

## Is Your Organization Strategic? The Strategy Quiz

- |  |                            |                            |
|--|----------------------------|----------------------------|
| 1. Does your group have a clear statement of strategy?   | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 2. Can everyone describe that strategy in one or two sentences?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 3. Is the strategy in written form?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 4. Does the strategy clearly differentiate you from competitors?   | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 5. Does your strategy serve as a guide to what <i>not</i> to do?   | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 6. Do you have a disproportionate amount of resources invested in one of the three value disciplines?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 7. Do you have effective tools for communicating strategy throughout the organization?   | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 8. Has the organization's strategy been translated for relevance to the different levels and functional areas so that it is driving everyone's daily activities? | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 9. Are you capturing as much of your current customer's business as you would like?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 10. Are you taking significant business away from your competitors?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 11. Are your revenue and profitability meeting target expectations?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 12. Is the group's purpose (mission, vision, values) in writing?   | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 13. Do you have a formal strategy development process in place?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 14. Are all your managers trained in strategic thinking skills and able to contribute to strategy development at some level?                                     | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 15. Does your group conduct initial strategic thinking sessions separately from strategic planning and budget meetings?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 16. Is the strategy development process facilitated by someone who can bring an objective perspective and is not affected by internal "politics"?                | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 17. Is the strategic plan clearly linked to manager's daily activities?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 18. Is the plan updated regularly to reflect changes and remain useful?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 19. Are the different functional groups (marketing, sales, R&D, etc.) all working by the same strategy?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |
| 20. Do you have true competitive advantage in the market?  | Y <input type="checkbox"/> | N <input type="checkbox"/> |

**Scoring:** 1 point for each "yes"

Total: Y \_\_\_\_\_

20 – 18 : Strategically sound; Sun Tzu, author of *The Art of War*, would be proud

17 – 14: Some degree of strategic ambiguity; on the verge of great success

13 – 10: Strategic drift; lack of a clear strategy causes reactivity

< 10: Driven by tactics and operations; time for a rethink