

How often do you...

RARELY

ALMOST ALWAYS

ANTICIPATE

SURVEY AVERAGE: 4.99*

Gather information from a wide network of experts and sources both inside and outside your industry or function.



Predict competitors' potential moves and likely reactions to new initiatives or products.



CHALLENGE

SURVEY AVERAGE: 5.52

Reframe a problem from several angles to understand root causes.



Seek out diverse views to see multiple sides of an issue.



INTERPRET

SURVEY AVERAGE: 5.78

Demonstrate curiosity and an open mind.



Test multiple working hypotheses with others before coming to conclusions.



DECIDE

SURVEY AVERAGE: 4.81

Balance long-term investment for growth with short-term pressure for results.



Determine trade-offs, risks, and unintended consequences for customers and other stakeholders when making decisions.



ALIGN

SURVEY AVERAGE: 5.01

Assess stakeholders' tolerance and motivation for change.



Pinpoint and address conflicting interests among stakeholders.



LEARN

SURVEY AVERAGE: 4.95

Communicate stories about success and failure to promote institutional learning.



Course correct on the basis of disconfirming evidence, even after a decision has been made.



*AVERAGES ARE BASED ON RESPONSES TO THIS SURVEY FROM MORE THAN 20,000 EXECUTIVES.