

Where is our Business Today?

The following statements and your responses will help you identify some characteristics of how you manage the company and a perspective on the environment in which it operates. Your responses will give you an understanding of how others may see the company as well. Such an understanding is important as you begin to consider options for the future of your business.

For each question, circle the statement that most applies to your company.

Question 1

1. The company is extremely risk adverse; we stick to what we know and what we have always done.
2. Risks are taken every day by everyone in the company; it's the only way we stay ahead.
3. We recognize we need to start to take more risks than we are used to taking to help us discover new growth opportunities.
4. Risks are less attractive now- we used to take lots of risk but now we know what works.

Question 2

1. The market has stabilized and growth opportunities will soon peak.
2. The market and our business are growing at a strong pace and opportunities abound.
3. The market is declining and being replaced by new concepts/technologies
4. The market is newer and the technology and service we are providing is also relatively new

Question 3

1. We are in a very competitive and mature market and are constantly looking for new ways to grow.
2. The market is declining and we are trying to preserve market share by increasing our sales efforts
3. Since our niche has not been well established, we are exploring several markets to help define our most effective growth strategy.
4. We have tapped into a market that is expanding and we are riding the wave of demand.

Question 4

1. We are focused on doing our best to squeeze out every opportunity in our market.
2. We are focused on figuring out where our new growth will come from and how we best position ourselves for the future
3. We are focused on generating new sales; survival is a big concern around here
4. We are focused on stabilizing opportunities so we can accommodate and capitalize on growth.

Question 5

1. The company is slow to move and is locked in on certain behaviours.
2. The company is somewhat agile and flexible but we try to balance it out with a disciplined culture.
3. The company moves aggressively and quickly to seize new opportunities
4. The company has lost some of its agility and flexibility and we find change difficult to make

Question 6

1. Operations are low priority in the company compared to generating sales
2. Operational effectiveness is a key issue-we are having trouble figuring out why we are not getting results from our efforts
3. Operations are well established and would be difficult to change
4. Operations are becoming high priority. Each new operational improvement enhances overall performance and productivity of the company.

Question 7

1. We have good relationships with customers and work hard to deliver consistent quality and service.
2. We operate mostly on assumptions about our customers that are based on experiences with them in the past.
3. We are very close to our customers. We are keen on finding out what they need so we can deliver the products and services they want.
4. We have lost touch with our customers and our losing some business because the customer preferences seem to have changed.

Question 8

1. Our company is like a family. We are all very close and everyone chips in to get done what needs to be done.
2. The company is very bureaucratic with lots of power struggles, turf wars and politics
3. The employees are close knit and work well together, but we are also trying to professionalize the business by introducing policies, procedures and job descriptions.
4. We operate a very professionally managed company with clear roles, responsibilities and management authority.

Question 9

1. Lines of communication are more like walls that keep people apart from each other.
2. We are getting better organized about how we communicate internally and are developing clear lines of communications.
3. Our existing channels of communication are breaking down, both between departments and leaders to employees.
4. We have good communication structures and systems that work well.

Question 10

1. There are very few structures or systems. This is not a priority.
2. We are spending lots of time establishing structures and systems to become better organized.
3. The structure and systems have not changed much over the years; they are so entrenched in the company that it will be difficult to make any changes.
4. We have outgrown the existing structures and systems that used to work for us.

Question 11

1. There are many competitors, several of which are significant rivals.
2. There is little or no competition
3. There are just a few competitors who dominate the market.
4. The competition is beginning to emerge because of the growth potential of the marketplace.

Question 12

1. The company is proactive and aggressive but focused
2. The company is facing many new changes, both from the external market and internally which forces us into a reactive stance.
3. The company is operating in a totally reactive stance; we are even passive at times.
4. The company is extremely aggressive and proactive, seizing every opportunity that comes along.