



1. Customers, investors, and talent are attracted to the company quite simply because the company reflects the kind of pervasive and progressive leadership that can utilize uncertainty to advantage.
2. Action is focused where it will make the most difference. It is not about being busy. It is about knowing what you are working to achieve.
3. Precedence is given to doing the right thing before doing things right.
4. Decisions are acted on willingly. Intuitively based decisions are valued alongside the analysis where practical.
5. Conflict is used constructively to weigh differing views. The tension is creative not destructive. People respect one another.
6. Increases in stress related leave is recognized as an indicator of the need to pay attention to the corporate culture. Employees are satisfied with their ability to contribute; not frustrated.
7. Leadership talent is developed at every level in the organization. Self-awareness, self-management, social awareness and relationship management skills are acknowledged as high level and essential skills.
8. Customers and employees see the connection between company decisions and their collective interests; whether they agree or not.
9. Persistent readiness to "raise the bar" on surfacing systemic and invisible barriers to individual, team, and system performance.
10. People understand how their function adds value to the customer and the investor, and connects with other parts of the system.
11. People are developed personally to become masters of change rather than victims of circumstance. Taking personal initiative is natural.
12. There is truthful, fearless and blameless sharing of information on what is working and what needs changing.
13. The diverse contributions of people are valued and recognized.
14. Things that went well are celebrated; things that didn't work as planned are valued and used for learning.
15. The culture is consciously developed to receive and utilize the creative talent of employees.