



Do-it-Yourself Analysis of a Small Business's Style of Handling Change in the 21st Century

If you consult with small businesses, are an owner, or have a leadership role you can use the following questions to get a general idea of the type of small business with which you are involved. You can get a more accurate picture if you get responses from the individuals involved most in decisions making, formal and informal, using Foresight Styles Assessment. To purchase Assessments click on ["Know your Small Business"](#)

Instructions: Print out the Analysis first. Put a check next to the statements you believe are **most descriptive** of your city or province. Total the number of checks in each group of statements and write them next to their group number on the Scoring Section after the sixth group statement.

Group I Statements

- I/We/They look for new ideas and improvements from many sources.
- My/Our company usually comes first with new ideas in our field.
- I/We/They see today's challenges from many perspectives.
- I/We/They see both positive and negative results in new suggestions.
- This business has an articulated goal that everyone knows about.
- This businesses different endeavors work in the same direction.
- This business is long-range in its thinking and budget planning.
- This business has articulated ethical boundaries and follows them, but changes them if they no longer serve their intended purpose.

Group II Statements

- This business looks for new ideas for improvement from other businesses with good ideas.
- I/We/They are open to new ideas that support our articulated goals
- I/We/They have clearly delineated areas of improvement I/We/They wish to accomplish.
- This business creates new solutions to problems that others have not thought about.
- We spread our view of the future in our areas of improvement.
- This business is seen by others as pioneers in those questions we have targeted.
- This business builds opinion and influences decision makers in other jurisdictions.
- This business thinks long-range

Group III Statements

- I/We/They has/have our eyes open for best practices or proven ideas from others.
- I/We/They study new ideas carefully before I/we/they implement them.
- I/We/They work primarily in the present and also see a need for thinking somewhat long-range.
- This business solves today's problems in the best way I/we/they can.
- This business budgets for some unpredictable occurrences that may happen in the future.
- Some of us get excited by positive changes right away and others want more proof that they work.
- The business can change that which doesn't work today.
- The business receives support and encouragement from other small businesses.

Group IV Statements

- This business looks for new ideas that give immediate results.
- The goal of this business is to increase earnings.
- This business uses ideas that have an advantage now, like creating new customers.
- This business creates new solutions to problems that others have not thought about.
- This business prioritizes that which satisfies customer's needs.
- This business believes that access to economic resources is the key to success.
- This business fights for regulations that create the best economic environment.
- This business is highly entrepreneurial.

Group V Statements

- I/We/They seek balance in the business.
- New ideas must contribute to balance in the different aspects of the business.
- This business does not encourage changes that can have negative effects even if they can have a positive impact in other aspects of the business.
- This business works with well proven facts and experiences when it comes to planning.
- This business understands that certain changes are necessary.
- The business rewards hardworking employees.
- This business is focused in the present
- The business doesn't take any large financial risks.

Group VI Statements

- New ideas are accompanied by a lot of problems.
- This business is good at fighting off untested idea.
- This business doesn't encourage changes that can have negative effects.
- This business learns from the past.
- This business rewards employees that maintain the laws, policies and actions traditional to the organization.
- This business judges most change as unnecessary, costly and a waste of time.
- This business tries to maintain traditional income sources and levels.
- This business has articulated ethical boundaries and doesn't tolerate deviations.

Scoring Section

Number checked points for each group

Group I Cutting Edge _____
Group II New Thinking _____
Group III Quality Lift _____
Group IV High Profit _____
Group V Corrective _____
Group VI Structural _____

Match your score with the description below

Group I Cutting Edge



Description: Sees new solutions to old problems. State-of-the-art cities, building on [trends as opposed to fads](#), and are first out with new ideas that challenge other cities. They base their concepts on learning from historical patterns and the various consequences that might occur. Because they understand the workings of trends, they know that they must revitalize their services before the current trend is finished. This

is evidenced when cities are first to use totally renewable energy. Cutting Edge communities are oriented primarily to the future.

Group II New Thinking



New Thinking

Description: Changing the way business is done. "New Thinking" cities act upon selected observations which dramatically threaten survival or quality of life, for example, of the environment or crime. Having determined a cause, the city acts to reach its goal. All work is under the premise that change must occur immediately, while most realize that change takes time. New Thinker cities bring complex issues into focus and describe those issues in concrete terms so that people can understand them, relate to them and be inspired to do something about them. The New Thinking city is often a specialist in one issue and the trends that affect it. This New Thinking city is not an observer, but a driven, well articulated force for a specific change. The New Thinking community tries to keep us from getting killed or fights for better education. It shares with the Cutting Edge cities the ability to identify the consequences of a specific behavioral trend.

Group III Quality Lift



Description: Uses best practices and implements new innovations successfully tried by others. Cities may be seen on a spectrum of ground breaking to "joining the bandwagon", almost forced by others to get with the trend. All organizations who are taking on a benchmarked or best-practice method are functioning as Quality Lift organizations. Benchmarked practices get their start in Cutting Edge cities and communities.

Group IV High Profit



Description: Looking for lucrative opportunities. The goal of these cities is to assure a constant flow of income. In large cities there might be a High Profit area within the city as well as another area with older, more stable service that are indicative of Corrective or Structural companies. High Profit Cities are those whose primary focus is on getting money into the city coffers. This might be a temporary profile to meet a particular financial difficulty or a general attitude.

Group V Corrective



Just give me a tune-up

Description: Cities looking to perpetuate their success. The Corrective city has a history of a successful reputation and met goals. They have kept this success alive in the cities culture and among the voters. The winds of change continue to blow and leadership's response is to maintain that which is traditionally

successful while adding other services or projects. Political and governmental organizations make a few smaller changes which work as long as hurricane level change-winds don't blow. Digitalization, many productivity increases utilizing new equipment keep income from taxes working without forcing layoffs. In politics, as well as in other organizations, we often see changes between centralization to de-centralization and back. These structural changes reflect other attempts to keep the cities system in balance.

Group VI Structural



Description: Pillars in their governmental community with achievements and status to protect. A city becomes Structural when it loses the Corrective's balancing act. When a city stops developing new projects, and/or loses credibility in the areas of its earlier success it loses its balance. At that time the city is faced with collapse or re-inventing themselves in light of the new world order.

This Structural organization is a fading one. It takes nurturance from the past, living on its reputation. Its patriarchs, matriarchs speak more of past glories than current successes. Unlike companies who just dissolve, cities continue last only as long as their reserves hold out and then become chaotic. When working with a Structural organization a consultant must be aware that this is a "survive or die" situation.

Thank you for doing this quick analysis. Now that you are motivated you may wish to develop your thinking further. You may wish to contact one of our Certified Consultants or become certified yourself. The first step is to take the Assessment yourself. It takes only twenty minutes to complete. Do it [now!](#)