

# STRATEGY PROCESS DIAGNOSTIC © (Version 5)

This diagnostic will provide you with an analysis of your organisation's strategy processes  
(For details about obtaining a customised report on your organisation, see page 4)

## SECTION A – DEMOGRAPHIC INFORMATION

- A1. Please indicate your current managerial position in your organisation.  CEO  Exec reporting to CEO
- A2. How many people overall (full-time equivalent) are employed in your organisation? .....
- A3. How long (in years) have you been employed with your organisation? .....
- A4. In what industry sector is your organisation? .....

## SECTION B – ANALYSIS OF STRATEGY PROCESSES

To provide a profile of your organisation's processes across 10 approaches to strategy

Reflecting on the last financial year in your organisation, please indicate your agreement or disagreement with each of the statements below, by placing a tick in the relevant box. Please use the following scale:

1 = Strongly disagree; 2 = Tend to disagree; 3 = Neither agree nor disagree;  
4 = Tend to agree; 5 = Strongly agree. Leave item blank if you do not know.

(Note: Some questions are similar. This is needed to ensure reliability of measures)

	1 = Strongly disagree	2 = Tend to disagree	3 = Neither	4 = Tend to agree	5 = Strongly agree
B1. Our strategy was made explicit in the form of precise plans	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B2. A senior figure's vision was our strategy	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B3. There is a way of doing things in this organisation which has developed over the years	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B4. Our strategy was driven by a shared vision of the future	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B5. Strategies were made on an iterative basis involving managers, staff and executives in an ongoing dialogue	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B6. Our strategy was a compromise which accommodated the conflicting interests of powerful groups and individuals	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B7. Our strategy was developed through a process of ongoing adjustment	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B8. Most people in this organisation were willing to take risks	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B9. Our freedom of strategic choice was severely restricted by our external business environment	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B10. Our organisation relied only on informal mechanisms to shape our strategy	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B11. When we formulated a strategy it was planned in detail	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B12. The chief executive determined our strategic direction	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B13. Our strategy was based on past experience	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B14. A vision of what this organisation will be like in the future guided what we did strategically	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B15. The crafting of strategies in our organisation was ongoing, involving everyone in the process to some degree	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>

Section B: Analysis of Strategy Processes (cont'd)

		Disagree			Agree	
		SD	TD	N	TA	SA
B16.	The vested interests of particular internal groups coloured our strategy	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B17.	Our strategy was continually adjusted as changes occurred in the marketplace	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B18.	People were encouraged to experiment in this organisation so as to identify new, more innovative approaches or products	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B19.	Forces outside this organisation determined our strategic direction	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B20.	We used mechanisms other than formal planning to guide our strategy	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B21.	We had precise procedures for achieving strategic objectives	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B22.	The strategy we have followed was directed by a vision of the future associated with the chief executive (or another senior figure)	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B23.	The strategy we followed was dictated by our culture	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B24.	There was a clear vision of our future which we pursued	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B25.	Most people in this organisation had input into decisions that affected them	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B26.	Our strategies often changed because certain groups blocked their implementation	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B27.	To keep in line with our business environment we made continual small-scale changes to our strategy	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B28.	Employees in this organisation understood what needed to be accomplished in order for the organisation to survive and prosper	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B29.	Barriers exist in our business environment which significantly restricted our strategic direction	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B30.	Strategies often occurred without relying on analytical planning mechanisms	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B31.	We had well defined planning procedures to search for solutions to strategic problems	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B32.	Our strategy was closely associated with a particular individual	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B33.	The attitudes, behaviours, rituals and stories of this organisation reflected the direction we wished to take it in	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B34.	There was a commonly shared belief in this organisation about the strategic direction we pursued	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B35.	Strategies were derived from cross-functional communication among organisational members	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B36.	Our strategy developed through a process of bargaining and negotiation between groups or individuals	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B37.	Our strategies evolved gradually as we responded to the need to change	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B38.	High potential proposals from employees often shaped our strategy	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B39.	We had a set of actions imposed on us by those external to this organisation, for example, the government	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
B40.	Our strategic direction was determined without any formal planning systems	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>

## SECTION C – ANALYSIS OF ORGANISATIONAL ACTIONS

To determine the strategic nature of operations in your organisation

C1. Reflecting on the last financial year in your organisation, please identify the 'top three' actions that had the greatest positive impact on performance. Write the descriptive titles of the actions in the table below.

C1. <u>Descriptive titles</u> of the 'top three' organisational actions during the last financial year	C2. <u>Type</u> of action (A, B, C, D, E, F, G, H)
<i>e.g., Introduction of amended staff development program</i>	<i>Insert letter</i>
1.	
2.	
3.	

