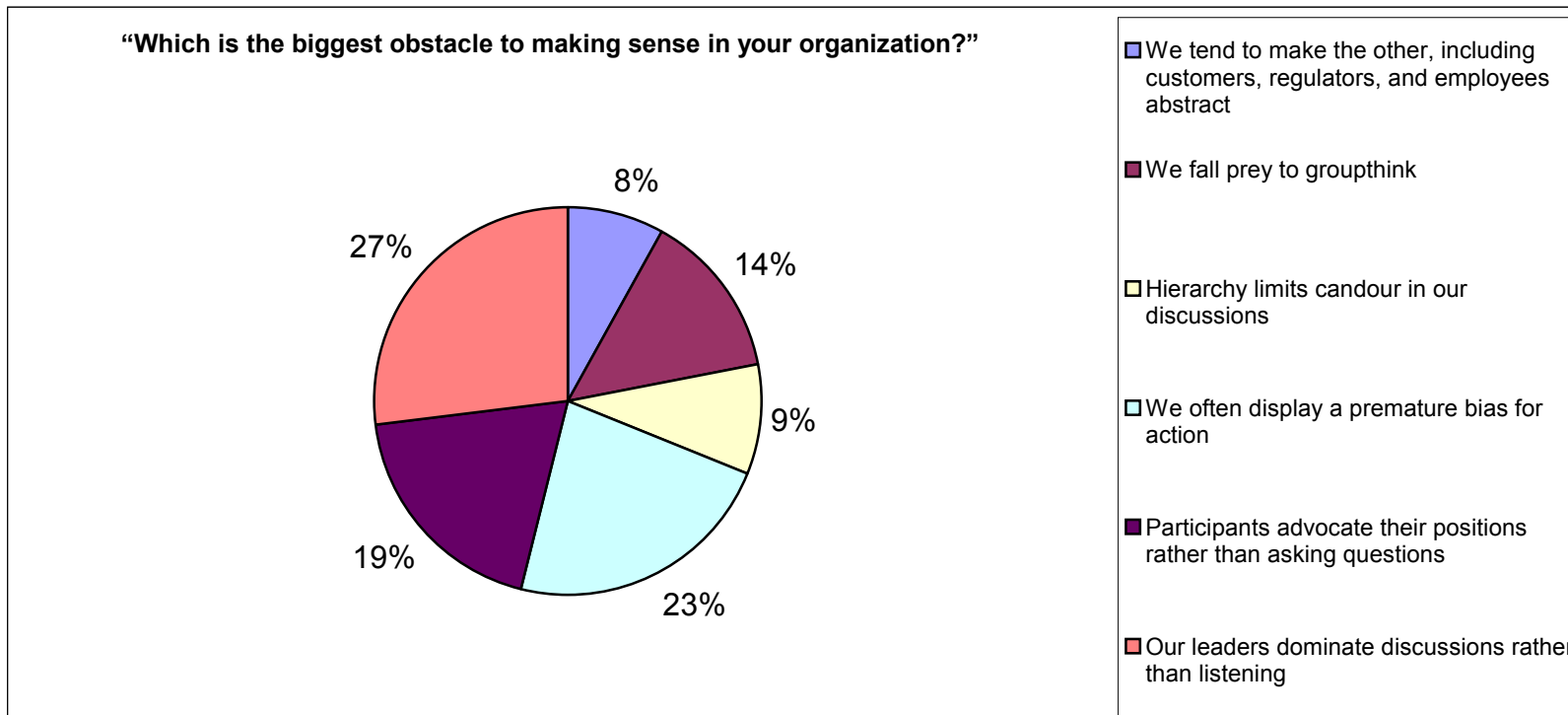


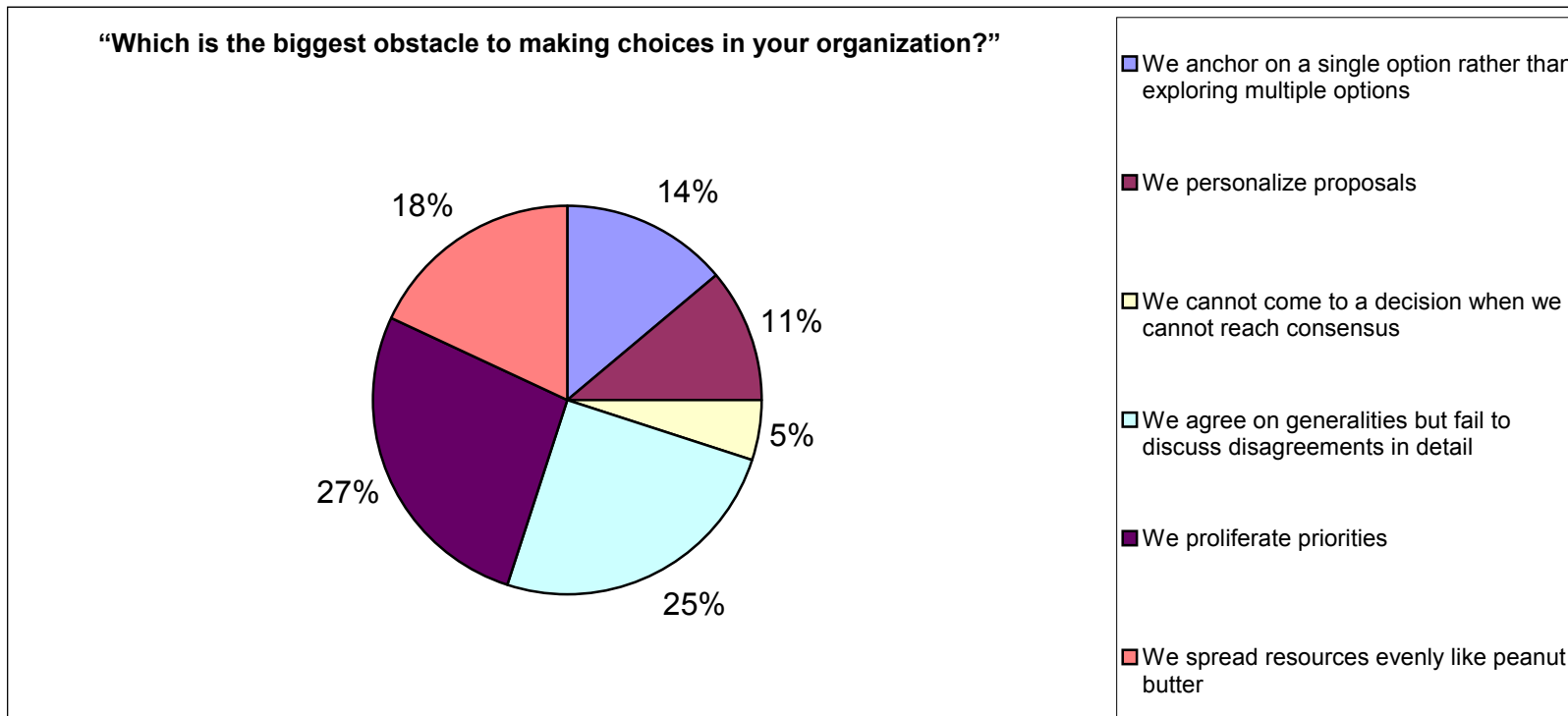
“Which is the biggest obstacle to making sense in your organization?”

% of Respondents	Answer
8%	We tend to make the other, including customers, regulators, and employees abstract
14%	We fall prey to groupthink
9%	Hierarchy limits candour in our discussions
23%	We often display a premature bias for action
19%	Participants advocate their positions rather than asking questions
27%	Our leaders dominate discussions rather than listening



“Which is the biggest obstacle to making choices in your organization?”

% of Respondents	Answer
14%	We anchor on a single option rather than exploring multiple options
11%	We personalize proposals
5%	We cannot come to a decision when we cannot reach consensus
