



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

- Stakeholders Perspective
- Strategic Perspective
- Structure Perspective
- Supplier / Contractor Perspective
- Values 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.



Stakeholders Perspective

1. How could this situation affect key stakeholders and vice versa? Who are the key stakeholders here? Who are the other people who are impacted by this situation? In what ways are key areas of our operation affected here? Where and how will our focus add value for our key stakeholder groups?
2. Who might be other stakeholders that we have not considered in this situation?
3. How well are we considering others (both internal and external) and appropriate action to generate maximum collaboration and cooperation?
4. How are we thinking beyond our own needs and wants to incorporate the needs and wants of key stakeholders? How well are we identifying and incorporating the value proposition for key stakeholder groups here?
5. What is the consequence of the impact on others likely to be? How will that affect our situation?
6. How could we manage this situation to our benefit and to the benefit of key stakeholders?
7. Who are we not considering in this discussion and how might they affect this situation? How could the actions of significant others be detrimental to our situation?
8. What action can we take to prevent the detrimental actions of others affecting this situation?
9. How could we generate the support we require from key stakeholders to be successful in this situation? What do we need to do to engage key stakeholders in this situation? What could we do to ensure collaboration and cooperation from key stakeholders?
10. How could the prevailing attitudes of the key stakeholders affect this situation? How could we access, assess and integrate external stakeholders' attitudes in this situation?
11. How could we incorporate actions to change any attitudes that are detrimental to our situation?



12. How are we separating fact from opinion? How well are we drilling down to get the facts?
13. How might our current ways of thinking about stakeholders be limiting our effectiveness or future success?
14. What ways of thinking about stakeholders might serve us better?



Strategic Perspective

Ask/answer questions which relate to your focus.

1. Are we clear on where we are now and where we want to be? Does our strategy reflect the bottom line? Does our strategy incorporate sustainability in relation to economic, environmental and social considerations in this situation? How could we consider pollution, impact on our human capital and impact on community relationships in this situation? How could our strategy focus on the development of new sustainable technologies, processes and products? Where are we heading in terms of sustainability?
2. Are we all clear on the direction we are taking and why? What is our market-based and customer-focused strategy? How are we aligned in this situation with our brand strategy? How could this situation affect our brand strategy, or vice versa?
3. Are we probing the situation to find the real issues? Are we gathering enough information to define the real issues? What else could be the real issues?
4. What is our clearly defined and agreed strategy to take us to where we want to be?
5. How are we taking the complex or difficult issues and separating them into manageable parts?
6. How are we aligning our key objectives and key actions in this situation with our strategic objective? How will we monitor and manage our key performance indicators in this situation?
7. In relation to our focus, how could we organise who is responsible for doing what and by when? Are we organising who is responsible for whom? Are we allocating the right people to do the right tasks?
8. What are our projected income, expenses, and net profit? How can we afford this?
9. How will we know whether or not we are on target?
10. How could we evaluate the performance of all key stakeholders?
11. How could we be more efficient and more effective in this situation?



12. Are our plans designed to fit circumstances or are we trying to create circumstances to fit plans? So what?
13. Are we customising our strategy to the problem or opportunity?
14. Do we have the necessary resources to achieve our focus?
15. What is our mechanism for reviewing our strategic plan as things change?
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 strategic perspectives be limiting our effectiveness or future success?
18. What ways of thinking about strategic perspectives might serve us better?



Structure Perspective

Ask/answer questions which relate to your focus.

1. How does this situation affect our structure or how does our structure affect this situation?
2. How have things changed which necessitate a change in structure? How will we need to make changes to structure to accommodate this situation? How well are we incorporating changes in reporting relationships and devolution of responsibility and autonomy?
3. In this situation how could we assign ownership of processes and performance to teams or individuals? In this situation, how could we link performance to customer satisfaction?
4. Does this situation require a shift from a functional business structure to a customer process structure? How are we achieving that shift?
5. How well do our products / services relate to existing area functions? How is customer focus and product / service delivery central to our thinking and decisions regarding structure?
6. In this situation, which areas will add the greatest value to our products / services and which the least?
7. In our current structure, how many departments / areas touch the customer directly or affect customer quality? How are we incorporating that into our focus?
8. In this situation, how could we evaluate inherent waste or inefficiency in our functional areas?
9. In what ways is our current structure not enabling us to achieve the desired outcomes of our focus? How well do our current structures support sustainable development in this situation? Economically, environmentally and socially? How could our core activities be organised along business process or service delivery flows?



