



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

- Market Perspective
- Product or Service Perspective
- Production/Manufacturing Perspective
- Reflective Perspective
- Research and Development Perspective

And to develop the thinking of your people.

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



Market Perspective

1. How is this situation affected by the state of the local and global market? And vice versa?
2. What are the views of experts in relation to trends in local and global markets?
3. What opportunities might be presenting globally? What local opportunities may be presenting because of shifts created by globalisation?
4. What threats might be presenting globally? What local threats may be presenting because of shifts created by globalisation?
5. How could we incorporate changes in the local and global market into this situation?
6. How does this situation affect our brand strategy and vice versa? What co-ordination is required in relation to our marketing messages? How does our brand strategy affect decision-making in this situation? What do we need to do to ensure support and cross-collaboration for our brand strategy? How does this situation affect the integration of our services? How can we present the very best image to our customers? How are we aligning our key activities to help us win in the market place? How do we position the best attributes of our brand to the best advantage? How do we ensure alignment across business units? How do we ensure that core elements of the business deliver what our brand promises?
7. What is our market-based and customer-focused strategy? How well are we applying segmentation and 'know the customer' methodologies in our focus?
8. How could our focus affect our market share in our core markets? What opportunities present to get a stronger integration of our brand and customer touch points?
9. How could our focus affect the goods/services we provide to our groups of customers?
10. How could our focus affect the goods/services and customer groups that we should focus on in the future?
11. How does our focus connect with our basis for growth? For each customer group, will growth be less, stay the same or become more?
12. For each of our core services, will we provide less, the same or more of each service?
13. How does this situation affect how we target market segments? Are our market segments expanding, contracting or static? How have we factored that into this situation?
14. In relation to this situation, how attractive is each market segment?
15. How have we stepped outside our own perspectives to incorporate the perspectives of other experts who can raise perspectives and possibilities



unknown to us? For example: new marketing concepts, new technologies, different materials, changing consumer trends, environmental considerations, political changes, new competitors, new alternatives to our products and services, changes to costs of parts and raw materials, etc.

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 market perspectives be limiting our effectiveness or future success?
18. What ways of thinking about market perspectives might serve us better?



Product or Service Perspective

Ask/answer questions which relate to your focus.

1. How could this situation impact on product quality and service delivery, and vice versa?
2. Do we have the production/manufacturing/process capability this situation requires? How well are we incorporating production/manufacturing/processing requirements in this situation?
3. What are the issues here in relation to product quality and service delivery? How could we monitor and improve key production and delivery processes in this situation? What changes could be needed to business processes and support services?
4. What is the added value for each product or service in this situation?
5. How do the demands for our products or services affect this situation? How well have we tested new products/services against process and supplier capability?
6. What requirements will this situation place on our manufacturing, production and process capability, stock control, warehousing, logistics and support services?
7. How are we managing impacts on manufacturing, production and process capability, etc.?
8. How is our product and service range keeping abreast of market and consumer changes?
9. What are the opportunities to develop new products and services? How could we evaluate the feasibility of new products and services? How could we use our intellectual and human capital to develop strategic advantage through innovation in products and services? How could we challenge and change the fundamental manner in which we provide products, processes and services? How well does our culture stimulate the ability to change rapidly and continuously in developing new products and services? How does that affect our focus?
10. How could we incorporate the views of the producers/providers of our products and services in this situation? How could we incorporate customer requirements in this situation?
11. How could our product quality and service delivery standards meet or exceed customer expectations in this situation? How could our product quality and service delivery standards meet or exceed our competitors in this situation?
12. How could our emphasis on production and service delivery affect our focus?
13. To achieve our focus, what other things will we need to change or improve or develop in relation to product and service delivery? How could we make



efficiency improvements as a consequence of making process improvements, changes to products or services or work design?

14. How could we close any gaps between customer-perceived quality and staff-perceived quality in this situation?
15. How are we developing new products and processes that support ecological sustainability?
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 products and services be limiting our effectiveness or future success?
18. What ways of thinking about products and services might serve us better?



Production/Manufacturing Perspective

Ask/answer questions which relate to your focus.

