1. **Leadership** How leaders develop and facilitate the achievement of the mission & vision, develop values required for long term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the organisation’s management system is developed and implemented.

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1a. **Leaders develop the mission, vision and values and are role models of a culture of Excellence.**

This may include:
- developing the organisation’s mission and vision;
- developing and role modelling ethics and values which support the creation of the organisation’s culture;
- reviewing and improving the effectiveness of their own leadership and acting upon future leadership requirements;
- being personally and actively involved in improvement activities;
- stimulating and encouraging empowerment, innovation and creativity e.g. by changing the organisation’s structure, funding learning and improvement activities;
- encouraging, supporting and acting upon the findings of learning activities;
- prioritising improvement activities;
- stimulating and encouraging collaboration within the organisation.

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1b **Leaders are personally involved in ensuring the organisation’s management system is developed, implemented and continuously improved**

This may include:
- aligning the organisation’s structure to support delivery of its policy and strategy;
- ensuring a system for managing processes is developed and implemented;
- ensuring a process for the development, deployment and updating of policy and strategy is developed and implemented;
- ensuring a process for the measurement, review and improvement of key results is developed and implemented;
- ensuring a process, or processes, for stimulating, identifying, planning and implementing improvements to enabling approaches e.g. through creativity, innovation and learning activities, is developed and implemented.

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1c. **Leaders are involved with customers, partners and representatives of society**

This may include:
- meeting, understanding and responding to needs and expectations;
- establishing and participating in partnerships;
- establishing and participating in joint improvement activity;
- recognising individuals and teams of stakeholders for their contribution to the business, for loyalty etc;
- participating in professional bodies, conferences and seminars, particularly promoting and supporting Excellence;
- supporting and engaging in activities that aim to improve the environment and the organisation’s contribution to society.

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1d. **Leaders motivate, support and recognise the organisation’s people**

This may include:
- personally communicating the organisation’s mission, vision, values, policy and strategy, plans, objectives and targets to people;
- being accessible, actively listening and responding to people;
- helping and supporting people to achieve their plans, objectives and targets;
- encouraging and enabling people to participate in improvement activity;
- recognising both team and individual efforts, at all levels, within the organisation, in a timely and appropriate manner.