

INSPIRING purpose and values

Questions for boards to ask themselves

- What is our shared understanding about our purpose and values and the culture they inspire?
- To what extent does our purpose adequately describe the way we wish to create value for our key stakeholders including wider society?

Questions for boards to ask the executive team

- How inspiring are our purpose and values to our people and other key stakeholders, including society at large?
- How are the changing expectations of our key stakeholders being monitored in order to inform our purpose, values and strategic goals?

Notes/Additional Questions

ALIGNING purpose, values, strategy and capability

Questions for boards to ask themselves

- How well does our current business model deliver our purpose consistent with our values? What might we need to change?
- How effective is the fit between our purpose, values, culture and strategic goals? What are the barriers, enablers, risks and opportunities?

Questions for boards to ask the executive team

- What is our current versus our desired culture? What is being done to close any gap?
- To what degree does our organisation and the key relationships on which we rely to create value have the capability, including culture, to deliver our strategic goals in a way that is consistent with our purpose and values?

Notes/Additional Questions

PROMOTING & EMBODYING purpose and values

Questions for boards to ask themselves

- What are the board behaviours we wish to encourage?
- How do we embody the purpose and values, individually and collectively, inside and outside the boardroom? What can we do to improve this?
- To what degree does our board culture encourage constructive challenge about behaviours that are inconsistent with our purpose and values?
- What more can we do as a board to communicate the behaviours we want to see of everyone who affects our reputation?

Questions for boards to ask the executive team

- How are we assuring ourselves that all leaders in our organisation promote and embody our purpose and values?

Notes/Additional Questions

GUIDING decisions using purpose and values

Questions for boards to ask themselves

- How do we ensure that board decisions are consistent with our purpose and values?

Questions for boards to ask the executive team

- How are we ensuring that critical decisions are being taken across the organisation at the right level, by the right people, at the right time and in a way that is consistent with our purpose and values?
- What support and learning and development are being provided to help everyone we rely on to create value to take these decisions consistently with the purpose, values and strategic goals?

Notes/Additional Questions

ENCOURAGING desired behaviours

Questions for boards to ask themselves

- What are the board behaviours we wish to encourage and how do we encourage them? How do we deal with behaviours that do not support our purpose and values?
- How do we ensure that we practice what we preach in the appointment, promotion and dismissal of the executive team?

Questions for boards to ask the executive team

- How are we rewarding and recognising the behaviours of the executive team, individually and collectively, to ensure they embody and promote our purpose and values across the whole organisation?
- How do we ensure that the incentives, processes and practices adopted inside the organisation and in our value chain are driving the right behaviours?

Notes/Additional Questions

ASSURING progress is being achieved.

Questions for boards to ask themselves

- How are we ensuring that all the people on whom we rely to create value, inside and outside the organisation, are behaving and making decisions in line with our purpose and values?
- In what ways do we monitor whether the desired culture is being achieved at board and executive levels and across the organisation as whole?

Questions for boards to ask the executive team

- Where insufficient progress is being made, how will this be addressed by the executive team?
- Where there is misalignment, how do we assure ourselves that cultural risk is being mitigated effectively?

Notes/Additional Questions