

# Resilient Organizational Architecture Diagnostic

Email: [jswartz@qujam.com](mailto:jswartz@qujam.com)

**Scale:** Strongly Disagree - 1 | Disagree - 2 | Neutral - 3 | Agree - 4 | Strongly Agree - 5

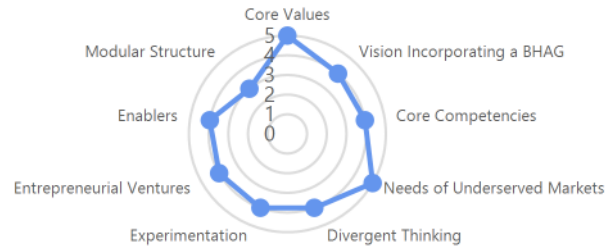
**The color-coded assessment scale helps participants interpret responses:**

**Green (4 & 5):** Positive response (Agree/Strongly Agree) – Indicates a positive response and no action needed.

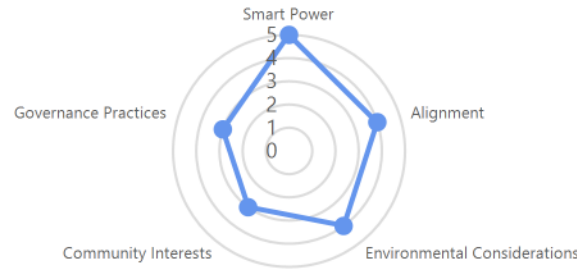
**Yellow (3):** Neutral response (Neither agree nor disagree) – Indicates a neutral stance, suggesting areas for enhancement.

**Red (1 & 2):** Negative response (Disagree/Strongly Disagree) – Indicates a concern, requiring immediate attention.

## Resilience Profile: Inspirational Transformative Ambition



## Resilience Profile: Innovative Value Network



## Resilience Profile: Hybrid Intelligence Ecosystem



| Preliminary Prioritization | Assessment | Key Result Areas (KRAs)      |
|----------------------------|------------|------------------------------|
|                            | 5          | Core Values                  |
|                            | 4          | Vision Incorporating a BHAG  |
|                            | 4          | Core Competencies            |
|                            | 5          | Needs of Underserved Markets |
|                            | 4          | Divergent Thinking           |
|                            | 4          | Experimentation              |
|                            | 4          | Entrepreneurial Ventures     |
|                            | 4          | Enablers                     |
|                            | 3          | Modular Structure            |

| Preliminary Prioritization | Assessment | Key Result Areas (KRAs)      |
|----------------------------|------------|------------------------------|
|                            | 5          | Smart Power                  |
|                            | 4          | Alignment                    |
|                            | 4          | Environmental Considerations |
|                            | 3          | Community Interests          |
|                            | 3          | Governance Practices         |

| Preliminary Prioritization | Assessment | Key Result Areas (KRAs)     |
|----------------------------|------------|-----------------------------|
|                            | 4          | AI Tools—Strategy           |
|                            | 4          | AI Tools—Procurement        |
|                            | 4          | AI Tools—Operations         |
|                            | 3          | AI Tools—Distribution       |
|                            | 4          | AI Tools—Financial Risk     |
|                            | 4          | Upskilling                  |
|                            | 3          | Job Rotation                |
|                            | 2          | Public-Private Partnerships |

