

VALUES, LEADERSHIP AND GOVERNANCE: THREE PILLARS TO FOSTER LASTING ENGAGEMENT, COLLABORATION AND INCREASE PERFORMANCE.

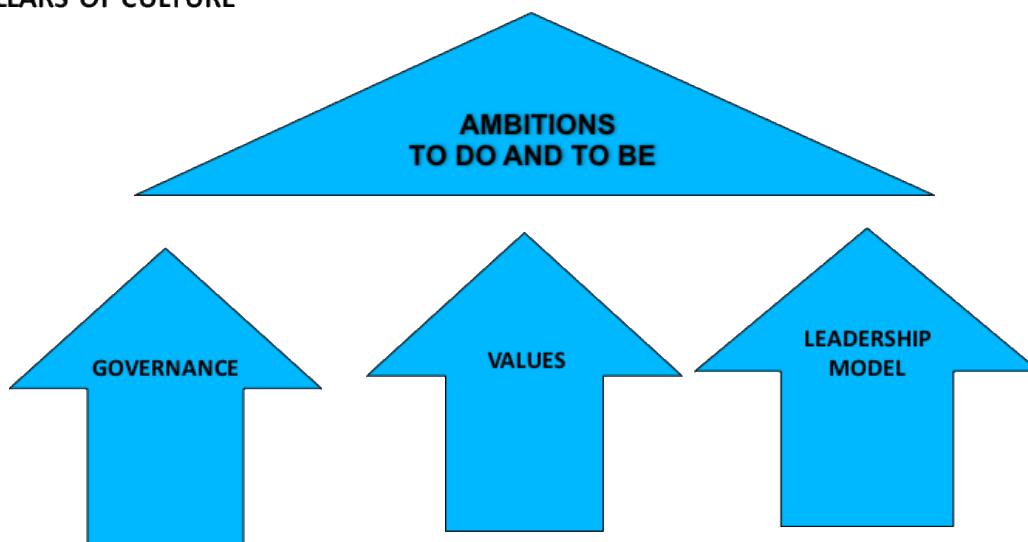
Engagement and collaboration supporting the Company's Ambitions (to Be and to Do) are the source of resilience, innovation and sustainable growth.

The dissonances, misunderstandings or inconsistencies between the three main pillars – governance, values and leadership model – on which companies' culture are based can only foster rigidities, scepticism, operational complexity and disengagement

From this review without complacency, leaders may verify the alignment of these pillars with the Ambitions and/or identify individual and collective levers to align them and foster lasting engagement and collaboration.

Indeed, though their decisions, initiatives and behaviours, leaders should carry out the changes that allow individual and collective energies to converge towards commitment

THE 3 PILLARS OF CULTURE



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Senior Executives must be prepared to identify these phenomena.

It is therefore critical that they focused collectively on these three pillars, their roles and interactions as levers for delivering the company's Ambitions:

- **Explore their components**
- **Understand their interactions and roles in the company's culture**
- **Diagnose the origins of dysfunctions or inconsistencies and their impacts**

to and collaboration on the company 'strategy and ambitions or more specific thematic projects such as ethics and compliance, innovation, customer focus or corporate social responsibility.