



Complete the survey based on your opinion of the organization. Use a -1 if your organization is in the THEN, or a +1 if it is in the NOW, or a 0 if in between.

**1. Working in the NOW**

THEN	-1	0	+1	NOW
We say no to special customer needs				We try hard to say yes to special customer needs
We immediately say no to special customer requests				We immediately say yes to special customer requests
We only authorize our people to say no				We enable our people to say yes
We treat every customer the same way				We treat every customer as a unique individual
We ban the use of social media at work				We encourage the use of social media at work
We have not developed a cloud computing strategy				We have developed a strategy for moving as much as possible to the cloud
We believe that millennials don't understand what it takes to succeed in the real world				We welcome the millennial mind-set
We do not act on improvement opportunities				We quickly seize every improvement opportunity
<i>Subtotals</i>				
<i>Working in the NOW NET SCORE</i>				

**2. Making the Shift to NOW**

THEN	-1	0	+1	NOW
We do not know exactly where we want the business to go				We all understand the company's mission, vision, values, and key goals
We do not connect what people do with our organization's direction				We connect every individual to the organization's direction
We do not hold everyone accountable for results				We hold everyone accountable for results
We do not use a common language to talk about our business				We use a common language to talk about our business

We avoid or hide problems				We never avoid or hide problems
We try to accomplish our goals without sufficient resources				We allocate sufficient resources to accomplish our goals
We lack the skills and tools needed to accomplish our goals				We always acquire the skills and tools we need to accomplish our goals
<i>Subtotals</i>				
<i>Making the Shift to NOW</i> NET SCORE				

### 3. Seizing the NOW Opportunity

THEN	-1	0	+1	NOW
We implement very few of our employees' ideas				We implement most if not all of our employees' ideas
We are a TRYING organization				We are a DOING organization
We live by the 9 Rules of Then				We live by the 11 Rules of Now
We see most employee ideas as half-baked				Our employees skillfully implement their own ideas
We use fear to get people to do their jobs				We work hard to eliminate fear
We don't apply the concept of variation to management				We seek to reduce variation in our management processes
We allocate resources regardless of complaints				We allocate resources based on constraints
<i>Subtotals</i>				
<i>The NOW Opportunity</i> NET SCORE				

### 4. The NOW Game Changers

THEN	-1	0	+1	NOW
We seldom discuss social media in our organization				We study social media to understand how to use it more effectively
We have developed no external social media strategy				We have adopted an effective external social media strategy
We do not use social media inside our organization				We use social media a lot inside our organization
We do not rely on cloud computing at all				We keep moving toward cloud computing solutions
We do not include cloud computing in our technology strategy				We have designed an aggressive cloud computing strategy

We do not understand the millennials				We understand and benefit from what the millennials offer
We do not include the millennial mind-set in our business strategies				We fully incorporate the millennial mind-set in our business strategies
<i>Subtotals</i>				
<i>The NOW Game Changers</i> <b>NET SCORE</b>				

### 5. Working in the NOW Business

THEN	-1	0	+1	NOW
We make decisions based on opinions and influence				We base decisions on facts
We believe that the boss is the most important customer				We believe that whoever receives our work is our customer
We focus on doing the work and rarely try to improve how it gets done				We see work as a process and continuously strive to improve how work gets done
We see performance measures as a private matter between boss and employee				We keep measures out in the open for everyone to see
We just do whatever our boss tells us to do				We do what our scorecards measure
We don't understand the goals nor our part in them				We make sure everyone understands the goals and their role in achieving them
We see the annual performance review as the primary source of employee feedback				We get near real-time feedback through individual scorecards
<i>Subtotals</i>				
<i>Working IN the NOW</i> <b>NET SCORE</b>				

### 6. Working on the NOW Business

THEN	-1	0	+1	NOW
We don't understand what a breakthrough really is				We skillfully and routinely execute breakthrough initiatives
We have created no real track record of success in achieving major improvements in our routine work				When we set out to achieve a significant improvement in performance, we expect success

We do a poor job of developing new capabilities				If we need to develop a new capability, we know how to do it effectively
We lack strong planning skills				We all know how to plan effectively
We do not use a systematic planning process				We use a common language and method for planning
We cannot all cite this year's major initiatives				We all understand the major initiatives for the year
We do not carefully monitor progress on initiatives				We carefully monitor the progress of all initiatives
<i>Subtotals</i>				
<i>Working ON the NOW</i>	<b>NET SCORE</b>			

**7. Creating NOW Transparency**

<b>THEN</b>	-1	0	+1	<b>NOW</b>
We don't conduct formal business reviews				We use business reviews to drive action and improve organizational performance
We don't safely or effectively review business performance				We make our business reviews safe and effective
We do not involve every employee in some form of business review				We involve every employee in our business reviews
We don't carefully prepare for formal business reviews				We thoroughly prepare for business reviews
We expect management to guide corrective action when plans go off track				We make sure every employee can take corrective action to keep plans on track
We don't use technology to ensure transparency and drive corrective action				We use technology to maintain transparency and drive corrective action
We review performance annually				We review performance continually
<i>Subtotals</i>				
<i>NOW Transparency</i>	<b>NET SCORE</b>			

