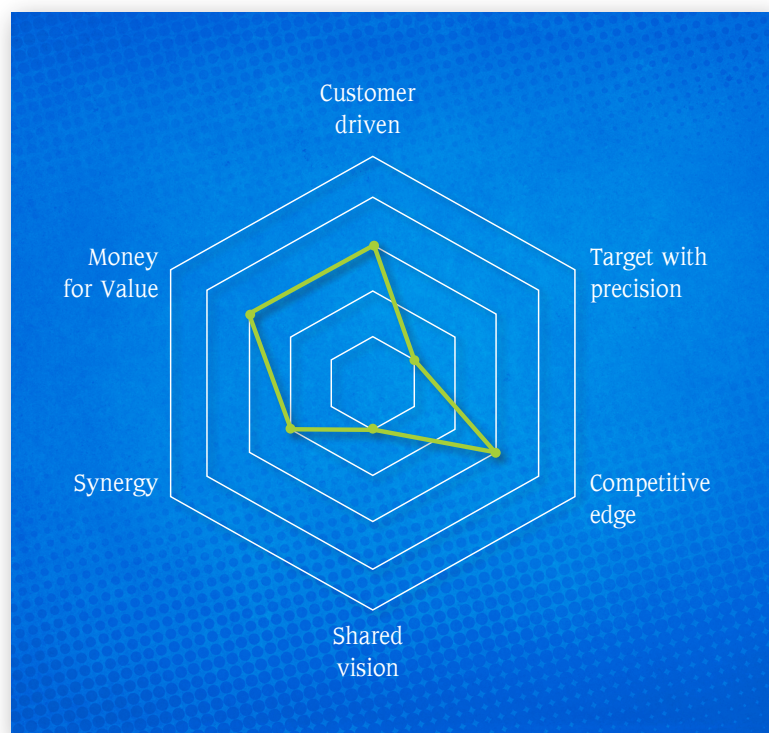




Dynamic
Leadership

Audit of the *strategic vision and shared understanding*

It is not only the top management that has to have a clear strategic view and understanding; people on the front line – those in daily contact with the customers and those who fulfill the orders – must also check their bearings from time to time. But just as in any other kind of navigation, you cannot plot a course unless you know where you are!



The audit of the strategic vision and understanding delivers a valuable report of to what extent the organization has a clear and unambiguous strategic vision and is there a gap of its understanding among the key people.

The categories and the content of the questions included in the audit are inspired by some of the best-know thinkers in the strategic area. The audit is an on-line questionnaire containing 40 questions divided into 6 categories.

Objectives and Benefits

- Get a clear picture of the current level of understanding of the strategic vision within your organization;
- Find out whether the key people on the operational levels are committed to the big picture of the business;
- Identify whether there is a synergy in the organization concerning the strategy implementation efforts;
- Find out whether middle management is able to communicate consistently your strategy to everyone in the organization;
- Check the result of your efforts in cascading strategic objectives within the organization;
- Understand whether everyone in the organization is pulling in the same direction.



AUDIT CATEGORIES

1. Customer Driven

The questions in this category examine to what extent is the customer positioned at the center of the corporate strategy. The audit checks whether we know our customers; whether our decisions are based on the customers' interest; do we have systems that measure the customer satisfaction. The focus of this category is based on Tom Peters' theory that the companies of the future cannot be content just to become more customer-oriented, they must let themselves be driven by the customers whom they have elected to serve. The key words here are: "passion", "obsession" and "total dedication".

"Some companies are so busy fighting their competitors that they forget the main goal of satisfying their customers' needs."

2. Target with precision

"If you are not clear about what category of customers you are addressing, you will almost always lose business to competitors who act with a greater precision."

Another customer related category, but in more analytical manner. The report shows the participants' level of awareness of the market and the customers: can they describe the market in which the company operates; which are the target customer segments and why; what is important for these customers; do we cover the expectation of the customers; how are we perceived in comparison to our competitors. The focus of this category is based on the ideas of Philip Kotler, who says that efficiency is nothing more than the ability to adapt all the operations of the a business according to what we know about "our" customers.

3. Competitive edge

„Differentiate or die!“ - an emblematic expression of *Michael Porter*. In this category we consider the market as a set of smaller markets, where different rules apply. The questions are related to participants' understanding of the competitive advantage of the organization, its strengths and weaknesses and those of its main competitors.

"Many companies have learned the hard way that you cannot be "all things to all men." Have you been able to pick an area where you are superior to the competition?"

4. Shared vision

"Do you manage to work well together and to reach a consensus around the key decisions?"

One of those who have strongly emphasized the need for managers to be capable of strategic thinking is *Peter Drucker*. Based on his ideas, questions in this category check the extent to which managers really share a common vision - not just using similar words, but have the same fundamental understanding of the business.

5. Synergy

The category is focused on the consistent linkage between products, target customers, image, operations and organizational culture. The questions check whether all links are equally strong and to identify disproportions in the way the customers are served. The category is based on the studies of *Richard Norman*, who believes that customers evaluate the product at the moment of its delivery.

"The consistency from strategy to implementation and execution is essential for success..."

6. Money for value

"It's all visible at the bottom line! To what extent have you been successful in putting your resources where they do the most good and in creating money (profit) against the delivered value?"

The category checks how key people assess the organization's ability to create value for which customers are willing to pay. The focus is on the financial performance in comparison to the main competitors.

Make sure your strategic vision is shared and understood