APPENDIX A

Semi-Structured Interview Guide

1. Continuous Reconfiguration: Is there a culture of continuous reconfiguration of activities, since we recognize that some of them will need to give way to new ones?

Explore:

- Is change incorporated into the company's daily routine? Is it seen as something natural? Are people in the company prepared to deal with change?
- Does the company struggle to make adjustments requested by clients?
- Is the company focused on maintaining flexibility?
- Does the company usually make small initial investments to explore opportunities?
- Is it relatively natural for the company to reorganize itself when new opportunities require a different structure?

2. Resource Allocation: Is it easy to rapidly allocate resources between processes?

Explore:

- Are changes in resource flows painful and difficult?
- Are resources crucial to the business controlled by a governance mechanism separate from any business unit?
- Are budgets defined in long or short cycles (quarterly or continuous, for example)?
- Are assets designed to maintain flexibility?
- Is it relatively normal for the company to withdraw resources from one business to finance other opportunities?
- Is it easy for the company to obtain needed resources by joining forces with another organization?
- Is resource investment aggressive or cautious?

3. Leadership and Mindset: Are leaders attentive to change and open to challenge?

Explore:

- Does the company maintain feedback flows?
- Is the decision-making group diverse in age, gender, socioeconomic status or other attributes?
- Is the decision-making group comprised of individuals with diverse skills and roles?
- Are leaders available to promote open conversations that question the status quo? How often?
- Do leaders tend to broaden the groups involved in the strategy process? Can people contribute opinions and suggestions to the strategic process?
- Is the decision-making process usually slow or fast?
- Is it easy for people to be frank with leaders when something goes wrong?
- Does the company maintain an environment where people can speak openly about evidence that the situation may be changing?

4. Innovation Proficiency: Is there a systematic process to manage innovation?

Explore:

- Does the company allocate a regular budget for innovation?
- Does the company have a governance mechanism to manage resources dedicated to innovation?
- Is there a systematic way to identify opportunities? Does it create mechanisms to identify a set of promising ideas?
- Are pilots and prototypes or market tests developed?
- Give more details about how innovation is developed in the company.

5. Healthy Disengagement: Is there systematic abandonment of activities that no longer show good growth potential?

Explore:

- Is the abandonment of activities a continuous process, with a steady pace of decline?
- Does the company stay alert to early signs of declining advantage? How?
- How does the abandonment process occur?
- Give examples of advantages that had to be abandoned, describing how the process happened and why.
- Does the company maintain a team dedicated to regularly evaluating the company's portfolio and identifying candidates for abandonment or divestment?
- Does the company conduct regular evaluations to determine what should be retained or removed from its business portfolio?
- What strategies does the company use to carry out disengagements?