

Reflection questions

Below is a list of helpful discussion questions for the exercise. Allocate at least 30 minutes to think about the questions on your own or 60 minutes to discuss them as a group.

- **Think about what the roles you have chosen tell you about who you are and what you do.**
 - Are there one or two roles that serve as the center for what you do? If so, how do they fit with your vision and mission statement?
 - Compare your adjacent and core roles. Do they fit together in a coherent way? Why or why not? If not, do they risk diluting your organization's resources in a way that distracts from its key goals?
 - Also make sure to pay attention to your out-of-bounds roles. What do the things you say no to tell you about your organization?
 - At a high level, are the roles you selected all aligned with your vision, mission, and goals?
 - At a practical level, are your activities, capabilities, and systems well aligned with the roles you've chosen?
- **Compare how much of the organization's time and resources are spent on core, adjacent, and aspirational roles.**
 - Are you concentrating most of your resources on your most core activities, or are you spreading them widely across a range of activities?
 - Are you dedicating enough resources for experimenting with new roles and activities? Eric Schmidt of Google followed a 70-20-10 distribution across core, adjacent, and aspirational goals — what resource allocation strategy would make sense for your organization?

Appendix C: Strategic portfolio template

