

Harvard Business Review

Figure 3. What Agile CFOs Invoke

Below, agile strategy practices are offered in a 5 by 5 matrix of 25 diagnostic questions. Please, mark the statement as 'Yes' if you recognize the situation in your own immediate work-context. Mark 'No' if not recognized. When you can't answer the question with 'Yes' or 'No', then leave the answer blank.



AMBITION

BALANCED BUDGET

COHESION

DIALOGUE

ENGAGEMENT

Version 16

Profit

1. We have a clearly defined strategy with key success factors, objectives and actions towards our mission and vision.	<input type="checkbox"/> Yes <input type="checkbox"/> No	2. We arrange the elements of management control (plan, do, check and act) to all units of the organization.	<input type="checkbox"/> Yes <input type="checkbox"/> No	3. We work with compact annual plans that fit on a one, A3 page format to facilitate coherence within the organization.	<input type="checkbox"/> Yes <input type="checkbox"/> No	4. We present regularly our performance to the employees and improve in each unit the most important and reliable performance indicators.	<input type="checkbox"/> Yes <input type="checkbox"/> No	5. We involve employees in developing goals and actions and in regularly evaluating progress.	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Performance

6. We work regularly with participatory crafted and developed performance indicators, with which we monitor corporate results.	<input type="checkbox"/> Yes <input type="checkbox"/> No	7. We integrate the budget-cycle in the planning cycle so we take the financial perspective into account when defining unit goals and actions.	<input type="checkbox"/> Yes <input type="checkbox"/> No	8. We use short role modelling type stories of stakeholders, like customers and employees, as part of horizontal coordination.	<input type="checkbox"/> Yes <input type="checkbox"/> No	9. We conduct dialogues that are based on current and past facts as well as actions for improvement.	<input type="checkbox"/> Yes <input type="checkbox"/> No	10. We stimulate units to use and continuously develop own performance indicators that are valid, so that accurate feedback is input for planning.	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Practices

11. We do not use more than approximately 7 key performance indicators at the time: to stay focussed.	<input type="checkbox"/> Yes <input type="checkbox"/> No	12. We apply internal control frames (e.g. Malcolm Baldrige (as proposed by ASQ), EFQM, Balanced Scorecard, 7S-model, etc.).	<input type="checkbox"/> Yes <input type="checkbox"/> No	13. We align the frequency of measuring performance also to needs of feedback with partners in the supply-chain.	<input type="checkbox"/> Yes <input type="checkbox"/> No	14. We periodically reflect on the quantity and quality of true dialogues and adjust where necessary.	<input type="checkbox"/> Yes <input type="checkbox"/> No	15. We ensure that each unit develops own 'interactive controls' and periodically revisit their degree of strategic clarity and reduction of clutter.	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Purpose

16. We are monitoring the organization's leadership values within the context of a change-agenda. Hence, next to performance goals, each unit has developmental goals.	<input type="checkbox"/> Yes <input type="checkbox"/> No	17. Our unit goals and actions are derived from those of the organization at large, and are in line with the chosen frame.	<input type="checkbox"/> Yes <input type="checkbox"/> No	18. We blend risk-management well with the promotion of innovation and entrepreneurship.	<input type="checkbox"/> Yes <input type="checkbox"/> No	19. We enable high job performance of all employees, teams and leaders by emphasizing conditions for continuous learning from good and bad performance.	<input type="checkbox"/> Yes <input type="checkbox"/> No	20. We work with engaging targets for leaders and units or teams that are meaningful to them.	<input type="checkbox"/> Yes <input type="checkbox"/> No
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People

21. We translate unexpected developments during our conversations into the goals, objectives and indicators,	<input type="checkbox"/> Yes <input type="checkbox"/> No	22. We connect organizational developments to the most important performance indicators of employees and the chosen quality frames / criteria.	<input type="checkbox"/> Yes <input type="checkbox"/> No	23. We ensure cohesion among the people in all units of the organization.	<input type="checkbox"/> Yes <input type="checkbox"/> No	24. We stimulate conversations between employees about reliable indicators other than financial ratios (e.g. on the satisfactions of customers).	<input type="checkbox"/> Yes <input type="checkbox"/> No	25. We strive to show leadership styles that couples factual clarity to human meaningfulness and inspiration.	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Analysis and priorities

After answering the above questions, circle the three practices in your organisation you are most satisfied with. Next, circle the three practices that you would like to improve in your organization. Ask others to do likewise and compare notes in a (series of) short conversation(s). This way you stimulate, as a role model, disciplined dialogues for real small-step improvements in which your employees believe.

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Total: Yes No Blank

Fig. 3 What Agile CFOs Invoke