

<i>Client Capabilities and Commitment</i>			
1. To what degree has the client defined the problem?			
Unclear 1	Can't tell 3	Very clearly 5	
Comments: _____			
2. To what degree are the different groups within the client's organization in consensus about the problem?			
Polarized 1	Wide variance 3	In consensus 5	
Comments: _____			
3. To what degree has the client defined the solution or how to handle the problem?			
Unclear 1	Can't tell 3	Very clearly 5	
Comments: _____			
4. To what degree are the different groups within the client's organization in consensus about the solution or how to handle the problem?			
Polarized 1	Wide variance 3	In consensus 5	
Comments: _____			
5. How well does the client understand what is meant by <i>competent performance</i> ?			
Naive 1	All over the map 3	Sophisticated 5	
Comments: _____			
6. How well does the client understand how skills, knowledge, and values relate to competence?			
Naive 1	All over the map 3	Sophisticated 5	
Comments: _____			
7. How well does the client understand what research is already available about competence and performance?			
Naive 1	All over the map 3	Sophisticated 5	
Comments: _____			
8. How well does the client understand the organizational factors that influence competent performance?			
Naive 1	All over the map 3	Sophisticated 5	
Comments: _____			
9. How do people feel about the project?			
Resistant 1	Not sure 3	Supportive 5	
Comments: _____			
10. How willing is the client to consider new possibilities and take risks?			
Mind made up 1	All over the map 3	Skeptical 5	
Comments: _____			
11. How skilled are the client's people at working as a team?			
Unskilled 1	Wide variance 3	Very skilled 5	
Comments: _____			
12. How skilled are the client's people at representing customer groups?			
Unskilled 1	Wide variance 3	Very skilled 5	
Comments: _____			
13. How skilled are the client's people at managing projects?			
Unskilled 1	Wide variance 3	Very skilled 5	
Comments: _____			
14. How skilled are the client's people at processing written information?			
Unskilled 1	Wide variance 3	Very skilled 5	
Comments: _____			
15. How skilled are the client's people at processing statistical information?			
Unskilled 1	Wide variance 3	Very skilled 5	
Comments: _____			



Figure 4.2. Qualifying Survey for Clients' Readiness and Maturity

continued

<p>16. How skilled are the client's people at processing oral information?</p> <p style="text-align: center;">Unskilled Wide variance Very skilled 1 3 5</p> <p>Comments: _____</p>	<p>23. How well developed are the client's systems for disseminating information?</p> <p style="text-align: center;">Not well Wide variance Sophisticated 1 3 5</p> <p>Comments: _____</p>
<p>17. How skilled are the client's people at building communications plans?</p> <p style="text-align: center;">Unskilled Wide variance Very skilled 1 3 5</p> <p>Comments: _____</p>	<p>24. How well developed are the client's systems for identifying trends and drivers?</p> <p style="text-align: center;">Not well Wide variance Sophisticated 1 3 5</p> <p>Comments: _____</p>
<p>18. To what degree has the client already determined who will do the work?</p> <p style="text-align: center;">Entrenched Unclear Open 1 3 5</p> <p>Comments: _____</p>	<p><i>Demographics</i></p> <p>25. What business is the customer in?</p> <p>26. What are the business drivers?</p> <p>27. Who is the customer's competition?</p> <p>28. Where does the customer's organization stand in the market?</p> <p>29. How is the business organized? What is its organizational structure?</p> <p>30. How many employees are there?</p> <p>31. Who is involved in this project?</p> <p>32. Who will be most affected by the project?</p> <p>33. Does the project have a sponsor? Who is it? Where is he or she in the organization?</p> <p>34. Is the team in place?</p> <p>35. Has the client developed a scorecard or defined the criteria to measure the results of this project? If so, what are the criteria and standards? How does the client plan to get the information needed to determine if the objective was achieved?</p> <p>36. Is the project budgeted?</p> <p>37. Is there a timetable for the project?</p> <p>38. What software does the customer use now that might be appropriate for this project?</p> <p>39. How geographically spread are the team, the customers of the project, and the organizational decision makers?</p> <p>40. Is this project part of a larger goal?</p>
<p>19. To what degree has the client already determined how the work will be done?</p> <p style="text-align: center;">Entrenched Unclear Open 1 3 5</p> <p>Comments: _____</p>	
<p>20. To what degree has the client already determined how much the work is worth?</p> <p style="text-align: center;">Entrenched Unclear Open 1 3 5</p> <p>Comments: _____</p>	
<p>21. How well developed are the client's systems for gathering customer intelligence?</p> <p style="text-align: center;">Not well Wide variance Sophisticated 1 3 5</p> <p>Comments: _____</p>	
<p>22. How well developed are the client's systems for analyzing data?</p> <p style="text-align: center;">Not well Wide variance Sophisticated 1 3 5</p> <p>Comments: _____</p>	



Figure 4.2. Qualifying Survey for Clients' Readiness and Maturity, cont'd.

<i>If the client organization</i>	<i>Then</i>
Is very clear or has defined the problem	<ul style="list-style-type: none"> • Confirm how the client came to that conclusion. • Look for evidence the client was thorough in the process.
Is not clear or has not defined the problem	<ul style="list-style-type: none"> • Work with the client to develop a process or suggest a process for defining the problem.
Is not in agreement	<ul style="list-style-type: none"> • Plan to meet with representatives of the varying views to confirm what they disagree over. • Use that information to bring them to consensus or come up with a new view they can all support.
Is naive or all over the map	<ul style="list-style-type: none"> • Plan to bring all the players to a similar level of understanding about what supports competent performance and what undermines it.
Is resistant to the project	<ul style="list-style-type: none"> • Add to your strategy a process for overcoming resistance and getting buy-in.
Is skeptical	<ul style="list-style-type: none"> • Find out the source of the skepticism.
Has its mind made up	<ul style="list-style-type: none"> • Find out about what, and the reason behind this position. • Acknowledge the legitimacy of the position and, if you believe it is unproductive, create enough dissonance to introduce doubt while at the same time complimenting the client for being conscientious. • Provide the information the client needs to come to a more informed conclusion. You may want to ask a neutral party to participate or be the one to introduce new information.
Is unskilled	<ul style="list-style-type: none"> • Add coaching or training, teaming, project management, data analysis, or something else that you think will be useful to the client.
Is open to who will perform the work and how the work will be done	<ul style="list-style-type: none"> • Add to your process facilitating discussions about who might do the work and how the work will be done.
Is entrenched, and you or others disagree	<ul style="list-style-type: none"> • Find out their reasoning. • Acknowledge their rationale. • If the entrenchment is based on old hurts or wounds, make public the reasoning. • Identify who gains and who loses from the decision. • Create enough dissonance to get them to reconsider. • Recommend a solution that still satisfies their need. • Negotiate for them to join with the others to come up with a process they can all support.
Does not have systems suited for the project	<ul style="list-style-type: none"> • Explain the implications of this deficiency on cost and time. • Work with a design that accommodates the systems in place or help the client negotiate for additional resources.



Figure 4.3. If-Then Table: Developing a Strategy from the Survey Results