

ADEs Index Questionnaire / Current State

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ADEs Index Model - Purpose and Value System Dimension
Current State

BTC Building Blocks	Question #	Statement	Answers - Likert Scale				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Purpose	PV1	The current purpose of the organization is very bold / aspirational.			x		
	PV2	The current purpose of the organization is inclusive and addresses various types of stakeholders.				x	
	PV3	The current purpose of the organization has been a key factor to retain and to attract talent.				x	
	PV4	The current purpose of the organization has been a key factor for customers to prefer us over other competitors.				x	
Vision	PV5	The organization has had a clear vision of where it plans to be within the next 3 to 5 years.				x	
	PV6	The organization and the overall market have perceived the current vision as bold and credible.				x	
	PV7	The people of the organization have found the current vision inspiring and they have been embracing it.				x	
Values	PV8	The current set of spoused values properly reflect the multi-stakeholder, collaborative and innovative orientation of the organization.					x
	PV9	Even in difficult circumstances, corporate values have been the primary cornerstone of management decisions.					x
	PV10	Employees have been comfortable to make difficult decisions by themselves based on the spoused values of the organization.				x	

ADEs Index Model - Strategic Choices Dimension

Current State

BTC Building Blocks	Question #	Statement	Answers - Likert Scale				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Strategy Management	ST1	The current strategy of the organization has been clear / unambiguous, especially around where not to play.			x		
	ST2	In support of the current strategy, objectives have been well defined at corporate and BU / key functional levels.				x	
	ST3	The current strategy management process is robust, formalized and it has been exercised with a well defined cadence.					x
	ST4	In the current state, management has been periodically reviewing the validity / relevance of the strategy, preferably at least twice a year.				x	
Business Model	ST5	The current business model of the organization is clear and fully embraced by the senior management team.			x		
	ST6	The current business model has been a differentiating factor in the organization's ability to compete in the marketplace.			x		
	ST7	The current business model has been creating sizeable network effects for the organization.				x	
Operating Model & Organization Design	ST8	In the current operating model, clear choices have been made with respect to the degree of integration and centralization of business processes.				x	
	ST9	The current operating model has been designed to allow for a dynamic and fast reallocation of resources as market conditions change.			x		
	ST10	The current organization is flat and there is no duplication of roles or excessive amount of supervisory / management layers.					x
	ST11	Organizational units / departments have been implemented to effectively collaborate in the execution of end-to-end cross-functional processes.				x	
	ST12	Cross-functional and self-organizing agile-type teams have been strongly encouraged across the organization.			x		
	ST13	In its current state, roles and responsibilities, as well as accountability for results are clearly defined and there is no ambiguity.				x	
Ecosystem	ST14	In its current state, the organization has clearly defined the ecosystem(s) of partners it engages with to meet customer and organizational needs.				x	
	ST15	In its current state, the organization has clearly defined the role it plays in the selected ecosystem(s).					x
	ST16	In its current state, the organization relies on an ecosystem(s) of partners for all non-core capabilities.					x
	ST17	In its current state, the organization has been actively scanning the marketplace to bring in additional partners to their ecosystem(s).			x		

ADE Index Model - Performance Management Dimension

Current State

BTC Building Blocks	Question #	Statement	Answers - Likert Scale				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Balanced Scorecard	PM1	The organization has been using a well balanced set of target metrics at corporate level and it strongly aligns with the organizational priorities/objectives.				x	
	PM2	At Corporate and BU levels, there is currently a good balance in the adoption of lagging and leading metrics.				x	
	PM3	Customer-oriented metrics are well reflected in the current Corporate and BU level scorecards				x	
Performance Management Framework	PM4	A robust performance management framework has been used and at the appropriate cadence at all levels of the organization.					x
	PM5	Electronic dashboards have been implemented at all levels of the organization for performance management on real-time and near real-time basis.				x	
	PM6	In the current organization, performance accountability has been established for the metrics in the corporate / BU / key functional level scorecards			x		

