

Triple Journey® Questions

On a scale of 1 to 10 mark where you think your organisation is at the moment and then where you would like to be in the foreseeable future.

Question 1 UNCERTAINTY

How do we live with uncertainty in our organisation? Do we anticipate a business future that is certain and predictable? Or do we live in a business that is constantly problematic and in which uncertainty is the norm?

Do you see uncertainty as part of your organisation? Or can you plan and predict with relative ease?

Current

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 uncertainty is normal in our business certainty is normal in our business

Foreseeable Future

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 uncertainty is normal in our business certainty is normal in our business

Question 2 INNOVATION

Innovation is concerned with the wide scale application of ideas and research. It is not concerned with invention. Research and development leads to innovation. In every organisation innovative systems, technology, processes, ways of doing business and staffing/organisation forms can drive the organisation forward. Organisational views tend to fall between one that says "if it isn't broken, don't fix it", and one that says "if it isn't broken, break it". Some organisations systematically adopt innovative ways and means to improve their business processes and products while others rely on continuous innovation for their very existence.

What is your organisation's view on innovation?

Current

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 high levels of innovation are sought little or no innovation takes place

Foreseeable Future

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 high levels of innovation are sought little or no innovation takes place

Question 3 SHARED VALUES

Every organisation contains a number of core beliefs that motivate and drive behaviour. For example, "the customer is always right" may be one such belief. Another core value may be "don't ask questions, just do it". Core values are the known drivers of personal actions in an organisation. They may be unstated or written down. Either way they are at the centre of "how we do things around here".

Please consider the following statement:

"Everyone around here knows what our core values are, and if you asked them they could tell you what they are"

Current

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 not true mostly true not sure mostly true definitely true

Foreseeable Future

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 not true mostly true not sure mostly true definitely true

Question 4 FLEXIBILITY

Are we a solid and relatively unchanging organisation in terms of rules and processes, or do we have a flexible and open approach to how we conduct our business?

How flexible do we need to be to achieve the goals of our organisation?

Current

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 we have to be extremely flexible and open we have to be solid and conservative

Foreseeable Future

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 we have to be extremely flexible and open we have to be solid and conservative

Question 5 STYLE

Successful organisations operate with an appropriate management style. Senior managers and supervisors must be consistent in the application of that style, once agreed. In this area, management behaviour is the key, not words. Management style varies from authoritarian ("do as I say"), to participative ("what do you think we should do?"), to delegated ("you decide").

Current

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 authoritarian participative delegated

Foreseeable Future

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 authoritarian participative delegated

Question 6 ALLIANCES

Do we support our organisation's goals through vertical integration, maintaining control at all times, or are we interested in doing business through development of business Partnerships/Alliances with other organisations?

How much does your organisation rely on doing everything itself, as opposed to creating alliances with others to support your goals?

Current

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 we have many alliances and partnerships we control everything ourselves, we do everything ourselves

Foreseeable Future

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____ 9 _____ 10
 we have many alliances and partnerships we control everything ourselves, we do everything ourselves

Question 7 SERVICE

Successful organisations focus their attention on their clients, customers and users. They concentrate on delivery of excellent service and products at all levels. Merely “getting it right” is not enough to maintain a productive edge.

Current

1 2 3 4 5 6 7 8 9 10
we lack focus on our clients, customers and users we are totally focused on our clients, customers and users

Foreseeable Future

1 2 3 4 5 6 7 8 9 10
we lack focus on our clients, customers and users we are totally focused on our clients, customers and users

Question 8 COMPLEXITY

Would we see our organisation’s business rules as relatively simple and obvious, or are they more complex and chaotic?

Would you describe your business as simple or complex? This indicates the kind of rules you will set.

Current

1 2 3 4 5 6 7 8 9 10
we are a very complex organisation we are a simple organisation

Foreseeable Future

1 2 3 4 5 6 7 8 9 10
we are a very complex organisation we are a simple organisation

Question 9 SELF

The way in which a workplace provides an individual with a sense of personal identity can be an important part of increased productivity through enhanced self esteem. How this manifests itself will vary from workplace to workplace and from individual to individual.

Current

1 2 3 4 5 6 7 8 9 10
our workplace is impersonal and cold our workplace is very personal and close

Foreseeable Future

1 2 3 4 5 6 7 8 9 10
our workplace is impersonal and cold our workplace is very personal and close

Question 10 STRATEGY

Do we have a long-term strategic plan laid out like a railway track in front of us, or do we tend to navigate our way along the route – tacking and shifting course as the wind blows from another direction?

How important is strategic planning to your business as opposed to tactical movements and operational focus?

Current

1	2	3	4	5	6	7	8	9	10
strategic planning is vital to our success							we navigate our way and get the job done		

Foreseeable Future

1	2	3	4	5	6	7	8	9	10
strategic planning is vital to our success							we navigate our way and get the job done		

Question 11 OPERATIONAL EFFICIENCY

Do we tend to focus on productivity and operational efficiency, or do we have a focus on organisation outcomes and organisation effectiveness?

Do you focus on productivity or outcomes?

Current

1	2	3	4	5	6	7	8	9	10
we tend to focus on achieving our organisation's outcomes - changing things "out there"							we tend to focus on operational efficiency – getting things "right" in here		

Foreseeable Future

1	2	3	4	5	6	7	8	9	10
we tend to focus on achieving our organisation's outcomes - changing things "out there"							we tend to focus on operational efficiency – getting things "right" in here		

Question 12 STRUCTURE

Successful organisations design and create their formal and informal work organisation in line with their shared values. The organisation structure usually comprises an overall form e.g. layered, functional, divisional, branched or loose-tight fit. The lines of authority, communication and responsibility are clearly marked and known by all.

Current

1	2	3	4	5	6	7	8	9	10
we are a very formal organisation with a structure that defines our roles							we are a very informal organisation, with no real defined structure		

Foreseeable Future

1	2	3	4	5	6	7	8	9	10
we are a very formal organisation with a structure that defines our roles							we are a very informal organisation, with no real defined structure		