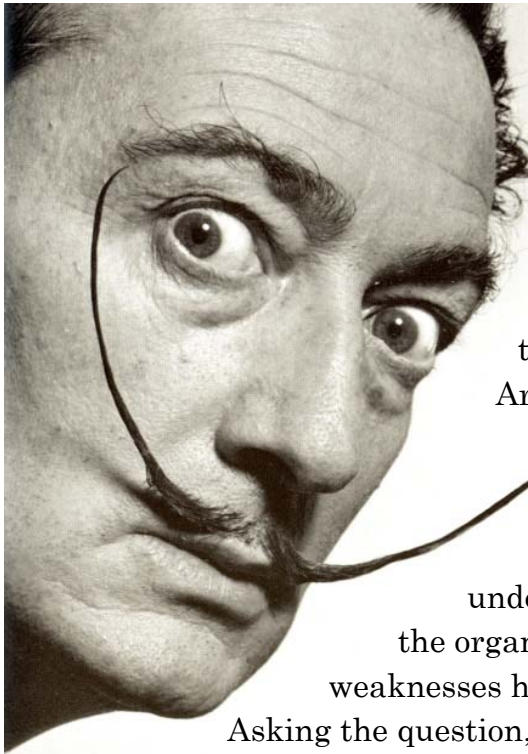


“Who Are We?”

The clients who engage our services are ready to unleash their companies’ full potential to generate operating cash flow, the lifeblood of any organization. The first step is to develop a strong strategy. The key to developing a strong strategy is to ask the right questions. There are seven to ask and we know what they are. We ask these seven questions of the clients and teach them to ask the same seven questions of themselves.

The first question to ask is, “Who Are We?”

There is a difference between asking the question, “Who Are We?” and making the statement, “Who We Are.” When you ask, “Who Are We?” you are searching for a definition, for the meaning of what your organization wants to be. When you declare, “This is Who We Are,” you are stating your intention, who you believe you want to be. Making the statement negates the spirit of the quest; it closes the opportunity of what could be.



We get our clients to ask this question because it defines the dreams and aspirations of the leadership and people of the organization. Asking the question, “Who Are We?” forces the organization to engage in a critical thought, to look at , to recognize and accept who they are at that moment. The effort to understand “Who We Are” can be difficult, for it often requires the admission of failure.

Defining where you want to go and what you want to become is impossible without first understanding “Who Are We?”. Recognizing where the organization is and being aware of its strengths and weaknesses helps determine how hard the journey will be. Asking the question, “Who Are We?” set strategic, tactical and execution expectations. It opens the client team to discussion of meaning at an individual level, and it offers each person a chance to define his or her answer to the question. The process reveals how each person sees his or her role in the company. From that, we gain insight into the strengths of the company and its associates, and an understanding of the challenges each person faces.

“Who Are We?” is a question that should be asked with regularity. Business conditions constantly change, and there is a temptation for companies to change their strategy whenever conditions change. This urge is neither good nor bad, it is just a condition. In times of market turmoil and change, asking this question brings certainty, clarity, and reason to the table. It gives the organization a chance to ask itself, “Who do we want to become?”

This is far more than a mission or vision-statement exercise. This is the first critical step in establishing the position the company is in, establishing the company’s health. When you go to the doctor’s office, they collect your vital signs, asking this question is taking the company’s vital signs. Making it routine to ask “Who Are We?” helps leadership understand how clean the culture communication is. Asking the question on a regular basis establishes the enterprise’s position in the market. It establishes how the customers view the company. It establishes why people work for the company. It communicates purpose.

This scalable strategy applies to an entire corporation or the smallest workgroup. It helps large and small teams frame the outcomes they seek to create. Only after asking and answering the question “Who Are We?” can an organization say with integrity, “This is who we are.”

The second of seven questions is “**What Are We Doing?**” You may find that what you think you are doing and what is actually taking place are worlds apart...

