

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

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

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

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

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

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

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

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

No one is clearly responsible Responsibility is clearly 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 place Yes: Top management provides direct rewards

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

Poor: People hoard or ignore relevant information Excellent: People share information widely