

CORE VALUE ATTRIBUTES (2015)

VISIONARY LEADERSHIP

- Leads the organization in setting and owning organizational vision and values
- Guides the creation of strategies, systems, and methods to achieve performance excellence and ensure organizational sustainability
- Creates and ensures a supportive and collaborative environment
- Shares high performance practices with others

CUSTOMER-FOCUSED EXCELLENCE

- Builds a customer-focused culture and integrates customer engagement as a strategic concept
- Creates a focus on anticipating changing and emerging customer and market requirements
- Ensures differentiation from competitors through the development of organizational knowledge, skills, and core competencies

ORGANIZATIONAL AND PERSONAL LEARNING

- Embeds learning, improvement, and innovation throughout their organization
- Engages in personal learning, seeking input from others
- Develops future organizational leaders

VALUING WORKFORCE MEMBERS AND PARTNERS

- Builds and fosters an organizational culture which focuses on workforce engagement, satisfaction, development, and well-being
- Seeks the views and suggestions of all workforce members
- Creates an organizational focus on building internal and external partnerships

AGILITY

- Develops and recognizes a capacity for rapid change and for flexibility in operations
- Leads and inspires the organization to make transformational changes despite ever-shorter cycle times

FOCUS ON THE FUTURE

- Creates a focus on short- and longer-term factors that affect the organization and its future marketplace success
- Leads the pursuit of sustained improvement and innovation
- Ensures that organizational planning anticipates future marketplace and technological influences

MANAGING FOR INNOVATION

- Builds an environment that empowers the workforce to take intelligent risks
- Enables innovation to flourish and create value for stakeholders
- Inspires and rewards innovative behavior by workforce members

MANAGEMENT BY FACT

- Compels the organization to measure performance at all levels to drive high performance
- Uses data and analysis in decision making
- Challenges the organization to extract larger meaning from data and information
- Builds and ensures a workforce that has the knowledge and skills to manage the organization's operations by fact

SOCIETAL RESPONSIBILITY

- Acts as a role model for ethical behavior, public responsibility, and actions leading to societal well-being and benefit
- Motivates the organization to excel beyond mere compliance with laws and regulations
- Drives environmental, social, and economic betterment of the community as a personal and organizational goal

FOCUS ON RESULTS AND CREATING VALUE

- Leads the organization to achieve excellent performance results
- Defines and drives the organization to exceed stakeholder requirements and achieve stakeholder value

SYSTEMS PERSPECTIVE

- Sets a systems perspective across the organization so that the organization and all of its parts are viewed as a whole
- Causes holistic thinking and cross-functional collaboration