



These are 5 perspectives that you need to consider when you are planning strategies and tactics to change or improve something important.

- Risk perspective
- Safety perspective
- Sales and marketing perspective
- Shareholder perspective
- Social / community perspective

And to develop the thinking of your people.

Focus means anything that you need to change/improve/implement. You do not need to ask or answer all questions. Only the ones that resonate and relate to your focus.



Risk perspective

1. In this situation, where might the risks come from? How well have we identified who or what is most at risk in this situation?
2. How large are those risks?
3. Who or what organisations might pose a risk to us in this situation?
4. What situations and / or activities create the possibility of risks occurring?
5. What actions can we take to mitigate the impact of identifiable factors that are beyond our control?
6. What levels of risk will we carry and at what level of risk should we take action to reduce or eliminate risk?
7. In this situation, what are the key risks in the day-to-day operations?
8. What risks are involved in the recruitment and / or management of staff in this situation?
9. What risks are inherent in the operational management strategy employed by us and how are those risks managed?
10. What risks are involved in the management strategies and operational management decision-making approaches in this situation?
11. What are the acts and regulations that apply in this situation? How could we incorporate those requirements into our focus?
12. In this situation, how could we deal with the external environment (those people outside who impact on our survival)? To what risks are we exposed by our approach to managing the external environment?
13. How can we develop a set of potential actions to meet the anticipated risks faced by us?
14. In this situation, how effective are our personal risk management practices and our organisational risk management practices?
15. How could our culture, structures, processes and work practices be directed towards the effective management of potential opportunities and adverse effects in this situation?
16. How are we separating fact from opinion? How well are we drilling down to get the facts?
17. How might our current ways of thinking about risk be limiting our effectiveness?
18. What could be better ways to think about risk in this situation?



Safety perspective

Ask/answer questions which relate to your focus.

1. How could our focus impact on the safety of all stakeholders? What unsafe work practices could affect our focus?
2. What are the requirements of work safety and health regulations in this situation? How could we incorporate those requirements.
3. What are the hazards and potential risks in this situation? How could we assess those risks? What are the root causes of those risks? How well are we identifying those root causes?
4. What changes will need to be made to existing safety rules and regulations, systems and procedures and work practices in this situation?
5. What new training will be required to ensure that people comply with safe working practices in this situation? How will we monitor its effectiveness in the workplace?
6. What other support will be required to ensure that people comply with safe working practices in this situation?
7. What are the real drivers causing people to not comply with safe working practices? Or why might they not comply in this situation? Or how will those drivers affect our focus?
8. From the perspective of those most at risk, what 'pay offs' are there to not comply with safe working practices? What 'pay offs' are there to comply, from their perspective?
9. What are the prevailing attitudes to safety in this situation? What attitudes and behaviour do we need to change? How could we do that in this situation?
10. How high is safety in the real daily priorities from the point of view of those most at risk?
11. How could we incorporate the views and suggestions of those most at risk in this situation to achieve our safety targets?
12. How could we place safe working practices in the daily focus of those most at risk in this situation? How can we make safety a constant daily focus in the minds of those most at risk?
13. What are the 'unspoken issues' here that are really driving unsafe work practices?
14. Is our culture one of safety first or one of production first? How can we get the right balance between the two in this situation? What do those most at risk perceive where the emphasis really is – Safety? Production? What are the real messages they get that reinforce those perceptions?
15. How do we get all people to be 'safety inspectors' as a constant practice in this situation? How can we create a culture where team members constantly encourage safe working practices? How do we create a culture of zero tolerance for unsafe work practices?
16. How are we separating fact from opinion? How well are we drilling down to get the facts?
17. How might our current ways of thinking about safety perspectives be limiting our effectiveness or future success?
18. What ways of thinking about safety perspectives might serve us better?



Sales and marketing perspective

Ask/answer questions which relate to your focus.

