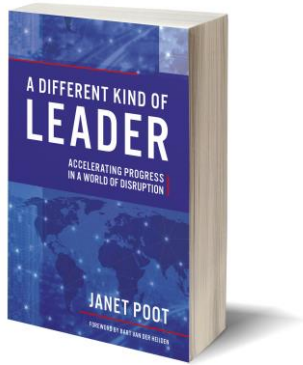


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RESPONDING TO EXTERNAL FACTORS

AREA OF FOCUS	EXAMPLES OF STATEMENTS TO CONSIDER	✓ or X
Talent scarcity and mobility	<ul style="list-style-type: none"> * Your company's policies for talent acquisition and retention are driven by external developments * Talent related processes are dynamic and involve different departments * The promise made to new employees matches reality and helps to attract the right people 	
Global digitalisation	<ul style="list-style-type: none"> * Your company's policy is 'plan ahead for further digitalisation' as opposed to 'adapt as needed' * Senior management is well-informed about innovation and the significance of technological advances for the business 	
Customer needs and behaviour	<ul style="list-style-type: none"> * Your business has a thorough understanding of your customers' needs and behaviour * Knowledge of customers' needs and behaviour are gained less through internal processes (e.g. customer journey or experience mapping) and more in the external environment in direct contact with customers 	
New world of work	<ul style="list-style-type: none"> * You have a clear understanding of what this means for your company * Your company has made a conscious choice between a homogeneous and differential approach for all parties involved in the work force * Mobility is seen as an opportunity and not a threat 	



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AREA OF FOCUS	EXAMPLES OF STATEMENTS TO CONSIDER	✓ or X
Changes in society: demographic, behavioural, social and geopolitical	* You have given consideration to what you as a leader could do differently to ensure that your organisation is ready to accommodate and benefit from changes in society	
Diversity in all international business dealings	* Intercultural skills are as high on your company's agenda as the bottom-line results forecast for each stakeholder	

Please use the blank cell to add any other area of focus based on your own business situation. Then put a tick or cross next to each statement to indicate if it is/is not applicable to you/your organisation. Then follow the steps as outlined in Chapter One.