10. How could we evaluate our current structure for inefficiencies and waste of resources in this situation? How well do all our functional areas contribute to our bottom line in this situation?
11. What problems does our current structure present in this situation? Are we creating problems because of dual reporting? How clear are the distinctions between accountabilities and responsibilities within and between areas of operation? How well are those distinctions accepted?
12. Under our current structure are people clear on reporting relationships and lines of communication? Are they clear on who has accountability and responsibility for what on mixed discipline projects in this situation?
13. How are we separating fact from opinion? How well are we drilling down to get the facts?
14. How might our current ways of thinking about structure perspectives be limiting our effectiveness or future success?
15. What ways of thinking about structure perspectives might serve us better?



Supplier / Contractor Perspective

Ask/answer questions which relate to your focus.

1. What is the impact of our focus on suppliers / contractors? And the impact of suppliers / contractors on our focus?
2. What are the likely positive reactions of suppliers / contractors?
3. What are the likely negative reactions of suppliers / contractors?
4. How could we incorporate the expectations and perceptions of suppliers / contractors in this situation? How could we incorporate our expectations and perceptions of suppliers / contractors in this situation?
5. How could we collaborate with suppliers and contractors to sustain our competitive advantage in this situation?
6. How could we collaborate with suppliers and contractors to create opportunities to improve our goods and services?
7. How could we evaluate the cost effectiveness of our key suppliers and contractors in delivering their goods and services to us in this situation?
8. How could we assess how our suppliers / contractors add value in this situation?
9. How could we review supplier's agreements to ensure that we are getting the optimum deal in this situation?
10. How could we establish performance criteria for the delivery of supplier and contractor goods and services in this situation? How could we assess suppliers and contractors against those criteria and provide feedback on their performance to initiate continuous improvement in this situation?
11. How could we assess the quality performance of our key suppliers against their competitors in this situation?



12. How could we measure our quality requirements – quality, price, delivery, etc., – and initiating corrective action from our suppliers? How could we collaborate with key suppliers in this situation to improve supplier performance?
13. How are we separating fact from opinion? How well are we drilling down to get the facts?
14. How might our current ways of thinking about suppliers/contractors be limiting our effectiveness or future success in this situation?
15. What ways of thinking about suppliers might serve us better?



Values Perspective

Ask/answer questions which relate to your focus.

1. How does this situation relate to our governing values and / or how do our governing values relate to this situation? How could we use our governing values to guide discussion in this situation and to make decisions?
2. What values does this situation demonstrate to all key stakeholders? What values do we want to demonstrate to all key stakeholders in this situation? How might we do that? By what actions?
3. How well do the values we are demonstrating in this situation align with the values of the majority of our people?
4. What values might we be infringing in this situation? In what way?
5. What opportunity does this situation present in terms of demonstrating our values? How?
6. What are the governing values driving this situation? How well have we all accepted those values? How could our focus incorporate our governing values?
7. How could we define and incorporate a set of key values governing human and ecological sustainability, ethical business practices and community-friendly policies in this situation?
8. In this situation, is there a gap between our stated values and our enacted values? In what way?
9. How can we close the gap between what values people say they support and what they actually do?
10. Are our values clearly communicated, understood and accepted by all? Could any lack of understanding, acceptance or practice adversely affect our focus? In what ways?
11. How could we contribute to the meaning and purpose of people's lives in this situation?



12. How could our values be built into policy, strategy, guidelines and work practices in this situation? How could we measure and evaluate their sustainability in this situation?
13. How might our current ways of thinking about values be limiting our effectiveness or future success?
14. What ways of thinking about values might serve us better?