

Appendix 1: Teams' Scores according to Hughes' et al., Categories

Questions	Dominic	Sehaj	Mohsen	Zobair	Joy	Average scores
This strategic leadership team regularly and realistically assesses its organizational strengths and weaknesses.	4	2	4	5	4	
This strategic leadership team understands the threats and opportunities in the external environment	4	3	3	4	4	
This strategic leadership team keeps abreast of technological, cultural and market trends	4	4	3	5	4	
Totals	12	9	10	14	12	
Average Individual score	4	3	3.333333	4.666667	4	
Team average						3.8
Q1. ASSESSING WHERE WE ARE						

Questions	Dominic	Sehaj	Mohsen	Zobair	Joy	Average scores
This strategic leadership team has a shared vision of our future	3	4	4	4	5	
This strategic leadership team is clear about our basic purpose and core values	4	3	4	4	5	
Totals	7	7	8	8	10	
Average Individual score	3.5	3.5	4	4	5	
Team average						4
Q2. UNDERSTANDING WHERE WE WANT TO GO						

Questions	Dominic	Sehaj	Mohsen	Zobair	Joy	Average scores
Our strategy is discriminating: clear about what we will do and clear about what we will not do.	4	4	3	3	3	3.4
This strategic leadership team encourages others to improve by experimenting with new or different ways of doing things.	4	2	2	5	4	
Members of this strategic leadership team have constructive interactions with others throughout the organization.	4	3	4	4	4	
This strategic leadership team actively supports executive growth and development.	3	3	4	5	5	
Getting ahead here depends on performance not politics.	4	2	3	5	4	
This strategic leadership team encourages an appropriate level of risk taking.	3	2	3	5	4	
This strategic leadership team fosters cooperation rather than competition across organizational units.	4	3	4	5	4	
We share best practices across individuals and departments.	4	2	4	3	4	
There is a positive sense of energy and excitement around here.	4	3	5	5	4	
Totals	34	24	32	40	36	
Average Individual score	3.777778	2.666667	3.555556	4.444444	4	
Team average						3.688889
Q3. LEARNING HOW TO GET THERE (BUSINESS STRATEGY) AND (LEADERSHIP STRATEGY)						

Questions	Dominic	Sehaj	Mohsen	Zobair	Joy	Average scores
This strategic leadership team thinks globally	4	2	3	5	3	
These are few undiscussable subjects here.	4	3	4	5	3	
Different opinions are welcome	4	3	5	4	3	
This strategic leadership team works well together.	4	3	5	5	4	
This strategic leadership team is composed of diverse individuals with complementary talents.	4	4	4	5	4	
This strategic leadership team shares information well with each other.	3	3	5	3	5	
Members of this strategic leadership team trust and respect each other.	4	3	4	5	4	
This strategic leadership team exhibits a high level of integrity.	4	2	5	5	4	
I am proud of the way this strategic leadership team handles issues of right and wrong.	4	2	4	5	4	
Totals	35	25	39	42	34	
Average Individual score	3.888889	2.777778	4.333333	4.666667	3.777778	
Team average						3.888889
Q4. GENERAL SLT EFFECTIVENESS						

Questions	Dominic	Sehaj	Mohsen	Zobair	Joy	Average scores
Individuals at all levels understand how their roles support the organizational mission	3	2	4	4	4	
This strategic leadership team strikes an appropriate balance between dealing with short-term and long-term needs.	4	2	3	3	4	
This strategic leadership team does not waste its own or others' energy on unproductive activities.	4	3	3	5	4	
This strategic leadership team responds effectively opportunities and threats in the environment.	4	3	4	5	4	
Totals	15	10	14	17	16	
Average Individual score	3.75	2.5	3.5	4.25	4	
Team average						3.6
Q5. MAKING THE JOURNEY						