

Transformation Quotient Assessment Survey Questions

This PDF file has a preview of all the questions used in the survey to assess an organization's Transformation Quotient (TQ).

Q#	Question	It assesses ...	Foundational	Emerging	Scaling	Transforming	Leading
A1-01	How well is your digital vision defined and aligned with overall organizational vision, ambitions, and strategy?	Clarity of digital vision, ambitions, and leadership alignment.	1	2	3	4	5
A1-02	How well has your organization defined a transformation roadmap to achieve its strategic objectives?	Existence and clarity of a structured transformation roadmap aligned to strategic objectives.	1	2	3	4	5
A1-03	How committed is organizational leadership to innovation and transformation?	Leadership commitment to actively sponsoring, prioritizing, and role-modeling transformation initiatives.	1	2	3	4	5
A2-04	How aligned is transformation governance with enterprise risk management in your organization?	Alignment of transformation governance with enterprise risk management and control frameworks.	1	2	3	4	5
A2-05	Have you structured transformation governance or a digital transformation office (DTO) to sustain innovation and transformation?	Presence of structured, cross-functional governance mechanisms to sustain transformation execution.	1	2	3	4	5
A2-06	How effectively does the board/C-suite provide structured oversight of the transformation programs?	Effectiveness of board and executive oversight in steering transformation programs and outcomes.	1	2	3	4	5
A2-07	How rigorous is your organization in identifying, assessing and managing risks related to digital or transformation programs?	Maturity of identifying, assessing, and managing digital and transformation-related risks.)	1	2	3	4	5
A2-08	Have you defined success measures with milestones and KPIs for transformation outcomes?	Definition and use of measurable milestones and KPIs to track transformation success.	1	2	3	4	5
A3-09	How consistently does your organization allocate dedicated and ongoing funding for transformation initiatives beyond regular IT spend?	Consistency of allocating dedicated, flexible funding for transformation beyond traditional IT budgets.	1	2	3	4	5
A3-10	How accurately are transformation investments linked with business priorities?	Strength of linkage between transformation investments and prioritized business outcomes.	1	2	3	4	5

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B1-11	To what extent are digital channels (website, mobile app, end-user devices, etc.) integrated into the end-to-end customer journey?	Degree of end-to-end customer journey integration across digital and physical channels.	1	2	3	4	5
B1-12	How well do you measure customer experience outcomes linked to transformation initiatives?	Effectiveness of measuring customer experience outcomes from transformation initiatives.	1	2	3	4	5
B1-13	How consistently (or effectively) does your organization use customer analytics to drive decisions around products and services?	Consistency of using customer analytics to inform product, service, and experience decisions.	1	2	3	4	5
B2-14	How effectively do you integrate system-to-system (S2S) with suppliers, distributors, and ecosystem partners through digital (e.g. APIs, messaging)?	Maturity of digital integration and API-led connectivity with external ecosystem partners.	1	2	3	4	5
B3-15	How consistently are customers and partners involved in creation or optimization of digital products and service?	Extent of structured co-innovation with customers and partners in digital solutions.	1	2	3	4	5
C1-16	How modernized – integrable and scalable – is your IT architecture (e.g. cloud-native, modular, API-driven)?	Maturity of a scalable, modular, and cloud-ready digital core architecture.	1	2	3	4	5
C1-17	How well do you balance or integrate legacy systems with new digital assets?	Effectiveness of integrating legacy systems with modern digital platforms and capabilities.	1	2	3	4	5
C2-18	How mature is your cybersecurity, data privacy, and resilience framework?	Strength of cybersecurity, privacy, and resilience practices embedded across the organization.	1	2	3	4	5
C3-19	How consistently and effectively are advanced analytics, AI, or ML capabilities deployed at scale across the business?	Extent to which advanced analytics and AI are deployed at scale to drive business value.	1	2	3	4	5
C3-20	How effectively does your organization identify, test, and pilot emerging technologies (e.g. IoT, GenAI)?	Capability to systematically identify, pilot, and evaluate emerging digital technologies.	1	2	3	4	5
D1-21	How well is data governed for quality, security, ethics, and compliance across the organization?	Enterprise-wide data policies, ownership, accountability, ethics, security, and regulatory compliance maturity.	1	2	3	4	5
D2-22	To what extent are your data platforms standardized, integrated, and accessible across the enterprise?	Integrated data platforms, pipelines, standards, and accessibility enabling enterprise-wide data use.	1	2	3	4	5

