

SAMPLE ONLY

CREATIVE EXECUTION Discovery Process Interview Guide

Creative Execution defines a state where people use their full creative energy, innovation and drive for excellence to achieve a given strategy. Through our Creative Execution discovery process, we will be able to assess where your organization lies on the execution continuum, what type of execution is required for future success, and the change strategies to make this happen in the most simple and impactful manner.

This interview guide represents the first step in the process. It asks you to “assume” the role of CEO and to respond to questions from a broad perspective. This approach encourages a shift in thinking from functional areas of responsibility to one that recognizes the true cross-functional nature of leading execution.

Here is a sample of questions that will be asked of you and other members of the senior executive team as we begin the Discovery Process:

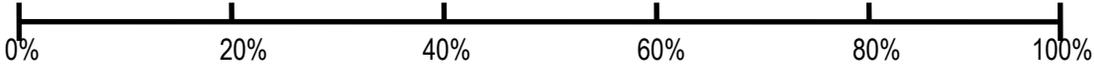
- 1) What has roughly been your company's business strategy over the past 2-3 years? What were some of the key components, priorities and initiatives?
- 2) When you look back at these strategic goals, which would you say have been executed with a good degree of success? For each, please indicate the top 3 or 4 success factors (which were within your control – please list external factors separately).
- 3) What execution failures stand out from the past two years? What did you learn from these?
- 4) How would you compare your past execution to that of your closest industry competitors?
- 5) If you were given an opportunity to refine your current strategy, what would you rethink or change?
- 6) As you think about deploying your current strategy across the organization, what do you think you will need to do in order to:
 - a) Obtain buy-in from all employees that this is the best strategy for the company to pursue?
 - b) Develop clear priorities and success metrics?
 - c) Motivate people to take decisive action to move the strategy forward?
 - d) Make sure the strategy isn't perceived as the flavor of the month?
 - e) Demonstrate that the company's senior leaders are walking their talk?
- 7) What kind of dialogue do you think will be required between senior leaders, managers and employees in order to clarify what the strategy really means?
- 8) What one or two bold actions would send a clear signal that the strategy is now moving forward?
- 9) What new skills, mindset or behaviors will be required for the company's leaders and managers to make this strategy work?

10) How would you rate the company against these 5 components of Creative Execution? Place an "X" where you feel each component currently stands, and an "O" where you feel each component should be in the future.

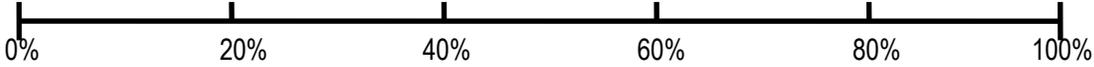
(i) Simple Strategy: A simple strategy with well-defined priorities and metrics.



(ii) Candid Dialogue: Through intense dialogue, people take ownership of the strategy.



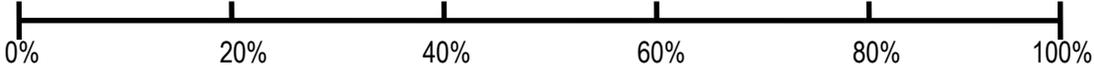
(iii) Bold Action: People feel empowered to take bold action to move the strategy forward.



(iv) Clear Roles & Accountabilities: Our roles are well defined and people hold themselves mutually accountable.



(v) Visible Leadership: Our CEO and senior leaders are stepping up to the plate to set the tone for successful execution.



- 11) What are the critical leadership tasks, responsibilities and accountabilities that need to be in place for successful execution of your strategy?
- 12) What role has the leadership team played in the past in managing execution? What should the team do differently to set the tone for Creative Execution?
- 13) From your own perspective, what do you believe you need to do in order to improve your ability to lead Creative Execution?

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