

ADEs Index Questionnaire / Current State

Page 1/6

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

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. | | | | | |
| | ST2 | In support of the current strategy, objectives have been well defined at corporate and BU / key functional levels. | | | | | |
| | ST3 | The current strategy management process is robust, formalized and it has been exercised with a well defined cadence. | | | | | |
| | ST4 | In the current state, management has been periodically reviewing the validity / relevance of the strategy, preferably at least twice a year. | | | | | |
| Business Model | ST5 | The current business model of the organization is clear and fully embraced by the senior management team. | | | | | |
| | ST6 | The current business model has been a differentiating factor in the organization's ability to compete in the marketplace. | | | | | |
| | ST7 | The current business model has been creating sizeable network effects for the organization. | | | | | |
| 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. | | | | | |
| | ST9 | The current operating model has been designed to allow for a dynamic and fast reallocation of resources as market conditions change. | | | | | |
| | ST10 | The current organization is flat and there is no duplication of roles or excessive amount of supervisory / management layers. | | | | | |
| | ST11 | Organizational units / departments have been implemented to effectively collaborate in the execution of end-to-end cross-functional processes. | | | | | |
| | ST12 | Cross-functional and self-organizing agile-type teams have been strongly encouraged across the organization. | | | | | |
| | ST13 | In its current state, roles and responsibilities, as well as accountability for results are clearly defined and there is no ambiguity. | | | | | |
| 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. | | | | | |
| | ST15 | In its current state, the organization has clearly defined the role it plays in the selected ecosystem(s). | | | | | |
| | ST16 | In its current state, the organization relies on an ecosystem(s) of partners for all non-core capabilities. | | | | | |
| | ST17 | In its current state, the organization has been actively scanning the marketplace to bring in additional partners to their ecosystem(s). | | | | | |

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. | | | | | |
| | PM2 | At Corporate and BU levels, there is currently a good balance in the adoption of lagging and leading metrics. | | | | | |
| | PM3 | Customer-oriented metrics are well reflected in the current Corporate and BU level scorecards | | | | | |
| Performance Management Framework | PM4 | A robust performance management framework has been used and at the appropriate cadence at all levels of the organization. | | | | | |
| | PM5 | Electronic dashboards have been implemented at all levels of the organization for performance management on real-time and near real-time basis. | | | | | |
| | PM6 | In the current organization, performance accountability has been established for the metrics in the corporate / BU / key functional level scorecards | | | | | |

ADEs Index Model - Customer Centricity DimensionCurrent 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. | | | | | |
| | CC2 | The value proposition embedded in the current business model is compelling and uniquely differentiates the organization from its competitors. | | | | | |
| | CC3 | In its current state, the organization has been competing primarily on the basis of a great customer experience, rather than prices. | | | | | |
| CX-driven Metrics and Insights | CC4 | In its current state, customer experience has been actively measured in real-time and managed | | | | | |
| | CC5 | In its current state, customer-related metrics have been measured at all levels of the organization | | | | | |
| | 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. | | | | | |
| Customer Journeys / Processes | CC7 | In its current state, key target state customer journeys have been selected and conceptually defined. | | | | | |
| | CC8 | It its current state, accountable owners have been assigned to the key customer journeys. | | | | | |
| | CC9 | In its current state, end-to-end processes supporting the key customer journeys have been identified. | | | | | |
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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. | | | | | |
| | PL2 | The senior leadership team has properly defined the desired behaviors and it has been consistently demonstrating them. | | | | | |
| | PL3 | Psychological safety has been evident in the current organization and associates will feel comfortable to speak up at anytime. | | | | | |
| Capabilities and Reward Systems | PL4 | In its current state, skills and capabilities for differentiation and competitive advantage have been identified. | | | | | |
| | PL5 | In its current state, the organization has mechanisms to consistently prioritize resources and funding to these key capabilities. | | | | | |
| | PL6 | In its current state, reward systems also focus on intrinsic motivation factors. | | | | | |
| | PL7 | Reward systems in the current state organization have been designed to foster cross-unit collaboration, innovation and experimentation. | | | | | |
| | PL8 | Reward systems in the current state organization have been designed to prioritize and enterprise-view of the business priorities. | | | | | |
| | 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. | | | | | |
| Innovation Capabilities | PL10 | In its current state, the leadership team has clearly fostered innovation as a key capability of the organization. | | | | | |
| | PL11 | The organization has been applying innovation above and beyond products and services. | | | | | |
| | PL12 | In its current state, an organizational model for innovation has been clearly defined and implemented. | | | | | |
| | PL13 | A robust innovation process has been conceptually defined and being used to facilitate the generation and experimentation of new ideas. | | | | | |
| Leadership Competencies | PL14 | Senior leaders have been clearly trusted by the people of the organization at all levels. | | | | | |
| | PL15 | Leaders at all levels of the organization will be committed to being approachable, transparent and coaches of the people of the organization. | | | | | |
| | PL16 | The senior leadership team has clearly demonstrated a style that refuses "command and control." | | | | | |
| | 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 | | | | | |

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. | | | | | |
| | EA2 | In its current state, differentiated capabilities have been formally defined, as well as their enabled value streams. | | | | | |
| | EA3 | In its current state, there has been a clear definition of the portfolio of products and services enabled by these capabilities. | | | | | |
| | 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. | | | | | |
| | 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. | | | | | |
| Application Architecture | EA6 | The current organization has largely adopted service-oriented and/or microservices architectures for increased flexibility and agility. | | | | | |
| | EA7 | The current organization has largely embraced DevOps principles and practices. | | | | | |
| | EA8 | In its current state, the organization has the capability to deliver many releases per day, if needed. | | | | | |
| 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. | | | | | |
| | EA10 | A robust Data Governance Program has been implemented, including policies, procedures and formal definition of data owners and data stewards. | | | | | |
| | 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. | | | | | |
| Technology Architecture | EA12 | In its current state, the organization uses a majority of its infra-structure capacity via cloud-based deployment models. | | | | | |
| | EA13 | In its current state, the organization has been extensively using SaaS and PaaS cloud-based models. | | | | | |
| | 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. | | | | | |
| | EA12 | Periodic "stress tests" have been used to secure resilience and business continuity and to protect the organization from cyber attacks /other similar events. | | | | | |