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D3-23	How consistently are business decisions informed by trusted data and analytics rather than intuition?	Whether trusted analytics consistently influence decisions instead of intuition or anecdotal judgment.	1	2	3	4	5
E1-24	How effectively are AI initiatives governed for ethical use, transparency, and bias management?	Responsible AI governance, ethics, transparency, bias controls, accountability, and oversight maturity.	1	2	3	4	5
E2-25	To what extent are AI, Gen AI, and agentic AI platforms and models standardized, monitored, and scaled across the organization?	Enterprise AI operating model, platform standardization, lifecycle management, monitoring, and scalability.	1	2	3	4	5
E3-26	How effectively are AI, Gen AI, and agentic AI outputs embedded into business workflows to improve decisions, automation, and measurable outcomes?	AI operationalization into workflows, decision-making, automation, and measurable business outcomes.	1	2	3	4	5
F1-27	How flexible and adaptive are your core business processes to integrate digital tools and technologies?	Process digitization, automation, and adaptability using RPA, low-code, and digital workflows.	1	2	3	4	5
F1-28	To what extent do you use automation (e.g. RPA, AI-driven workflows) to optimize operations and processes?	Depth and scale of automation across processes, including RPA and AI-driven workflows.	1	2	3	4	5
F2-29	How effectively can your tech systems and processes scale up or down to meet fluctuating business demands while maintaining performance and resilience?	System and process scalability, resilience, and performance under changing demand.	1	2	3	4	5
F3-30	How consistently does your organization measure the business impact of specific innovation and transformation initiatives (i.e. pilots, POCs,) using relevant Business KPIs?	Use of business KPIs to track and validate innovation and transformation value.	1	2	3	4	5
F4-31	How empowered and agile are cross-functional teams to experiment and drive change?	Team agility, empowerment, rapid experimentation, and speed from idea to execution.	1	2	3	4	5
G1-32	How actively do leaders champion innovation and model the new behaviors required to promote and support the desired culture?	Leadership mindset driving transformation and modeling innovative behaviors.	1	2	3	4	5
G2-33	To what extent does your culture encourage and enable people at different levels to experiment, learn from failure, share ideas, and make decisions without fear of negative consequences?	How culture promotes experimentation, learning from failure, and decentralized decision-making.	1	2	3	4	5
G2-34	How structured is your approach to innovation, change management, and adoption tracking?	Structured innovation, change management, and adoption tracking processes.	1	2	3	4	5