**8. Solving Problems NOW**

<b>THEN</b>	-1	0	+1	<b>NOW</b>
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We do not use a common problem solving method				We use a common problem solving method
We do not stress transparency in the problem-solving process				We stress transparency in the problem-solving process
We do not train everyone to solve problems				We train everyone to solve problems
We emphasize complete creative freedom when solving problems				We emphasize creativity within a defined problem-solving methodology
We look for the people who caused the problem				We do not blame people for causing problems
We rely on a handful of problem solvers				We rely on everyone to solve problems
We often find the same problems recurring again and again				We install controls to make sure problems do not recur
<i>Subtotals</i>				
<i>Solving Problems NOW</i>				<b>NET SCORE</b>

### 9. Enabling the NOW Workforce

<b>THEN</b>	-1	0	+1	<b>NOW</b>
We provide basic training				We provide extensive and ongoing training
We fear problems				We tackle problems without fear of making mistakes
We do not feel confident about reaching our objectives				We feel extremely confident that we will reach our objectives
We avoid taking initiative because we may get in trouble				We work in an environment where no one gets punished for an honest mistake
We don't establish complete and clear expectations for results				We establish complete and clear expectations for results
We do not feel safe to take action				We feel completely safe to take swift action
We must seek permission to seize opportunities and to solve problems				We expect everyone to seize every opportunity and solve every problem every time
<i>Subtotals</i>				
<i>The NOW Workforce</i>				<b>NET SCORE</b>

**10. Becoming a NOW Leader**

<b>THEN</b>	<b>-1</b>	<b>0</b>	<b>+1</b>	<b>NOW</b>
We answer all questions with a yes or no				We answer questions with questions
We discourage people from taking initiative				We have leaders who constantly encourage taking initiative
We expect the boss to know all the answers				We expect people to look for their own answers
We do not expect a boss to apologize for making mistakes				We expect a boss to apologize for making mistakes
We make all changes from the top down				We make sure the vast majority of changes come from the bottom up
We do not see managers learning and growing every day				We see managers learning and growing every day
We do not expect managers to lead by example				We expect managers to lead by example
<i>Subtotals</i>				
<i>Becoming a NOW Leader</i> <b>NET SCORE</b>				

**11. Embracing Change NOW**

<b>THEN</b>	<b>-1</b>	<b>0</b>	<b>+1</b>	<b>NOW</b>
We do not connect what we do to the social good				We connect what we do to the social good
We do not encourage people to talk openly about their ideas and passions				We encourage people to talk openly about their ideas and passions
We have not created a detailed shared vision				We have created a detailed shared vision
We do not constantly communicate the shared vision				We constantly communicate the shared vision
We expect senior leadership to create our vision				We had a team of employees create our shared vision
We do not identify and encourage change leaders in our workforce				We identify and encourage change leaders in our workforce
We have not adopted a rigorous change program				We have adopted a rigorous change program
<i>Subtotals</i>				

Embracing Change NOW NET SCORE

### SUMMARY NOW SPEEDOMETER

Summarize all your scores and total them to create an overall speed

TOPIC	SCORE	OPPORTUNITIES
1. Working in the NOW		
2. Making the Shift to NOW		
3. Seizing the NOW Opportunity		
4. The NOW Game Changers		
5. Working in the NOW Business		
6. Working on the NOW Business		
7. Creating NOW Transparency		
8. Solving Problems NOW		
9. Enabling the NOW Workforce		
10. Becoming a NOW Leader		
11. Embracing Change NOW		
<b>GRAND TOTAL</b>		

### UNDERSTAND WHAT YOUR SCORE INDICATES

Your Speed	What It Means
-77 to -56	Your organization is functioning completely in the THEN world, dangerously inflexible and unresponsive. It fails to capitalize on its people's talent and capabilities. Do everything you can to make it more flexible and responsive. Otherwise, your competitors will probably put you out of business.
-55 to -34	Your organization is functioning mostly in the THEN world. In order to tap your employees' full talents and capabilities, and compete more effectively in the marketplace, you need to implement some major changes that will get your people seizing opportunities and solving problems now.
-33 to -11	Your organization is functioning mostly in the THEN world. In order to tap your employees' full talents and capabilities, and compete more effectively in the marketplace, you need to implement some major changes that will get your people seizing opportunities and solving problems now.

-10 to +10	Your organization is functioning mostly in the THEN world. In order to tap your employees' full talents and capabilities, and compete more effectively in the marketplace, you need to implement some major changes that will get your people seizing opportunities and solving problems now.
+11 to +33	Your organization is functioning mostly in the THEN world. In order to tap your employees' full talents and capabilities, and compete more effectively in the marketplace, you need to implement some major changes that will get your people seizing opportunities and solving problems now.
+34 to +55	Your organization is functioning mostly in the THEN world. In order to tap your employees' full talents and capabilities, and compete more effectively in the marketplace, you need to implement some major changes that will get your people seizing opportunities and solving problems now.
+56 to +77	Your organization is functioning mostly in the THEN world. In order to tap your employees' full talents and capabilities, and compete more effectively in the marketplace, you need to implement some major changes that will get your people seizing opportunities and solving problems now.