

## Business Success Model® Questions to Grab Opportunity from Uncertainty or Crisis

### Culture

|  |                  |  |
|--|------------------|--|
| <p>We don't have explicit values of "how we work" or expectations around them.</p>   | <p><i>or</i></p> | <p>Our values are clear, defined, and have illustrations so people readily understand and apply them.</p>            |
| <p>Our values are not a driving factor in how we react to and work through problems, a crisis, or major opportunity.</p>   | <p><i>or</i></p> | <p>We explicitly and consistently consider our organization's values in all major decisions.</p>                     |
| <p>Our values are not clearly evident to anyone observing our behavior.</p>  | <p><i>or</i></p> | <p>Everyone clearly demonstrates the values in internal and external behavior.</p>                                   |
| <p>Out of the four major stakeholder groups*, we focus on results for one group. <i>Or</i> Focus varies depending on the person and situation.</p> <p>* Customers, employees, owners or shareholders, significant others like our communities.</p> | <p><i>or</i></p> | <p>We explicitly and consistently consider how to achieve positive results for all our major stakeholder groups.</p> |
| <p>We need to generate efficiencies, cut costs, and take other measures. However, there isn't enough trust for people to embrace the need and act. Also, people worry that "efficiencies" or "improvements" = layoffs.</p>                         | <p><i>or</i></p> | <p>There is enough trust so people proactively and wholeheartedly embrace changes like that.</p>                     |

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### People

|   |           |  |
|---|-----------|--|
| Our people are critical of efforts to keep operations going amid problems or crisis. It isn't "their problem," and they exhibit scarcity and "entitlement" mindsets.                            | <i>or</i> | Our people consistently demonstrate an abundance mindset and commitment to our mission and vision. |
| Our people are reactive and want to be told exactly what to do, how to do it, and when.   | <i>or</i> | Our people consistently demonstrate initiative, high performance, and adaptability.                |
| Our people don't know how to express ideas or suggestions in line with our mission and values, much less in ways that enable decisions. We get lots of suggestions that make no business sense. | <i>or</i> | Our people know how to frame ideas and suggestions for better business decisions.                  |
| Any lengthy absences of some people will radically and negatively affect our success.   | <i>or</i> | We have succession plans and viable candidates ready if the need arises.                           |
| Our leaders and managers do not serve us well. They also have difficulty adapting to changing conditions.   | <i>or</i> | Our leaders and managers lead superbly by example and in adaptability.                             |
| [for those with a Board of Directors] Our Board makes matters worse.  | <i>or</i> | Our Board makes us proud and supports us well.   |

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### Processes & Systems

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| We waste much time and effort because there are no clear priorities or people don't know the priorities.   | <i>or</i> | We can quickly prioritize what needs to be done and communicate clearly. There is little confusion or wasted effort.        |
| We are unable to respond due to our core processes and systems; or changing them is very difficult and slow.   | <i>or</i> | Our core business processes, practices, and systems are resilient and easily adaptable.                                     |
| Our support processes and systems (e.g., HR, finance, etc.) do not support easy change or change causes significant delays.  | <i>or</i> | Our support business processes, practices, and systems are strong, resilient, and easily adaptable.                         |
| Our people management (e.g., organization, work direction, coaching and development, performance management, etc.) do not work well or are even detrimental during crisis. | <i>or</i> | Our existing people management structures and systems function well. They also support adaption and improvement.            |
| We don't do improvement well, much less innovate well, even in the best of times.  | <i>or</i> | Improvement and innovation continue or even accelerate when addressing problems or in a crisis.                             |
| We don't identify or separate waste (unnecessary cost; produces no value) from cost (necessary to produce value).  | <i>or</i> | We understand cost versus waste and continually keep waste low, improve value from cost, and focus on being cost-effective. |

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### Strategy

|  |           |   |
|--|-----------|---|
| Our market is not growing or decreasing.   | <i>or</i> | Our market is growing.  |
| Our business model is very dependent on a certain set of conditions.   | <i>or</i> | Our business model (and related products/services) can work in different conditions ... or we can pivot to a new one.   |
| Our business model is difficult to change, if at all.  | <i>or</i> | We quickly and easily adjust our business model as needed.  |
| We don't have a process or expertise to develop new products or services as needed for changing markets, nor do we accept or integrate well outside help (e.g., "not invented here" mentality and/or consultants are "bad"). | <i>or</i> | We can develop new products or services as needed for changing markets. We seek help as needed.   |
| Our people do not know enough about how we function to understand what needs to be done, nor to adapt well on their own.   | <i>or</i> | Everyone understands our business model enough to understand what needs to be done and do it.   |
| No one wants to acknowledge the business model has problems or knows how to address them. We're not sure if we can survive now or in a "new normal" post-crisis.   | <i>or</i> | We are open about issues and innovate rapidly to address business model shortfalls or seize opportunities. We continue evaluating and taking appropriate actions to thrive and prosper. |

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### Want to go deeper?

We can advise you through the process and assist with organizational assessments, values-based management, leadership training, and more, using our research-validated and client-proven approaches.

Send an inquiry to [NovusLeadershipInstitute@gmail.com](mailto:NovusLeadershipInstitute@gmail.com) or visit us at [www.NovusLeadershipInstitute.com](http://www.NovusLeadershipInstitute.com) where you can also find a PDF of the full article with how to use the questions and apply the results.

*It must be remembered that there is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than a new system. For the initiator has the enmity of all who would profit by the preservation of the old institution and merely lukewarm defenders in those who gain by the new ones.*

— Niccolò Machiavelli

*“All courses of action are risky, so prudence is not in avoiding danger (it's impossible), but calculating risk and acting decisively. Make mistakes of ambition and not mistakes of sloth. Develop the strength to do bold things, not the strength to suffer.”*

— Niccolò Machiavelli