25%	We agree on generalities but fail to discuss disagreements in detail
27%	We proliferate priorities
18%	We spread resources evenly like peanut butter



“Which is the biggest obstacle to making it happen in your organization?”

% of Respondents

13%

27%

21%

24%

15%

Answer

We lack leading indicators of whether people are delivering on their commitments

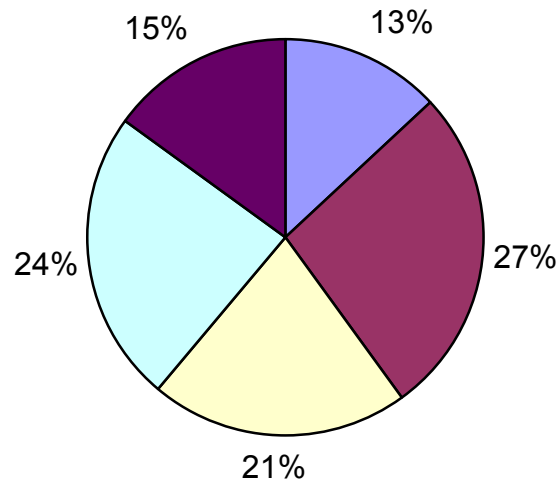
People are not held accountable for delivering on their commitments

We feel compelled to say yes to every request, even when we know we cannot deliver

People keep busy with activity without understanding why it matters

We avoid aggressive commitments

“Which is the biggest obstacle to making it happen in your organization?”



