

Higher Ambition Capabilities and Strengths Audit

Higher Ambition companies are driven by a sense of purpose and values that go beyond just achieving financial success. They believe that earning the respect, trust and commitment of their people, customers, and communities as well as their investors is not just the right thing to do, but is also the most effective way to achieve sustained high performance in an increasingly unforgiving competitive environment.

The questions below provide an opportunity to assess your capabilities and strengths as a “Higher Ambition” company. Using the scale below, please rate the degree to which you agree with each of the following statements as an accurate description of your company. (If you do not have enough information to answer a question please enter “NA”)

1	2	3	4	5	NA
Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Not Enough Information to Answer

Stakeholder Assessment

My Company has developed high trust and high commitment relationships with each of the following stakeholders:

1. _____ Our people
2. _____ Our customers
3. _____ Our suppliers
4. _____ Our alliance partners
5. _____ The communities and countries where we do business
6. _____ Our investors

My Company provides superior and distinctive value to each of the following stakeholders:

7. _____ Our people
8. _____ Our customers
9. _____ Our suppliers
10. _____ Our alliance partners
11. _____ The communities and countries where we do business
12. _____ Our investors

1	2	3	4	5	NA
Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Not Enough Information to Answer

Purpose, values and culture

13. ____ We have a shared purpose, values and culture that provide a source of connection and commitment for leaders at all levels.
14. ____ Our products and services make an important and positive contribution to the well-being of our customers and the larger society.
15. ____ Our people feel a sense of pride and commitment to our company because of the contribution we make to the good of community and society.

Strategy

16. ____ Our strategic vision and objectives are rooted in our purpose and values, and energize our people.
17. ____ We have a distinctive and winning strategy that leverages our unique organizational capabilities and cultural strengths.

Building a Shared Commitment to Excel

18. ____ Leaders hold themselves *and* each other accountable for meeting ambitious performance commitments.
19. ____ Leaders are evaluated and rewarded for achieving goals *and* leading in a way that is consistent with our values.
20. ____ We consistently meet short-term financial targets.
21. ____ We are disciplined about investing in leadership development and in the organizational capabilities needed for our long term success.
22. ____ We are willing to make tough decisions about individuals who are not meeting performance standards or acting according to our values.

1	2	3	4	5	NA
Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Not enough Information to Answer

Creating a Diverse and Collaborative Community

23. ____ Our company is effective at attracting people with diverse backgrounds, perspectives and talent and enabling them to succeed.
24. ____ Leaders at all levels are consistently willing to go beyond their individual and local interests to do the right thing for the company.
25. ____ We collaborate effectively across organizational boundaries within our company.
26. ____ We are skilled at constructive conflict and problem solving.

Unlocking Collective Leadership

27. ____ We excel at unlocking the full potential and capabilities of our leaders at all levels.
28. ____ We are developing a critical mass of next generation leaders with the capabilities and values we will need for our future success.
29. ____ We have created energizing work and career paths for leaders at all levels of our organization.
30. ____ Our senior leaders' decisions and actions inspire us to live to our stated purpose and values.

Accelerating Learning and Change

31. ____ Our leaders are skilled at encouraging and facilitating honest and productive conversations about our strengths and barriers to enacting our strategy
32. ____ We seek out and act on new thinking and perspectives from both inside and outside the organization.
33. ____ We make timely changes to our organization and ways of working in response to changing market demands and competition.
34. ____ We respond to changing market demands and competition without undermining our core shared purpose, values and culture
35. ____ In our organization, individuals are comfortable raising challenging and potentially sensitive issues with more senior leaders about such things as our business strategy or how well we are living up to our values.

1	2	3	4	5	NA
Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	not enough information to answer

Overall Organizational Alignment

36. ____ Our organization’s structure, processes, and ways of working are well aligned with our strategy and the requirements of the marketplace.

37. ____ As a company, we consistently act in a way that is aligned with our stated values and purpose.

Achieving Sustainable High Performance and Commitment

38. ____ Overall, we are on a course that will allow us to thrive in the years ahead both financially, *and* as a purpose and values driven company.