



Part one: the leadership standard - the ten indicators

Indicator one	The organisation attaches strategic importance to the effectiveness of leadership in all parts of the organisation
Indicator two	The organisation's requirements for effective leadership are clearly defined in all parts of the organisation
Indicator three	Consistency in leadership behaviours is achieved across the organisation
Indicator four	Leadership practices are consistent with the stated values of the organisation
Indicator five	There is a robust system for identifying leadership potential and developing leaders in line with the organisations needs
Indicator six	Executive and non-executive directors are aligned in providing leadership to the organisation
Indicator seven	There is a succession plan for ensuring the effective renewal of leaders at all levels
Indicator eight	The individual and collective effectiveness of executive and non-executive leaders is assessed using robust systems of appraisal
Indicator nine	There is a demonstrable correlation between the performance of the organisation and the effectiveness of its leaders
Indicator ten	The organisation gives recognition to effective leaders and their value as role models for the organisation



Part two: the coaching standard - the eight indicators

Indicator one	The organisation's requirement for leaders and staff at all levels to commit to and practice coaching is made clear
Indicator two	A coaching framework exists for leaders and staff to work within
Indicator three	All leaders are equipped with the skills of effective coaching and achieve specified standards of proficiency in their training
Indicator four	Staff are equipped with the skills of being coached and the importance of self responsibility in learning
Indicator five	All leaders conduct regular and effective coaching sessions with staff to provide support which enables everyone to reach their maximum potential
Indicator six	Business performance information and 360° feedback data are used to ensure the quality of coaching in the organisation
Indicator seven	Recognition for effective coaching is provided by the organisation
Indicator eight	Advancement within the organisation is linked to the measurable proficiency and effectiveness of leaders in coaching