

CMS360 Quick Quiz

Purpose of Document: This is a short quiz to check your awareness of 5 key business principles. Surprisingly even the most experienced business leaders would not know the exact answers, so you're guaranteed to learn something here. Answers are on the next page. So let's jump in...

1. **Mission and Vision**

- 1.1 Do you know the difference between a Mission and Vision statement? More specifically, which one is about the "how" to get to your goals?
- 1.2 Do you know what a Shared Vision statement is? This is vitally important and core to our program.

2. **Entrepreneur, Manager and Leader**

- 2.1 Do you know the key traits of an Entrepreneur, Manager and Leader?
- 2.2 Are you familiar with the 5-Level competency model from Jim Collins?

3. **Three key metrics to run a company**

- 3.1 Do you know the 3 key metrics Jack Welch used in order to run the whole of General Electric?
- 3.2 Do you know what a KPI is and what it needs in order to be useful?

4. **Growth challenges**

- 4.1 Do you know the six crises faced by every growing company as they develop?
- 4.2 Do you know why organizational re-design is needed at multiple stages of a company's growth?

5. **Strategy, Tactics, Progress**

- 5.1 Which is the only digital-first program in the world that provides a practical approach to business strategy and operations design, planning and management?
- 5.2 Do you know what The Ozone Model is?

Answers on the next page.....

ANSWERS IN GREEN

1. Mission and Vision

1.1 Do you know the difference between a Mission and Vision statement? More specifically, which one is about the "how" to get to your goals?

A Vision Statement is focused on the future goal whereas a Mission Statement is focused on the "how" of getting there.

1.2 Do you know what a Shared Vision statement is? This is vitally important and core to our program.

A Shared Vision Statement is typically made up of a few sentences comprising 8 core elements including the Mission Statement, core values, organizational competencies, purpose of the business etc. It is typically an internally focused statement that assists to get all stakeholders on the same page and guides the business towards its goal. The business model, values and competencies need to be worked out as a prerequisite.

A 1-page template can be found [here](#) to help you construct yours.

2. Entrepreneur, Manager and Leader

2.1 Do you know the key traits of an Entrepreneur, Manager and Leader?

An Entrepreneur is typically focused on Opportunities; a Manager is typically focused on Complexity; and a Leader is typically focused on Change. This is one reason Entrepreneurs have a challenging time establishing a new company and growing it.

2.2 Are you familiar with the 5-Level competency model from Jim Collins?

It's a very valuable model that indicates how a person grows up through the levels:

- Level-5 Executive
- Level-4 Effective Leader
- Level-3 Competent Manager
- Level-2 Contributing Team Member
- Level-1 Highly Capable Individual

Corporate employees typically rise through promotions whereas Entrepreneurs need to wear multiple hats and this is less well defined. Being aware of these competencies can be helpful for everyone to ensure job roles and responsibilities are established properly and we are mentally prepared.

3. Three key metrics to run a company

3.1 Do you know the 3 key metrics Jack Welch used in order to run the whole of General Electric?

Jack Welch focused on only three measurements: Employee Engagement, Customer Satisfaction and Cash Flow. Cool huh?

3.2 Do you know what a KPI is and what it needs in order to be useful?

A KPI must be based on a CSF. CSF? Yes a Critical Success Factor. First you define the strategies that link to the vision, then you identify the CSF's such as 92% employee engagement rate. A KPI is then the measure of how close you are to achieving your CSF. Remarkably most people talk about KPI's without CSF's and it proves to us that they don't have a clear strategy in place!

4. Growth challenges

4.1 Do you know the six crises faced by every growing company as they develop?

This question refers to the classic 1972 article that appeared in Harvard Business Review. The challenges faced by today's companies are the same. The crises are:

- Crisis of Leadership
- Crisis of Autonomy
- Crisis of Control
- Crisis of Red Tape
- Crisis of Internal Growth
- Crisis of Identity.

It's useful to get a good appreciation of the challenges faced by organizations as they grow and how to deal with them.

4.2 Do you know why organizational re-design is needed at multiple stages of a company's growth?

Organizations require very different management styles, organization structure, formal systems and major strategy to survive and grow the next level. Therefore organizational re-design is a necessary part of dealing with growth.

5. Strategy, Tactics, Progress

5.3 Which is the only digital-first program in the world that provides a practical approach to business strategy and operations design, planning and management?

You guessed it! Yes, the CMS360 program is the only one!

5.4 Do you know what The Ozone Model is?

It's the signature model named and created for the CMS360 program because it links the 3 O's of Organizational Design, Operational Planning and Operational Management to create your "Cycle of Success".

Congratulations for taking the quiz and hopefully you learned something new. Let us know how you got on.

Your success is our success and it will be an honour to assist you.

Yours sincerely,

Azfar A. Haider, CEO

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