



Leadership Style and Culture

1. *Leadership philosophy:*

- How clearly and consistently is our leadership philosophy communicated?
- To what extent are our corporate values reflected in our leadership philosophy?
- How well do our managers understand and accept this philosophy?
- How often do we evaluate and adjust our leadership philosophy?

2. *Leadership culture:*

- What are the dominant leadership styles in our organisation and how do they foster collaboration and innovation?
- How do we measure the effectiveness of our management culture?
- What measures do we take to promote and maintain a positive leadership culture?
- How do we promote a culture of trust and openness within the leadership team?

Communication

1. *Transparency*

- How transparent are our decision-making processes and corporate information?
- How regularly and comprehensively do we communicate important company information to all employees?
- What feedback mechanisms do we have in place to encourage open communication?
- How do we manage critical feedback and promote a constructive feedback culture?

2. *Feedback:*

- How often and how effectively do our managers give and receive feedback?
- What structures and processes do we have in place to promote an ongoing feedback culture?
- How do we use feedback to improve employee performance and engagement?
- What training do we provide our managers to improve their feedback skills?

Decision-making

1. *Decision-making processes:*

- How structured and transparent are our decision-making processes?
- What methods do we use to make informed decisions (e.g., data analysis, risk assessment)?
- How do we take into account the opinions and experiences of our employees when making decisions?
- What tools and technologies support our decision making?

2. *Delegation:*

- How well do our managers delegate tasks and responsibilities?
- Are delegated tasks clearly defined and do people understand their responsibilities?
- What are we doing to support and develop managers in the art of delegation?
- How do we measure the success and effectiveness of our delegation processes?

Employee development

1. *Talent development:*

- What strategies do we have for identifying and developing talent in the organisation?
- How individualized and focused are our development plans for employees?
- What career opportunities do we offer and how transparent are they communicated?
- How do we measure the success of our talent development programs?

2. *Mentoring and coaching:*

- Do we have formal mentoring and coaching programs, and how well do they work?
- How do we measure the success and impact of our mentoring and coaching programs?
- How do we promote a culture of mutual learning and support?
- What are the qualifications and experience of our mentors and coaches?

Achievement and recognition

1. *Performance evaluation:*

- How regularly and objectively do we evaluate the performance of our people?
- What criteria and metrics do we use to assess performance?
- How do we integrate the results of performance appraisals into employee development?

- How transparent and fair are our performance appraisal processes?

2. *Recognition and reward:*

- How do we recognize and reward outstanding achievements and contributions?
- Are our recognition and reward schemes fair and transparent?
- How do we promote a culture of recognition and appreciation within the organisation?
- What non-monetary forms of recognition do we use and how effective are they?

Leadership training

1. *Training*

- What regular training and development programs do we offer our managers?
- How do we measure the success and relevance of these programs?
- How well are our leaders prepared for future challenges and changes?
- What new skills will our managers need in the next five years?

2. *Leadership potential:*

- How do we identify and develop future leaders within the organisation?
- What development programs have we implemented for emerging leaders?
- How do we measure the leadership potential and progress of our future leaders?
- What career paths and development opportunities do we offer our future leaders?

Change Management

1. *Willingness to change:*

- How willing and able are our leaders to initiate and manage change?
- What strategies and tools do we use to communicate and implement change effectively?
- How do we support our people through change?
- What training do we provide to strengthen the change skills of our leaders?

2. *Track record:*

- What changes and transformations have we successfully managed in the past?
- What lessons have we learnt from previous change projects?
- How do we integrate these lessons into future change management initiatives?
- How do we measure the success of our change projects and their impact on the business?