



ODGERS BERNDTSON

Leadership Practice



The Creative
Execution Scan
A New Way to Measure
Culture and Drive
Transformation

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Why a Creative Execution Scan?

OB Canadian Survey: Which qualities have proven the most difficult to find in new executive talent?



- *The global economic and demographic trends impacting organizations in the 21st century require new approaches to measure employee capabilities.*
- *Traditional Employee Engagement methods are good indicators of employees' willingness to stay with an organization, but provide few clues about the extent to which people support the strategy and the execution and culture change challenges or opportunities they think the senior leadership team needs to act on.*

Key Leadership Questions

The Creative Execution Scan focuses on these key organization and leadership effectiveness questions:

- Is our strategy simple, compelling and based on clear differentiators?
- Have we thought through the challenges of execution?
- Do we have a culture that values and rewards creativity, innovation and results?
- Do we have the right people with the right leadership skills to lead us forward?
- Can we outthink and outpace our key competitors?
- Are we making timely decisions to make change happen?
- What is our Creative Execution edge?

Creative Execution Scan Dimensions



Unique Strategy	Candid Dialogue	Clear Roles & Accountabilities	Bold Action	Visible Leadership
<p>A simple, unique and compelling strategy that clearly outlines what you will do – or won't do – in order to achieve outstanding results.</p>	<p>Openness to other people's ideas, honest debate, disagreements and resolution is critical to effective teamwork and execution.</p>	<p>Managers and employees need to understand how their individual roles and accountabilities connect to the strategy.</p>	<p>Bold action generates momentum. It propels the organization toward its new direction, and provides the first tangible taste of how the strategy will be deployed.</p>	<p>Visible leadership of the organization's senior leaders maintains focus and creates a culture of learning, courage and perseverance.</p>
 <p>FOUR SEASONS <i>Hotels and Resorts</i></p>				
<p>Survey Items:</p> <ul style="list-style-type: none"> • “Our strategy is simple and unambiguous” • “Our leadership clearly explains how the strategy will be executed” 	<p>Survey Items:</p> <ul style="list-style-type: none"> • “My manager is open to hearing my opinion” • “Our leadership insists on understanding the facts from the trenches” 	<p>Survey Items:</p> <ul style="list-style-type: none"> • “I understand how my work directly contributes to our success” • “People are held accountable for the caliber of the work they produce” 	<p>Survey Items:</p> <ul style="list-style-type: none"> • “We seize the moment; we act at the opportune time” • “Our organization does what is necessary to win in the markets” 	<p>Survey Items:</p> <ul style="list-style-type: none"> • “Our senior leaders remain at the forefront during difficult times” • “My manager strengthens my belief in my capabilities”

Scan Results



	Vulnerable Below 7	Average 7 – 7.25	Solid 7.25 – 8.0	Great 8.0-10
Strategic Clarity is ...	People are confused about our strategy	People have limited sense of what strategy is	Strategy is clear and generally understood	Clear, inspiring and owned by all
Candid Dialogue is ...	Absent throughout organization	Present in some areas but not all	Present in most areas of the organization	Evident across the organization
Roles and Accountabilities are...	Misunderstood or ignored	Defined but not well understood or applies	Well defined within individual functions	Defined and embraced by all groups/functions
Bold Action is...	Discouraged or unacceptable	Tolerated in certain situations	Encouraged and recognized	Firmly embedded in our leadership
Leadership is...	Poor – leaders aren't visible	Leaders are visible on occasion	Leaders make sustained efforts to be visible	Leaders are visible and walk the talk



	Vulnerable Below 7	Average 7- 7.25	Solid 7.25 – 8.0	Great 8.10 - 10
Strategic Clarity		7.24		
Candid Dialogue		7.01		
Roles & Accountabilities			7.28	
Bold Action	6.95			
Visible Leadership		7.20		
Creative Execution Index		71%		

Scan Comparative View - Sample



Where we are today

Where we need to be

CE Items	Executives	Managers	Desired Range
Strategic Clarity	7.24	50	70
Candid Dialogue	7.01	60	95
Roles & Accountabilities	7.28	70	95
Bold Action	6.95	70	95
Visible Leadership	7.20	70	85

Sample – Top Five Survey Items

Discretionary
Effort Level

Top 5 Items Overall	Average	SD
I am willing to give extra effort to help my company succeed	9.45	1.03
I understand how my work directly contributes to our success	8.91	2.01
I have a good understanding of the short term goals of this organization	8.48	2.00
My manager is open to hearing my opinion	8.38	2.12
My manager is too critical of others*	3.75	1.88

* Lower scores are preferred on these counter productive items

Sample – Bottom Five Items

High Standard
Deviation for
These Items

Bottom 5 Items Overall	Average	SD
In this organization people deliver on time and on budget	5.88	2.00
We seize the moment, we act at the opportune time	5.94	2.32
People who challenge the status quo are valued at this organization	5.94	2.52
People are held accountable for the caliber of the work they produce	6.00	2.29
Our leadership clearly explains how the strategy will be executed	6.06	2.15



Implementation



- The CE Scan was developed in partnership between Odgers Berndtson and Thane Crossley Partners (TCP). TCP manages the online Scan implementation through its automated and reliable Scoring Center.
- The Scan can be administered in English and in French.
- Custom data can be added to achieve the desired levels of analysis.
- Each Scan report includes actionable recommendations at the individual and organization levels.
- Our Creative Execution Scan provides a **reliable solution** to drive creativity and innovation in the workplace.



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