ADEs Index Model - Customer Centricity Dimension
Current State

BTC Building Blocks	Question #	Statement	Answers - Likert Scale				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Value Proposition	CC1	The organization has clearly defined its current value proposition for each key customer segment.				x	
	CC2	The value proposition embedded in the current business model is compelling and uniquely differentiates the organization from its competitors.			x		
	CC3	In its current state, the organization has been competing primarily on the basis of a great customer experience, rather than prices.				x	
CX-driven Metrics and Insights	CC4	In its current state, customer experience has been actively measured in real-time and managed					x
	CC5	In its current state, customer-related metrics have been measured at all levels of the organization					x
	CC6	In its current state, internally and externally-generated customer data have been widely shared and the larger organization has properly skilled its people to analyze data and to generate insights.				x	
Customer Journeys / Processes	CC7	In its current state, key target state customer journeys have been selected and conceptually defined.				x	
	CC8	It its current state, accountable owners have been assigned to the key customer journeys.			x		
	CC9	In its current state, end-to-end processes supporting the key customer journeys have been identified.			x		

ADEs Index Model - People and Leadership Dimension
Current State

BTC Building Blocks	Question #	Statement	Answers - Likert Scale				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Culture and Behaviors	PL1	The senior leadership team has been fully committed to foster a generative culture within the organization.			x		
	PL2	The senior leadership team has properly defined the desired behaviors and it has been consistently demonstrating them.				x	
	PL3	Psychological safety has been evident in the current organization and associates will feel comfortable to speak up at anytime.			x		
Capabilities and Reward Systems	PL4	In its current state, skills and capabilities for differentiation and competitive advantage have been identified.				x	
	PL5	In its current state, the organization has mechanisms to consistently prioritize resources and funding to these key capabilities.					x
	PL6	In its current state, reward systems also focus on intrinsic motivation factors.					x
	PL7	Reward systems in the current state organization have been designed to foster cross-unit collaboration, innovation and experimentation.			x		
	PL8	Reward systems in the current state organization have been designed to prioritize and enterprise-view of the business priorities.			x		
	PL9	Reward systems in the current state organization recognize people not only for meeting their business plan goals but also for building or enhancing of organizational capabilities.				x	
Innovation Capabilities	PL10	In its current state, the leadership team has clearly fostered innovation as a key capability of the organization.			x		
	PL11	The organization has been applying innovation above and beyond products and services.			x		
	PL12	In its current state, an organizational model for innovation has been clearly defined and implemented.			x		
	PL13	A robust innovation process has been conceptually defined and being used to facilitate the generation and experimentation of new ideas.			x		
Leadership Competencies	PL14	Senior leaders have been clearly trusted by the people of the organization at all levels.					x
	PL15	Leaders at all levels of the organization will be committed to being approachable, transparent and coaches of the people of the organization.				x	
	PL16	The senior leadership team has clearly demonstrated a style that refuses "command and control."				x	
	PL17	At all levels in the current organization, leaders have also been selected for their ability to inspire trust, demonstrate intellectual curiosity and to see the organization as a an adaptive and complex system				x	

ADEs Index Model - Enterprise Architecture Dimension
Current State

BTC Building Blocks	Question #	Statement	Answers - Likert Scale				
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Business Architecture	EA1	There is a strong shared understanding about the current state enterprise blueprint and how business objectives are being pursued.				x	
	EA2	In its current state, differentiated capabilities have been formally defined, as well as their enabled value streams.			x		
	EA3	In its current state, there has been a clear definition of the portfolio of products and services enabled by these capabilities.				x	
	EA4	In its current state, there has been a clear definition of the portfolio of products and services that can be offered across the different BU's and geographies where the enterprise operates.				x	
	EA5	Robust traceability mechanisms have been in place to ensure that the initiatives across the different areas within the organization clearly support its current strategy.			x		
Application Architecture	EA6	The current organization has largely adopted service-oriented and/or microservices architectures for increased flexibility and agility.			x		
	EA7	The current organization has largely embraced DevOps principles and practices.				x	
	EA8	In its current state, the organization has the capability to deliver many releases per day, if needed.				x	
Data Architecture	EA9	In its current state, data has been largely recognized by senior management as a key organization asset and formally managed as such.				x	
	EA10	A robust Data Governance Program has been implemented, including policies, procedures and formal definition of data owners and data stewards.				x	
	EA11	In its current state, data has been widely shared and its easily available across the organization in a "single version of the truth" way.				x	
Technology Architecture	EA12	In its current state, the organization uses a majority of its infra-structure capacity via cloud-based deployment models.				x	
	EA13	In its current state, the organization has been extensively using SaaS and PaaS cloud-based models.			x		
	EA11	In its current state, security has been managed holistically (i.e., both internally and externally-oriented) and the organization has defined the supporting policy, standards and procedures.			x		
	EA12	Periodic "stress tests" have been used to secure resilience and business continuity and to protect the organization from cyber attacks /other similar events.				x	