C2. Next, please indicate in the table above the type of each action using the following legend:

A = Action was decided on and carried out totally (or almost totally) as previously planned/intended

B = Action was decided on as a modification of something that was previously planned/intended

C = Action was decided on as a replacement for something that was previously planned/intended

D = Action was decided on as an addition to something that was previously planned/intended

E = Action was new but was influenced by something that was previously planned/intended

F = Action was new and contrary to something that was previously planned/intended

G = Action was new and unrelated to anything that was ever previously planned/intended

H = Action was completely unplanned and occurred without any specific organisational decision

## SECTION D – ORGANISATIONAL PERFORMANCE

Please select the one choice in each line below that you feel best indicates how your organisation's performance last financial year compares with the performance of competitors in your organisation's industry sector.

D1. Overall sales growth	<input type="checkbox"/> Much lower	<input type="checkbox"/> A bit lower	<input type="checkbox"/> About equal	<input type="checkbox"/> A bit higher	<input type="checkbox"/> Much higher
D2. Overall profitability	<input type="checkbox"/> Much lower	<input type="checkbox"/> A bit lower	<input type="checkbox"/> About equal	<input type="checkbox"/> A bit higher	<input type="checkbox"/> Much higher
D3. Return on investment	<input type="checkbox"/> Much lower	<input type="checkbox"/> A bit lower	<input type="checkbox"/> About equal	<input type="checkbox"/> A bit higher	<input type="checkbox"/> Much higher
D4. Customer retention	<input type="checkbox"/> Much lower	<input type="checkbox"/> A bit lower	<input type="checkbox"/> About equal	<input type="checkbox"/> A bit higher	<input type="checkbox"/> Much higher

Please select the one choice in each line below that you feel best indicates how your organisation's performance last financial year compares with the performance of your own organisation in previous years.

D5. Overall sales growth	<input type="checkbox"/> Much lower	<input type="checkbox"/> A bit lower	<input type="checkbox"/> About equal	<input type="checkbox"/> A bit higher	<input type="checkbox"/> Much higher
D6. Overall profitability	<input type="checkbox"/> Much lower	<input type="checkbox"/> A bit lower	<input type="checkbox"/> About equal	<input type="checkbox"/> A bit higher	<input type="checkbox"/> Much higher
D7. Return on investment	<input type="checkbox"/> Much lower	<input type="checkbox"/> A bit lower	<input type="checkbox"/> About equal	<input type="checkbox"/> A bit higher	<input type="checkbox"/> Much higher
D8. Customer retention	<input type="checkbox"/> Much lower	<input type="checkbox"/> A bit lower	<input type="checkbox"/> About equal	<input type="checkbox"/> A bit higher	<input type="checkbox"/> Much higher

## SECTION E – INDUSTRY CONDITIONS

To determine the 'environmental uncertainty' of your organisation's industry sector

Please indicate the extent to which you agree or disagree with each statement as it applies to your industry sector during the last financial year. Please place a tick in one of the numbered boxes using the following scale:

1 = Strongly disagree; 2 = Tend to disagree; 3 = Neither agree nor disagree;  
4 = Tend to agree; 5 = Strongly agree. Leave item blank if you do not know.

(Note: Some questions are similar. This is needed to ensure reliability of measures)

	1 = Strongly disagree	2 = Tend to disagree	3 = Neither	4 = Tend to agree	5 = Strongly agree
E1. Volatility in sales on an annual basis was high in our industry	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E2. Volatility in earnings on an annual basis was high in our industry	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E3. There was a high rate of change in technology in our industry	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E4. There was a high rate of change in government regulation in our industry	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E5. There was a high rate of product/service obsolescence in our industry	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E6. There was a high degree of pressure to research and develop new products, services, applications (etc.) in our industry	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E7. There was a high degree of difficulty in forecasting industry trends/changes	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E8. There was a high degree of technological complexity in our industry	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E9. There was a high degree of complexity in our general business environment	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
E10. The degree to which our actions directly affected our competitors was high	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

## SECTION F – FEEDBACK REPORT

Thank you for your participation in this important research.  
Please copy for your use and return the completed diagnostic in the reply-paid envelope provided or post to: Professor Andrew Hede  
University of the Sunshine Coast, Maroochydore DC, QLD 4558

### Report Option 1)

To receive the 'do-it-yourself' report and spreadsheet, please return this diagnostic by post (see above) and then email your request to: [wgraham@usc.edu.au](mailto:wgraham@usc.edu.au)

### Report Option 2)

To receive a confidential 'customised' report on your organisation's strategy processes, actions and industry conditions, simply return this diagnostic by post (see above) with your contact details below:

Your name: .....

Phone: .....

Email: .....

(Note: Your name and contact details will be entered into a database with a code number for your diagnostic. Your name and details will then be removed so that no person other than the researchers can identify you from this completed diagnostic)