1. How does this situation affect sales and marketing and / or how do sales and marketing affect this situation? How could we incorporate changes to our sales and marketing strategy? How could we incorporate raw materials and supplier's costs (or future changes) into this situation?
2. How could we incorporate competitor activity into this situation? What could we do better than our competitors in this situation? How could we provide better after-sales service than our competitors in this situation?
3. How could we manage equality between what we say about our product or service delivery and what we can actually deliver in this situation?
4. How could our point of sale material differentiate us in the market place?
5. How could we promote the features, advantages and benefits of our product / service range to our customers? How could we improve that in this situation?
6. How could we plan and implement strategies designed to increase sales? How could we manage our key accounts in this situation? What products or services generate the highest sales and the best profit margins? How does that affect this situation?
7. How could our formats for promoting the features, advantages and benefits of our product / service range be improved in this situation? Be better than our competitors?
8. How effective is our marketing in attracting new customers? What dollar value are we getting for our existing marketing initiatives? What could we do to retain existing customers and attract new customers? What activities could we initiate to develop new business?
9. For our focus, what do we need to do to ensure that frontline people know the features, advantages and benefits of our product / service range? How could we act to ensure that they communicate these to our customers? What training and support is needed for our sales and / or marketing people in this situation?
10. How well is our product / service range meeting / exceeding the needs, wants, preferences or expectations of our customer base? How does that affect our focus?
11. How well are we anticipating and responding to changing market conditions? How well are we incorporating the key factors that affect our market in this situation?
12. In what ways is our total product / service offering better than our competitors in this situation? In what ways is our technical support service better than our competitors?
13. How well are we collaborating between marketing, sales, stock, supply, warehousing, logistics, invoicing and documentation to provide a seamless transaction for customers?
14. How could we communicate our total 'value for money' package to the customer?
15. How could we manage the relationships between our frontline sales and marketing people and the buyer / decision maker / end user?

Develop Thinking



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16. How are we separating fact from opinion? How well are we drilling down to get the facts?
17. How might our current ways of thinking about sales and marketing perspectives be limiting our effectiveness or future success?
18. What ways of thinking about sales and marketing perspectives might serve us better?



Shareholder perspective

Ask/answer questions which relate to your focus.

1. Who are our major shareholders?
2. What is the actual return on investment / return on capital expenditure that we strive to provide to shareholders?
3. What are the key drivers of that actual return on investment to shareholders in this situation? Are we in agreement on the key drivers of that actual return on investment?
4. How will we monitor and measure the achievement of those key drivers?
5. How effectively are we considering those key drivers in this situation?
6. How could this situation impact on shareholders?
7. How could this situation contribute to return on investment to shareholders?
8. How are we managing any potential adverse affects on return on investment to shareholders?
9. What are the major factors that influence (secure) shareholder confidence? How can we incorporate those into our focus?
10. What actions can we take to mitigate the impact of identifiable factors that are beyond our control?
11. How are we separating fact from opinion? How well are we drilling down to get the facts?
12. How might our current ways of thinking about shareholder perspectives be limiting our effectiveness or future success?
13. What ways of thinking about shareholder perspectives might serve us better.



Social / community perspective

Ask/answer questions which relate to your focus.

1. How could this situation affect the local community? And vice versa? How could it affect our community image? What values could our focus demonstrate to the community? What is the need for community engagement in this project? How could we build this need into our strategy, concepts, estimates and timelines?
2. How could we incorporate opportunities to work collaboratively with a variety of community bodies to solve any social and environmental problems in this situation? How could we identify and act on any opportunities to build community relationships in this situation? How could we clearly demonstrate that we are seeking and will, as far as is reasonable, act on community opinion?
3. What could we try to achieve by engaging the community – empower, partner, involve, consult, inform, influence? How could we demonstrate consistent and continual presence in the community dimension in this situation? How could we establish a two-way dialogue between community stakeholders with our efforts focused on consultation rather than a one-way flow of information?
4. What social impacts might apply in this situation?
5. How might community reaction be detrimental to us?
6. How could we minimise any negative impacts? What actions can we take to mitigate the impact of identifiable factors that are beyond our control?
7. What opportunities could this situation present for improving our image in the community? What opportunities does this situation present for demonstrating that we are a good ‘social citizen’? That we are living harmoniously with our community?
8. How could we consult with the community to incorporate their views in this situation or at least to allow a dialogue between them and us?
9. What could we do to engage the community in this situation?
10. How are we separating fact from opinion? How well are we drilling down to get the facts?
11. How might our current ways of thinking about community and social perspectives be limiting our effectiveness or future success?
12. What ways of thinking about community and social perspectives might serve us better?