

tompeters
Re-imagine !

Business Excellence in a Disruptive Age

**Scorecard
and Revolution
Planner**

A practical tool from Tom Peters Company to help
you decide on your priorities for change





Instructions for using the Re-imagine Scorecard

Scorecard Philosophy

The Re-imagine Scorecard has been designed to help readers of Tom Peters 2003 book (Re-imagine! Business Excellence in a Disruptive Age) to prioritise aspects of their business that are most in need of re-imagining. It is also intended as a follow-up tool for Tom Peters Conference delegates.

Step 1 - Decide on your Focus

The Scorecard is designed as an assessment tool, against which you can compare your enterprise, be it a small business, a work team, a department, or a larger business. Certain sections can even be used for individuals to assess themselves. At the outset you will need to decide on the constituency in which you can have influence and complete the scorecard with that group in mind.

Step 2 - Priorities for Attention

There are eight sections of the scorecard, each designed to be used in conjunction with the respective main sections of the Re-imagine! book. The sections are outlined on the next page in this document. As you look through this overview, you might choose to concentrate on certain sections-preferably those on which you feel you can have most influence within your organisation. You can also use this page to summarise and prioritise your findings once you have completed scorecard sections.

Step 3 - Getting down to Specifics

Each section of the scorecard focuses on a specific aspect of your organisation. The questions here will help you achieve greater clarity around what needs to change. You might also like to use some of the assessment questions as the topics for a team/management debate. Some of the questions would also benefit from input from a wider circle of employees, partners, or customers. Are you brave enough to ask them what they think?!!!!

Step 4 - Building an Action Agenda

So what are you going to do to engender a shift in performance? The next step is to build an action agenda and work plan using the resources, talent and experience you have at your disposal. Involving others in deciding on the specific action agenda will ensure much greater commitment to action. Be bold!! (That is, if you really do want to be a player!!!)

Tom Peters' Re-imagine! book is the source of many suggestions for action. You may find it helpful to refer to the most recent of Tom's slide presentations, which are available free on <http://www.tompeters.com>.

You can also contact Tom Peters Company for assistance in building or implementing your action agenda around your areas of greatest need.

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Re-imagine Score Card Overview

1. NEW WORK CONTEXT

| | |
|----------|---------|
| My score | Comment |
|----------|---------|

Top 2-3 priorities

| |
|------------------------|
| Priority for attention |
|------------------------|

2. NEW TECHNOLOGY

| | |
|----------|---------|
| My score | Comment |
|----------|---------|

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|------------------------|
| Priority for attention |
|------------------------|

3. NEW ORGANISATION

| | |
|----------|---------|
| My score | Comment |
|----------|---------|

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|------------------------|
| Priority for attention |
|------------------------|

4. NEW CUSTOMER

| | |
|----------|---------|
| My score | Comment |
|----------|---------|

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|------------------------|
| Priority for attention |
|------------------------|

5. NEW MARKETS

| | |
|----------|---------|
| My score | Comment |
|----------|---------|

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|------------------------|
| Priority for attention |
|------------------------|

6. NEW WORK

| | |
|----------|---------|
| My score | Comment |
|----------|---------|

| |
|------------------------|
| Priority for attention |
|------------------------|

7. NEW PEOPLE

| | |
|----------|---------|
| My score | Comment |
|----------|---------|

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|------------------------|
| Priority for attention |
|------------------------|

8. NEW MANAGEMENT

| | |
|----------|---------|
| My score | Comment |
|----------|---------|

| |
|------------------------|
| Priority for attention |
|------------------------|



1. NEW WORK CONTEXT Scorecard Questions

Where do you/your department/your company fall on the seven rating scales we describe below? The further you are to the right, the more energy for change you are creating!!!

- 1. Stasis _____ Dynamism
- 2. Centralised & ponderous _____ Constant creation
- 3. Inflexible _____ Relentless readjustment
- 4. Perfecting the present _____ Rapid, radical prototyping
- 5. Methodical to a fault _____ Speed demons
- 6. Bureaucratic _____ Energetic
- 7. Charmless _____ Vibrant, lots of laughter

How successful are you at what you do today? What has made you great? What specific dangers lie in this success? (THINK LONG AND DEEP ABOUT THIS.) What does tomorrow's (different) success look like? What do you need to forget? WHO SPECIFICALLY CAN HELP YOU FORGET (AND CREATE AN ALTERNATIVE FUTURE)?