- We lack leading indicators of whether people are delivering on their commitments
- People are not held accountable for delivering on their commitments
- We feel compelled to say yes to every request, even when we know we cannot deliver
- People keep busy with activity without understanding why it matters
- We avoid aggressive commitments

“Which is the biggest obstacle to making revisions in your organization?”

% of Respondents

19%

We assume our plan is right

23%

We disregard, ignore, or undermine data that does not support our assumptions

6%

We escalate commitment to a failed course of action

6%

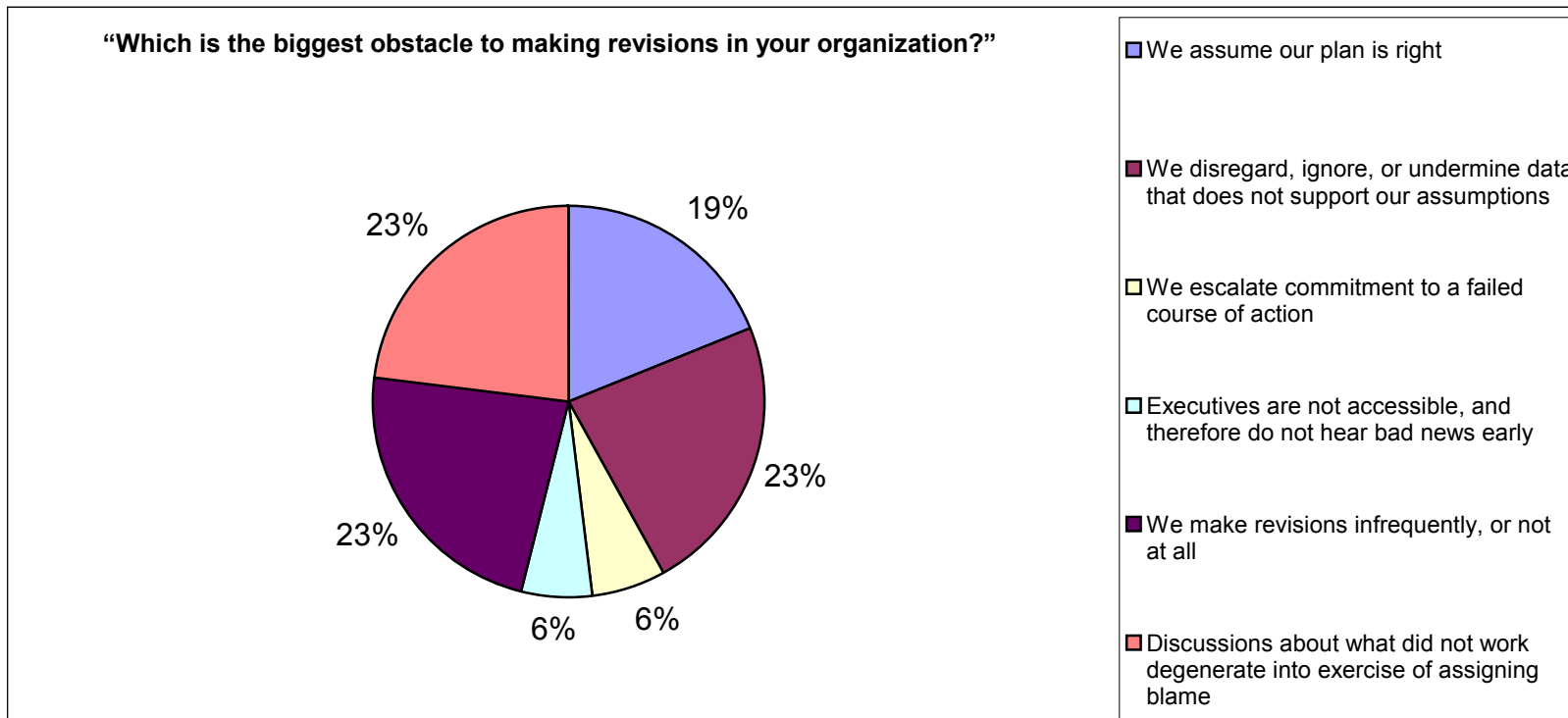
Executives are not accessible, and therefore do not hear bad news early

23%

We make revisions infrequently, or not at all

23%

Discussions about what did not work degenerate into exercise of assigning blame



“Is your organization...”

% of Respondents

27%

29%

27%

18%

Answer

High on agility, low on absorption

High on absorption, low on agility

High on agility, high on absorption

Low on agility, low on absorption