| Resilience Profiles                   | Key Result Areas (KRAs)        | Description                                                                                                                                                                                                |
|---------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Inspirational Transformative Ambition | Core Values                    | The fundamental beliefs and guiding principles that influence an organization's culture, behavior, and decision-making processes.                                                                          |
|                                       | Vision<br>Incorporating a BHAG | A long-term, ambitious goal that is clear, compelling, and designed to inspire and drive the organization toward extraordinary outcomes.                                                                   |
|                                       | Core Competencies              | Unique skills, capabilities, and resources that provide an organization with a competitive advantage and distinguish it in the marketplace.                                                                |
|                                       | Needs of Underserved Markets   | Understanding empathetically, identifying and addressing gaps in products or services for customer segments that have been overlooked or inadequately served.                                              |
|                                       | Divergent Thinking             | A creative thought process that involves generating multiple ideas, solutions, or possibilities to solve a problem or address a challenge.                                                                 |
|                                       | Experimentation                | The systematic process of testing ideas, products, or strategies in a controlled environment to assess feasibility, effectiveness, or potential for innovation.                                            |
|                                       | Entrepreneurial Ventures       | Innovative and risk-taking initiatives that aim to create, develop, and scale new business opportunities.                                                                                                  |
|                                       | Enablers                       | Tools, systems, technologies, or practices that facilitate the achievement of goals, improve efficiency, or enhance capabilities.                                                                          |
|                                       | Modular Structure              | An organizational design characterized by the use of independent units or components that can be easily reconfigured to adapt to changing needs or demands.                                                |
| Resilience Profiles                   | Key Result Areas (KRAs)        | Description                                                                                                                                                                                                |
| Innovative Value Network              | Smart Power                    | The strategic use of a combination of soft power (persuasion and influence) and hard power (coercion or force) to achieve goals effectively.                                                               |
|                                       | Alignment                      | Ensuring consistency and harmony between an organization's vision, strategy, objectives, and operations to drive unified efforts.                                                                          |
|                                       | Environmental Considerations   | Incorporating environmental sustainability into decision-making, operations, and strategies to minimize ecological impact and promote eco-friendly practices                                               |
|                                       | Community Interests            | Prioritizing the well-being, needs, and concerns of the community in business strategies and practices to build trust and support.                                                                         |
|                                       | Governance Practices           | Structures, policies, and processes used to ensure accountability, transparency, and ethical behavior within an organization.                                                                              |
| Resilience Profiles                   | Key Result Areas (KRAs)        | Description                                                                                                                                                                                                |
| Hybrid Intelligence Ecosystem         | AI Tools—Strategy              | Using artificial intelligence to analyze data, forecast trends, and make strategic decisions that align with organizational goals.                                                                         |
|                                       | AI Tools—Procurement           | Leveraging AI to optimize procurement processes, including inventory management, demand forecasting, and logistics.                                                                                        |
|                                       | AI Tools—Operations            | The application of AI technologies to streamline and enhance operational efficiency, productivity, and resource utilization.                                                                               |
|                                       | AI Tools—Distribution          | Utilizing AI to optimize distribution networks, delivery routes, and inventory allocation for better customer service and cost efficiency                                                                  |
|                                       | AI Tools—Financial Risk        | Employing AI-driven models and analytics to identify, predict, and mitigate potential financial risks and fraud.                                                                                           |
|                                       | Upskilling                     | Providing employees with training and education to develop new skills or enhance existing ones, ensuring they remain relevant in a rapidly changing work environment.                                      |
|                                       | Job Rotation                   | A workforce development practice where employees are moved between different roles or departments to gain a broader understanding of the organization and build diverse skills.                            |
|                                       | Public-Private Partnerships    | Public-Private and University Partnerships (PPUPs) are collaborations between government entities, private businesses, and academic institutions to drive innovation, sustainability, and economic growth. |

## General Guidance on Key Result Areas and Related Actions Leaders Can Take to Increase the Resilience of Their Organizational Architecture

### Vector 1: Inspirational Transformative Ambition

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Identity</b>          | <ul style="list-style-type: none"> <li>Strategic Leadership (HQ) clearly defines and communicates the core values of the Business Unit.</li> <li>Managers and individual contributors are given the tools and trained to align decisions and decision-making processes to core values.</li> <li>Strategic Leadership clearly defines a long-term aspirational Vision.</li> <li>Strategic Leadership explicitly incorporates a “Big Hairy Audacious Goal” (BHAG) into the long-term Vision.</li> <li>Managers and individual contributors commit to the BHAG and the innovation it necessitates.</li> <li>Strategic Leadership clearly defines the Core Competencies of the Business Unit.</li> <li>Managers and individual contributors are given the tools and trained to align decisions and decision-making processes to the Core Competencies.</li> </ul> |
| <b>Design Thinking</b>   | <ul style="list-style-type: none"> <li>Strategic Leadership prioritizes an empathetic understanding of underserved markets and stakeholders to guide and motivate strategic planning.</li> <li>Creative and divergent thinking is encouraged and valued in the planning processes, to drive novel and unique solutions, and enhance competitive advantage.</li> <li>The Business Unit embraces experimentation as a key component of strategy development and implementation for continuous improvement.</li> </ul>                                                                                                                                                                                                                                                                                                                                           |
| <b>Modular Structure</b> | <ul style="list-style-type: none"> <li>The Business Unit identifies and acquires essential enablers—tools, infrastructure, and capabilities—to achieve transformative goals.</li> <li>A dedicated unit for new ventures exists, which reports to Strategic Leadership.</li> <li>A modular structure is employed, balancing established Strategic Business Units (SBUs) and entrepreneurial ventures for optimizing both profitability and transformation.</li> <li>Strategic Leadership (HQ) nurtures and actively manages a complementary network of competencies across SBUs and ventures to drive sustained growth and innovation</li> </ul>                                                                                                                                                                                                               |

