

ADEs Index Questionnaire / Current State

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.					
Ecosystem	ST13	In its current state, roles and responsibilities, as well as accountability for results are clearly defined and there is no ambiguity.					
	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 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.					
	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.					

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.					