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G3-35	Have you identified cross-functional top talent from across the organization who will drive innovation and transformation?	Identification of cross-functional top talent to drive innovation and transformation.	1	2	3	4	5
G3-36	How effective and consistent are your digital upskilling and reskilling programs for employees?	Effectiveness and consistency of digital upskilling and reskilling programs.	1	2	3	4	5
G3-37	How effectively do you integrate user (employee/customer) feedback into innovation and transformation design and rollout?	Integration of employee or customer feedback into transformation initiatives.	1	2	3	4	5
G4-38	How widely adopted and effective are collaboration tools, processes, and agile ways of working across teams?	Adoption of collaboration tools and agile ways of working across teams.	1	2	3	4	5
H1-39	How digitalized is your organization in managing and optimizing management of inbound resources procured from outside?	How digitally your organization manages the resources and inputs required to run and sustain core operations (e.g. raw materials in Manufacturing, medical supplies in Healthcare, data in Public Sector, tools in Construction).	1	2	3	4	5
H2-40	How effectively are core operations automated and digitally orchestrated (e.g. workflow automation, IoT-driven monitoring, digital twins)?	How digitalized your organization's core operations are (e.g. clinical care in Healthcare, claims in Insurance, transactions in Banking, production in Manufacturing).	1	2	3	4	5
H3-41	How digitally integrated and transparent is your product/service/outcome delivery process in terms of real-time tracking, predictive logistics, etc.?	How digitally your organization delivers products, services, or expected value to end customers (e.g. logistics in Retail, energy distribution in Utilities, claims payout in Insurance, student services in Education).	1	2	3	4	5
H4-42	To what degree do your marketing and sales/beneficiary engagement functions use digital channels, personalization, and data-driven targeting to acquire and retain customers?	How digitally your organization creates awareness, builds demand, and engages/acquires intended beneficiaries (e.g. enrollment in Education, patient acquisition in Healthcare, customer onboarding in Banking, awareness campaigns in Government).	1	2	3	4	5
H5-43	To what extent does your organization use digital tools to deliver proactive, personalized, and seamless customer support?	How digitalized your organization's after-sales or ongoing support function is (e.g. public service centers in Government, patient follow-up in Healthcare, helpdesk in IT, complaints management in Utilities, loyalty programs in Retail).	1	2	3	4	5
I1-44	How digitally connected and controlled are your physical assets and facilities for remote management and optimization?	How digitally your organization manages its assets, infrastructure, and facilities (e.g. grid in Utilities, plants in Manufacturing, hospital facilities in Healthcare, public buildings in Government).	1	2	3	4	5
I2-45	To what extent is financial management and accounting digitalized (e.g. real-time analytics, automated reporting, digital payments, cash management)?	How digitalized your organization's financial and accounting processes and controls are (e.g. billing in Telecom, revenue cycle in Healthcare, budgeting in Government, treasury in Banking).	1	2	3	4	5
I3-46	How effectively does your organization use digital tools to monitor compliance, assess risks, and manage regulatory reporting?	(It assesses how digitally your organization manages legal, regulatory, and risk obligations. e.g., compliance in banking, safety standards in construction, HIPAA in healthcare, regulatory reporting in government)	1	2	3	4	5

Q#	Question	It assesses....	Foundational	Emerging	Scaling	Transforming	Leading
I4-47	To what extent are HR processes – talent acquisition, employee engagement, performance, and learning & development – digitally enabled?	How digitalized your organization's workforce management is – recruiting, developing, and retaining people while managing skills, culture, and performance.	1	2	3	4	5
I5-48	How effectively does IT partner with stakeholders to understand needs and deliver value?	IT's partnership with stakeholders to deliver value via platforms, analytics, R&D, and innovation.	1	2	3	4	5
I5-49	How standardized, automated, and consistently delivered are your IT services?	IT service maturity: standardization, automation, and consistent delivery of IT services.	1	2	3	4	5
I5-50	What are the expectations of the CEO/head of the organization or other CxOs from IT in terms of what role IT should play to achieve organizational objectives?	Executive expectations and alignment on IT's role in achieving organizational objectives and enabling value.	1	2	3	4	5
I6-51	How digitalized are your procurement processes, including vendor management and contract management (e.g. e-sourcing platforms, supplier portals, contract automation, vendor risk analytics)?	How digitally your organization sources and manages vendors, suppliers, and partners (e.g. supplier contracts in Manufacturing, outsourced services in Government, drug suppliers in Healthcare, food suppliers in Hospitality).	1	2	3	4	5
J1-52	To what extent have transformation initiatives contributed to growth through new digital products, channels, market reach, or something similar?	The organization's ability to drive business growth and achieve growth KPIs through digital (e.g. YoY growth, new product growth, cross-sell, upsell, digital channel growth).	1	2	3	4	5
J2-53	How consistently have your digital investments delivered improved efficiency, cost savings, or process quality?	Ability to make operations and processes more efficient and achieve efficiency KPIs (e.g. margin, productivity, time to market, cycle time).	1	2	3	4	5
J3-54	How well does your digital backbone enable resilience and the long-term sustainability of your organization (e.g. business continuity, cybersecurity, adaptability to disruptions)?	Ability to sustainably and reliably deliver the value with risk management and achieve risk KPIs and regulatory mandate.	1	2	3	4	5
J4-55	To what degree have your transformation initiatives improved customer, partner, and employee experiences (e.g. through personalization, accessibility, seamless journeys)?	Ability to deliver impeccable experiences to customers or employees and delight them, achieve experience KPIs (e.g. NPS).	1	2	3	4	5

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