In the light of your answers to these questions- how do you rate yourself out of 10 on your Management of NEW WORK CONTEXT?

Five ways I'll "model" an, "insane level of energy", and at least one cherished process we must JETTISON if we are to move ahead into a new context for our work!!!

For more background reading on this subject, see Tom's latest book, Re-imagine! Business Excellence in a Disruptive Age, Part I, Chapters 1-2.



2. NEW TECHNOLOGY Scorecard Questions

Answer the questions below using the rating scale:

Not at all (Score 1)

Made a start (Score 2 or 3)

Done some stuff-need to do more (Score 4, 5 or 6)

Good results (Score 7 or 8)

Awesome results (Score 9 or 10)

1. To what extent are you using IT to:

- Completely revamp and re-imagine any and all business processes?
(How RADICAL is your approach to IT?)
- Put ALL business processes on the Internet?
- Offer existing products and services online and therefore more efficiently?
- Provide more intimate and personalised service to customers?
- Expand your customer offering through adding online products, features and/or services?
- Enable your Talent to be better connected with each other and other members of the supply chain?
- Provide access to virtually all enterprise information at the desktop?
- Go wireless?
- Keep your supply chain partners fully in the loop?
- Implement Expert Systems which automate "rote decisions" (90 percent of decisions)?

2. How technologically COMPETENT are YOU? How technologically ENGAGED are you?

How VISIBLE is your IT commitment? How BOLD is your IT strategy?

How many innovation awards has/have your IT strategy/practices won?

In the light of your answers to these questions -
how do you rate yourself out of 10 on your
NEW TECHNOLOGY Management?

Areas for immediate AND long-term action (select at least one primary
business practice for "blank sheet of paper" re-imagining in the next 6 months):

*For more background reading on this subject, see Tom's latest book,
Re-imagine! Business Excellence in a Disruptive Age, Part II, Chapters 3 - 4.
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3. NEW ORGANISATION Scorecard Questions

What evidence do you have that the following characteristics exist in your team/professional department/company?

| | Evidence of this characteristic |
|--|---------------------------------|
| • The overwhelming purpose is to 'help' customers | <input type="text"/> |
| • Provide services that are truly distinctive | <input type="text"/> |
| • Collective focus on generating solutions for our customers that lead to their success | <input type="text"/> |
| • Measure characteristics that generate people and customer loyalty | <input type="text"/> |
| • The unit of work is 'work worth paying for' -for an external or an internal client | <input type="text"/> |
| • Have seamless internal relationships that ensure maximum collaboration in the interests of customers | <input type="text"/> |
| • Say 'no' to being a 'commodity' | <input type="text"/> |
| • Use close customer relationships to find and exploit new business opportunities-FAST!! | <input type="text"/> |

In the light of your answers to these questions- how do you rate yourself out of 10 on managing your NEW (Professional Service Firm) ORGANISATION mindset?

How are you going to transform the mindset of your organisation? List your (PSF) action areas below.

For more background reading on this subject, see Tom's latest book, Re-imagine! Business Excellence in a Disruptive Age, Part III, Chapters 5-7.



4. NEW CUSTOMER Scorecard Questions

Think about what you presently offer customers-where does the entire set of offerings fit on the Goods – Dreams scale below?



Circle and describe where you are now.

And taking it further:

- What’s your Scintillating Story for customers? Do you uniquely appeal to their emotions through your offering?
- Are you fully exploiting design as Fundamental Soul of your business?
- Are you surrounded with the sort of Talent that will enable you to make the leap to Masters of Metaphysical Excellence?

In the light of your answers to these questions- how do you rate yourself out of 10 on managing your NEW CUSTOMER relationships (where 10 = This is the future! I’m on board!)

Areas for action (five specific ways I plan to explore a new relationship with customers in the next 6 months): How Radical & Rapid can you make your progress up the experience ladder?(Reminder: This applies as much to internal service departments as to "marketplace" departments.)

For more background reading on this subject, see Tom’s latest book, Re-imagine! Business Excellence in a Disruptive Age, Part IV Chapters 8-12.



5. NEW MARKETS Scorecard Questions

Do you know ...

- What your current FEMALE market amounts to?
- What your female market could be?
- Much (EVERYTHING!?) about your female customers?
- What they prefer and what they would buy and why they would buy it?
- What your OLDER CUSTOMER market is?
- What this market could be?
- What they prefer?
- What you need to find out the answers to these questions?
- Are there any other market opportunities for groups not generally catered for?

What is the gender/age/etc. mix of your workforce that supports these markets?

