

Is everyone mindful of the focus on customers at all times?

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Are activities always assessed in terms of their added value for customers?

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## The right to participate | Culture\_

How do we respond to reservations | emotions expressed by individual employees in discussions?

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How much room is given to meaningful action and discussion about it in our work?

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Which old patterns | attitudes emerge with respect to the aforementioned questions, and of what use are they?

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(e.g. When all is said and done | can still go to the boss. Everyone has to be in favor of it, or it simply won't fly ...)

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Do we all share a common concept of quality?

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Do we accept ownership until an issue is resolved?

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Please refer your questions and comments to:  
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# Paths for Development in Self-Organization

Questions for reflection on the process

Colophon  
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## Leadership\_

How can I promote the capacity of my team | my teams for self-organization?

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Which of my beliefs | convictions could be counterproductive?

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What kind of a leadership style do I have, and what must I change?

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In what situations does the risk that I will "jump in" and decide on my own arise (e.g. because things are moving too slowly for me)?

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How do I assess the personalities of my employees, and how much structural support do which employees need in order to adapt to the new situation?

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Where can I expect to receive feedback and affirmation in my new role?

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Who or what will help me adapt to my new role (as a coach)?

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## Processes\_

How are goals set within our organization?

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What rules – both implicit and explicit – regarding leadership and teamwork are in force in our organization, and how should they be changed?

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What kind of a process for defining new rules do we need in order to ensure that the rules are actually followed?

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How and where are decisions made? What do we know about decision-making processes?

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How can a team reach a consensus-based decision without my input?

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Are decision-making parameters clearly defined?

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What information is needed in order to help people make sound decisions in a given case?

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How do we ensure that we continue to learn and develop consciously and automatically?

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How to we incorporate feedback from customers continuously into everything we do?

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What do our escalation paths look like?

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How do employees deal with conflicts with colleagues?

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What methods, tools and processes are specified for the purpose of providing security?

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How is the communication process designed?

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How do we ensure transparency consistently, even when priorities change?

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## Core objective\_

Where does our core objective | our core purpose play a role in communication and decision-making processes?

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Can everyone identify with the meaning and purpose of our core objective?

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