

## Consensus Item Presentation Format

*Note: This example script is provided as a guide for category leader presentations at Consensus meetings.*

**Criteria Requirements**—Item 1.1 asks how senior leaders lead and sustain the organization—including how senior leaders communicate with the workforce, and encourage and assess improving performance.

### Key Business Factors

1. VMV
6. Multiple sites
9. 4 senior leaders
11. Provide customers high value

**Comment Summary**—“I have five proposed Strengths...”

Comment 1. Focuses on the steering committee’s systematic use of the planning process to set and deploy short- and longer-term directions. **(A/I)**

Comment 2. Focuses on how senior leaders communicate values, directions, and expectations through multiple methods. **(A)**

Comment 3. Addresses senior leaders’ actions to build the team-based culture that contributes to an environment for empowerment and associate involvement to provide high customer value. **(A/D/L)**

Comment 4. Addresses systematic review of performance using a strategic scorecard to understand performance, balance customer value, and take actions. **(A/ I)**

**Proposed OFIs**—“*I have three proposed OFIs...*”

Comment 5. It is unclear whether the vision and values are deployed to the key partners. **(D)**

Comment 6. It is unclear what senior leaders are doing to create an environment for ethical behavior. **(A/D)**

Comment 8. There is no evidence that senior leaders participate in the development of future leaders. **(A/L)**

**Score:** There are systematic approaches to the overall purpose of the Item, but gaps exist in the ethical behavior and future leader development process which precludes them from having adequately addressed the multiple requirements of the Item. The approaches are well deployed, except for the values being deployed to key partners, which is not a significant gap. It is evident that the processes have undergone multiple improvement cycles that are the result of organizational learning; however, the cycles do not appear to be fact-based. The leadership processes are integrated with the strategic planning process and performance measurement system, and organizational performance management process. I believe this puts the Approach dimension at the upper end of the 50 – 65 box, Deployment in the lower end of the 70 – 85 box, Learning at the upper end of the 30 – 45 box, and Integration at the upper end of the 70 – 85 box. Accordingly, I believe the best fit is a score of 65%.