

Leadership questions: Horizon 1

Are our core businesses generating sufficient earnings to allow us to invest in growth?

Do we have a strong performance orientation to push profits higher in the next few years?

Is our cost structure competitive with that of the rest of the industry?

Are we reasonably well protected from new competitors, technologies or regulations that could change the rules of the game?

Leadership questions: Horizon 2

Do we have any new businesses capable of creating as much economic value as the current core businesses?

Are these new businesses gaining momentum in the marketplace?

Are we prepared to make substantial investments to accelerate their growth?

Are the new businesses attracting entrepreneurial talent to our organization?

Leadership questions: Horizon 3

Does our leadership team set aside time to think about growth opportunities and industry evolution?

Have we developed a rich portfolio of options for reinventing existing businesses and creating new ones?

Are we developing effective ways to turn these ideas into new businesses?

Have the ideas been made tangible in concrete, measurable first steps?

The correct answer is “yes”