1. How does our focus affect production/manufacturing/processing capability, and vice versa?
2. What are the production/manufacturing/processing requirements for our focus? Do we have the production/manufacturing/processing capabilities required for our focus? What increases could be needed in production/manufacturing/processing capabilities?
3. How could this situation produce substantial process improvement? What process improvement will be needed for this situation? How does this situation affect on-going process control? How could we incorporate process mapping to get an accurate picture of the process and to reveal the extent of waste and inappropriate work? How could we incorporate process improvements in this situation? How could we act to remove waste, re-work and error in this situation?
4. How could this situation affect maintenance capability, and vice versa?
5. How could this situation affect plant utilization, and vice versa?
6. Does time spent on 'on condition' observation and preventative maintenance exceed time spent on repairing plant and equipment after breakdown? How will this situation affect that balance?
7. How will our maintenance people collaborate with our operators to optimise production in this situation?
8. How could this situation affect machine downtime?
9. Are there upcoming maintenance issues which could be affected by this situation? How could this situation affect maintenance expenditure?
10. How could this situation affect scrap loss/utilisation? How could this situation affect raw materials? How could this situation affect power usage?
11. How well are we factoring in production and maintenance requirements in this situation?
12. How well are we factoring in the impact of this situation on our production and maintenance people?
13. How could we incorporate the views of production and maintenance people in this situation?
14. How are we separating fact from opinion? How well are we drilling down to get the facts?



15. How might our current ways of thinking about production/manufacturing/processing and maintenance be limiting our effectiveness?
16. What could be better ways to think about production/manufacturing/processing and maintenance in this situation?



Reflective Perspective

(All questions relate to the achievement of our focus)

1. In this situation, how does our desired future connect with the past?
2. What learning could we incorporate from similar situations in the past into this situation? What things worked well in the past that we could apply in this situation? Why have past initiatives been unsuccessful? Successful? What similar conditions do we need to create in this situation to be successful?
3. How might the experiences of people in past situations work against us or for us in this situation?
4. How could we incorporate the past experiences and learning of other key stakeholders into this situation to our advantage?
5. Looking back on past situations, what is it that we could have done better?
6. What things happened in past similar situations that we didn't expect to happen?
7. What could happen if we approach this the same way we always approach these situations? Where are we at risk of just doing the same old things and getting the same old results?
8. What difficulties did we experience in past situations that we might encounter in this situation?
9. Where are the opportunities for better ways of doing things in this situation? How could we consider opportunities for anything new or fresh in this?
10. What would we have changed about what we did in the past, if we had had the chance to do it again? How could that apply here?
11. How have conditions which applied in the past changed or are likely to change?
12. What's different about this situation compared to past situations, which demand that we do this differently?
13. What do you like about this situation? What do you dislike? What are the strengths and weaknesses of what we are considering in this situation?
14. How are we separating fact from opinion? How well are we drilling down to get the facts?
15. How might our current ways of thinking about this situation be limiting our effectiveness?
16. What could be better ways to think about this situation?



Research and Development Perspective

Ask/answer questions which relate to your focus.

1. How is our focus affected by research and development and/or how does research and development affect our focus? What research and development is required in this situation to be successful?
2. How well is our product/service range exceeding customer expectations? How could that apply to our focus?
3. How well are we applying new technology to our products/services in this situation?
4. How effectively are we investing money and resources into research and development in this situation? How effectively do we evaluate the value we get from our investment in research and development?
5. What could we do to ensure that the people responsible for research and development collaborate between the frontline deliverers of our products/services in this situation?
6. What are the industry trends and developments and how could we apply that in the development of our products/services in this situation? What are we doing we stay abreast of other developments in products/services in our market segment in this situation?
7. How could we access government grants and concessions for research and development in this situation?
8. How could we plan, resource, manage and implement research and development in this situation?
9. How could we apply innovation to our products, services and processes in this situation?
10. How could we create new products/services to lead the market? How could we provide products/services that give customers what they want as well as what they need? How could that apply to our focus?
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 research and development be limiting our effectiveness in this situation?
13. What could be better ways to think about research and development in this situation?