |  |
| Conducting operational excellence/ improving productivity? |  |  |  |  |  |  |
| Aligning our team and effectiveness to context of our customers and competitive situation? |  |  |  |  |  |  |
| Doing pro-active 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 |  |  |  |  |  |  |
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| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **People Development (strengthening of..)** |  |  |  |  |  |  | * 1. Team strategy delivered competitive advantage; understood and accepted by the employees   2. “A” performance/ Full performance delivered by all direct line report/ skip-level employees   3 Personally connected to employees at all levels  4 Lives corporate values  5 Ready now successor in place and leadership pipeline improves each year  6 Right person in the right job to deliver results  7 Coaching is a standard management routine (Frequent/ monthly performance discussion with direct reports with development dialogues one-two levels down on a quarterly basis)   * + - * 1. Individual development plan implemented for all employees         2. If relevant, first-line manager taught to develop their people as part of day-to-day job |
| Kept improving my personal leadership capabilities |  |  |  |  |  |  |
| 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 |  |  |  |  |  |  |
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| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Leadership (Nowhere to Hide…)** |  |  |  |  |  |  | 1. Team strategy developed to align with customer needs and market position, is understood and accepted by all sub-function members 2. Work environment created that encouraged constructive challenge and change 3. Poor performers addressed quickly 4. Team capability (including use of technology) enables success 5. Personally connected to employee at all levels of the team 6. Lives corporate values, code of business conduct of dealing for employees 7. Import/ export best practice 8. Engagement plan is in place and results improve year by year |
| Exercising strategic vision/ longer-term thinking |  |  |  |  |  |  |
| Pursuing change leadership |  |  |  |  |  |  |
| Addressing performance/ results |  |  |  |  |  |  |
| Role-modelling leadership of our business |  |  |  |  |  |  |
| Enabling team 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)** |  |  |  |  |  |  | 1. Customer/ supplier interface includes win/win solutions 2. Strong working relationships with boss and other functions assured mutual and corporate support 3. Mentoring relationship established with high performing individual contributors 4. Cross-functional relationships improved business results 5. If relevant, government/ public authorities and other stakeholder relationships enabled effective management, co-operation and early warnings |
| Driving positive key customer/ supplier relationships |  |  |  |  |  |  |
| Maintaining/ developing relationship with stakeholders inside the company |  |  |  |  |  |  |
| Maintaining/ developing relationship with stakeholders outside the company |  |  |  |  |  |  |
| Teaming with others executives/ peers |  |  |  |  |  |  |
| Participating in business/ trade/ industrial groups/ associations |  |  |  |  |  |  |
| Cooperating with union/ work council relationships |  |  |  |  |  |  |
| Engaging with educational institutions/ community relationships |  |  |  |  |  |  |
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| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Growth and Innovation** |  |  |  |  |  |  | 1. Team shows stream of innovations 2. Personally implemented at least one innovation 3. Function processes continually improved, exploited growth opportunities and /or lowered costs and brought better results 4. Proactive best practices embedded, and improved results and ineffective practices eliminated 5. New programs/ processes identified, sold and implemented 6. If relevant, acquisitions completed based on world class analysis and meet performance expectations |
| Developing new markets? |  |  |  |  |  |  |
| Implementing new products? |  |  |  |  |  |  |
| Exploring new categories/ channels? |  |  |  |  |  |  |
| Seeking out new customers? |  |  |  |  |  |  |
| Testing new applications/ processes |  |  |  |  |  |  |
| Identifying new methods? |  |  |  |  |  |  |
| Encouraging everyone to contribute new ideas |  |  |  |  |  |  |
| Promoting corporate initiatives |  |  |  |  |  |  |
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| ***Do I Do My Best in…*** | **-1** | **1** | **2** | **3** | **4** | **5** |  |
| **Social Responsibilities (SR)** |  |  |  |  |  |  | 1. Ensure safety and health management systems and procedures are in place and followed by everyone 2. Corporate SR strategy and programs fully understood and implemented in compliance with company citizenship guidelines on environment, market place, community and workplace 3. Quality consistently at or above standards and met at optimal costs 4. Visible community leadership enhanced company’s image 5. Ensure safety and health management systems and procedures are in place and followed |
| Keeping up policy dissemination |  |  |  |  |  |  |
| 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 II**

#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? | 1. 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 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Subject “Me”:** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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