What is the gender/age/mix of your Exec team that supports these markets?

DO YOU BUY THIS ACT? (Do you see the ENORMOUS potential?)

(MALES only: ARE YOU AWARE OF HOW CLUELESS YOU ARE ABOUT THE WOMEN S STUFF?)

In the light of your answers to these questions -
how do you rate yourself out of 10 on your NEW
MARKETS Management?

Areas for action (five people I plan to seek out and meet (in the next 60 days)
as counselors to help me get my bearings on this/these issues):

*For more background reading on this subject, see Tom's latest book,
Re-imagine! Business Excellence in a Disruptive Age, Part V, Chapters 13 - 14.*



6. NEW WORK Scorecard Questions

Think about the typical work assignment/project done in your constituency. How many of the descriptions on the left would be true for them? The more of these descriptions that are true of your projects the more WOW! is created!!

WORK THAT MATTERS

- Memorable
- A plunge into the unknown
- Demonstrating mastery of craft
- Energizes the performers
- Hot
- Technicolour
- Reaches out
- Growth experience
- A beginning and an end

JUST ANOTHER DAY AT WORK

- Forgettable
- Predictable
- “Acceptable work”
- Enervates the “employee”
- Tepid
- Pastel
- Inward focused
- Another day older
- Unpunctuated

Lots of these = WOW!

Lots of these = Mediocre Success

In the light of your answers to these questions-how do you rate yourself on managing your NEW WORK PROJECTS? Marks out of 10 where anything higher than 8 means your projects are so well regarded that you never have any shortage of volunteers to join in!!

Three hot targets you can focus on IMMEDIATELY-how can you turn these projects from Just Another Mediocre Success into Work That Matters - for ALL involved !!!

For more background reading on this subject, see Tom's latest book, Re-imagine! Business Excellence in a Disruptive Age, Part VI, Chapters 15 - 18.



7. NEW PEOPLE Scorecard Questions

1. Do you know:
 - Who your current star talent is?
 - What other underutilised talent you have in the organisation?
 - What the detailed "strategic" plan is to find your future talent?

2. Have you got enough:
 - Non conformists and Rebels with a Cause?
 - Diversity-women, ethnicity, age, backgrounds (at ALL levels)?

3. What opportunities do your talent have to:
 - Take part in projects that rapidly develop them and wildly expand their horizons?
 - Take personal control of their careers and their growth?

4. Are you paying your Top Talent what they are truly worth?

5. Is yours a demonstrably Great Place to Work? (What's your Hard Evidence?)
Are you the best person to answer this question? What does your talent think?!!

6. How much time do you personally spend on Talent: recruitment, training, review?
 Is it enough?

In the light of your answers to these questions-how do you rate yourself on your NEW PEOPLE ie TALENT Management? Marks out of 10, where 8 or above means "I'm a true Talent Fanatic; Talent is Job One for me, and all my colleagues would agree."

Areas for 30-day action/"Do or die" Talent Revolution Goals:

For more background reading on this subject, see Tom's latest book, Re-imagine! Business Excellence in a Disruptive Age, Part VII, Chapters 19 - 22.



8. NEW MANAGEMENT Scorecard Questions

1. When you look at the plans you have for your team/department/function/organisation, to what degree do you feel you are on a MISSION TO DO SOMETHING OF SURPASSING IMPORTANCE? Do you have a "cause" (think ... A. Roddick/R. Branson) you are pursuing? If so, what is it? (A hem: WHAT DO YOU WANT TO BE REMEMBERED FOR?)

2. If you have a cause, do others share it? Is your story so UTTERLY COMPELLING that you can attract others to the same cause? YES/NO/MAYBE?????! Do you need to find a cause or perfect your story ... or both?

3. Rate yourself and your team on each of these characteristics:

- Optimism!// Enthusiasm!// Appetite for life!// Engagement!// Commitment!//*
- Shared adventures!// Bizarre failures!// Growth!// Determination to make a difference!//*
- Appetite for change!// Have fun!// Can't wait for the weekend to be over!//*
- LOVE EXCLAMATION MARKS!!!!!!!!!!*

In the light of your answers to these questions - how do you rate yourself out of 10 on your NEW MANAGEMENT, ie, LEADERSHIP mandate?

Make notes below of how you intend to make progress on your individual and collective leadership.

For more background reading on this subject, see Tom's latest book, Re-imagine! Business Excellence in a Disruptive Age, Part VII, Chapters 23-25.



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