

5 Most Important Questions

Peter Drucker is considered the leading management thinker of the last century. He recommended that organizations do a self-assessment based on 5 key questions – What is your mission? Who are your customers? What do they value? What are our results? What is our plan?

The purpose of OS Thinking is to align the Production, Management and Human Systems to create new customers and deliver exceptional value to existing customers. We have added some focus and additional questions for further self-assessment.

1. **What is our mission?** Your mission is your organization's purpose and what do you do.

Alignment questions for mission: What is the current mission? What are your challenges? What are your opportunities? Does the mission need to change? What is the core in the organization that directly executes the mission for the customer?

2. **Who are our customers?** Customer are defined as those that receive the product, services and benefits from our core processes. Stakeholders have an interest in the success of the organization (shareholders, employees, volunteers, funders). If you are not part of the core, you support the core.

Alignment questions for customers. Who are our customers? Who are our stakeholders? Who supports the core? How will each one of these groups change?

3. **What do customers value?** There is only one group that can help you answer this question ... our customers. Successful organizations translate customer 'want' into customer 'need' for our core to execute.

Alignment questions for value: What do we believe our customers value? What knowledge do we need to better understand our customers? How do we get this knowledge? If I support the core, what value do they need from me?

4. **What are our results?** How do we measure the impact of our mission and our ability to deliver value?

Alignment questions for results: How do we define results? How should we define results? Are we successful? What do we learn from the results? What must we improve? What must we abandon?

5. **What is our plan?** What do we want to be and how do we get there. To further the mission, there must be action today and specific targets for tomorrow.



Alignment questions for plan? What is our future state vision? What does winning look like and feel like? Does our mission need to change? What are our future state goals? What product, service or customer group do we need to abandon? How do we protect the core and stimulate progress? What innovations do we need? What risks do we need to take? What do we need to know to make these decisions?

How to use the self assessment: First, answer the question on your own and determine what you know today and what you need to learn. Second, get your peers to answer the questions on their own and then compare the results.