ASSESSING YOUR VIGILANCE QUOTIENT

I. Your Leadership Team Posture

A. How willing are your front-line employees to forward signals of opportunity or concern **upward** to senior management?

Reluctantly: We lack		Eagerly: We have enough
sufficient trust	1 2 3 4 5 6 7	trust and encouragement

B. To what extent does your leadership team actively build and participate in external networks?

Limited to narrow and		Wide engagement in
routine industry settings	1 2 3 4 5 6 7	diverse outside social, civic
(like conferences or events)		and professional networks

C. How open is your organization to listening to reports from scouts or others on the periphery (i.e., beyond your core business)?

Closed: Our culture		Open: Our culture
discourages listening	1 2 3 4 5 6 7	encourages such listening

D. How willing are senior managers to challenge basic assumptions about your current strategy or views about the future?

Closed: Mostly defensive		Open: Leaders openly
about assumptions and	1 2 3 4 5 6 7	encourage such challenges
beliefs		

II. Investments in Foresight

A. How much time and resources does the leadership team devote to scanning for weak signals of threats and opportunities?

Low priority: Few people		High priority: Many
actively scan	1 2 3 4 5 6 7	managers actively scan

B. How extensively does your organization leverage external networks in order to see external changes sooner than rivals?

Seldom used \Box \Box \Box \Box \Box \Box Widely used1234567

C. To what extent does your organization use such tools as scenario planning, real options, and predictive analytics when developing strategies?

Limited use		Extensive use
	1 2 3 4 5 6 7	

D. Does your organization utilize new technologies for posing and analyzing queries to large databases, from predictive analytics to artificial intelligence (AI).

Limited \Box \Box \Box \Box \Box \Box State-of the-art1234567

III. Strategy making

A. How far does your organization's strategic planning cycle look into the future?

Emphasis on short term		Emphasis on long term
(2 years or fewer)	1 2 3 4 5 6 7	(3 years or more)

B. How dynamic and forward looking is your strategic planning process?

Very little: It is rigid,		Very much: It is flexible,
calendar driven and	1 2 3 4 5 6 7	collaborative and issues
political		driven

C. What is your organization's prevailing attitude toward mistakes or innovation set-backs?

Failure is seen as an error		Failure is seen as a learning
	1 2 3 4 5 6 7	opportunity

IV. Coordination and Accountability

A. Is there accountability in your organization for taking timely action on ambiguous signals of threats and opportunities?

No one is clearly		Responsibility is clearly
responsible	1 2 3 4 5 6 7	assigned

B. Are there incentives in your organization to reward managers who adopt a wider vision and actively explore weak signals?

No special incentives in		Yes: Top management
place	1 2 3 4 5 6 7	provides direct rewards

C. How readily is relevant information shared **sideways**; either across functions or business units laterally?

Poor: People hoard or								Excellent: People share
ignore relevant information	1	2	3	4	5	6	7	information widely