## General Guidance on Key Result Areas and Related Actions Leaders Can Take to Increase the Resilience of Their Organizational Architecture

### Vector 2: Innovative Value Network

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Smart Power</b>           | <ul style="list-style-type: none"> <li>The Business Unit effectively manages alliances by leveraging a “smart” combination of Ideational (shared vision and values), Bargaining (domain knowledge and experience), and Material Power (resources) to foster strong and enduring partnerships.</li> <li>The Business Unit strategically utilizes Bargaining and Material Power to negotiate and sustain alliances effectively.</li> <li>The Business Unit relies on either Bargaining or Material Power to manage alliances based on situational needs and resource availability.</li> </ul>                                                      |
| <b>Synergistic Alignment</b> | <ul style="list-style-type: none"> <li>The Business Unit establishes clear and shared goals—with win-win characteristics—with its partners.</li> <li>The Business Unit ensures that partners have common strategic objectives, engage in mutually beneficial joint ventures, and carefully align and merge operational practices and routines.</li> <li>The Business Unit actively fosters contexts and social activities where employees of the partner organizations build cross-unit, personal relationships.</li> </ul>                                                                                                                      |
| <b>ESG Economics</b>         | <ul style="list-style-type: none"> <li>The Business Unit identifies and acquires essential enablers—tools, infrastructure, and capabilities—to achieve transformative goals.</li> <li>A dedicated unit for new ventures exists, which reports to Strategic Leadership.</li> <li>A modular structure is employed, balancing established Strategic Business Units (SBUs) and entrepreneurial ventures for optimizing both profitability and transformation.</li> <li>Strategic Leadership (HQ) nurtures and actively manages a complementary network of competencies across SBUs and ventures to drive sustained growth and innovation.</li> </ul> |

## General Guidance on **Key Result Areas** and Related Actions Leaders Can Take to Increase the Resilience of Their Organizational Architecture

### **Vector 3: Hybrid Intelligence Ecosystem**

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>AI Integration &amp; Tools</b>     | <ul style="list-style-type: none"><li>• Strategic Leadership integrates AI into strategic analyses, optimization of workflows, risk analysis, and invests in AI-driven technologies to enhance decision-making and competitive advantage.</li><li>• The Business Unit employs AI tools to optimize procurements, mitigate disruptions, and increase their resilience.</li><li>• The Business Unit employs AI tools for innovation, cost reduction, process automation, and enhanced efficiency and operational excellence.</li><li>• The Business Unit applies AI to optimize distribution logistics and enhance customer satisfaction.</li><li>• The Business Unit utilizes AI tools to optimize financial decisions, and manage and mitigate financial risk.</li></ul>                                                                                                                  |
| <b>Evolving Array of Competencies</b> | <ul style="list-style-type: none"><li>• Strategic Leadership fosters a culture of continuous learning, cross-functional experience, capability development, and cross-functional collaboration.</li><li>• The Business Units invests in in-house, skill-development programs to add to and strengthen the capabilities of its employees.</li><li>• The Business Unit employs an organization-wide, job-rotation program to transfer knowledge, promote understanding and collaboration across subunits, and develop an array of interrelated capabilities.</li><li>• Strategic Leadership builds relationships with comprehensive, research universities to promote lifelong learning for the employees and to gain knowledge through joint research and projects.</li><li>• Strategic Leadership actively seeks to promote partnerships with the public sector and government.</li></ul> |