







Sharing Vision

- How have you communicated a simple, energizing and realistic vision of what organizational success could look like?
- How have you established clear, prioritized strategic goals based on a good understanding of critical environmental factors?
- How have you helped team members/stakeholders understand longer-term priorities and how they can contribute?
- How have you communicated (through words and actions) that customers/stakeholders are at the heart of your strategy?





Sparking Engagement

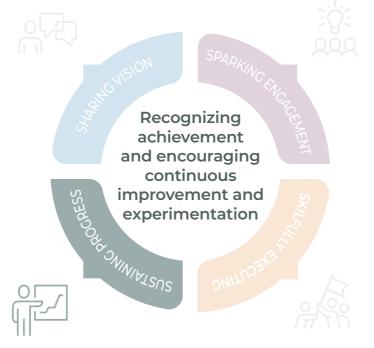
- How have you encouraged people to take responsibility for their work and empower them to decide how best to accomplish their objectives?
- How do you promote an open and respectful work environment where people feel that they can freely share their views and ideas?
- How do you inspire people to give their best by providing them with challenging opportunities that stretch and motivate them?
- How have you created a culture of regular and open feedback to promote learning and improvement?





Skilfully Executing

- How have you set clear, stretching and achievable performance expectations, ensuring people are held accountable to these?
- How do you anticipate and take decisive action to deal with performance shortfalls and unproductive behavior?
- How do you regularly review progress with employees to ensure they stay on track and momentum is maintained?
- How do you invite regular input from employees/stakeholders and incorporate this into decisions and plans?





Sustaining Progress

- How do you challenge people to think and act in better and innovative ways?
- How have you created a safe environment that encourages considered risk taking and continuous improvement?
- How do you promote a working environment which values experimentation and a commitment to learning?
- How do you recognize outstanding effort and celebrate achievement (even small wins) in a fair and appropriate way?