

THE ORGANIZATIONAL INTELLIGENCE FIRM

The CERNYVA Five Questions

Five questions. Three minutes.

A different way to look at the organization.

EXECUTIVE EDITION

The visible problem is not always where the underlying problem lives.

A problem may originate within a single team, or emerge from the way several functions interact. In either case, where the problem appears is not necessarily where its cause lives.

CERNYVA does not start with a discipline.

It starts with an organizational problem.

The CERNYVA Five Questions were designed to identify early signals that an apparently technical or functional problem may reflect something broader: how the organization retains knowledge, builds shared understanding, learns from experience and turns what it knows into coordinated action.

WHAT THIS IS, AND WHAT IT ISN'T

There is no score.

Five questions cannot determine how intelligent an organization is. They can reveal where further investigation may be warranted.

TIME REQUIRED

Approximately three minutes.

When a familiar problem returns, does the organization recognize what it already learned, or does it start over?

01

If the one person who truly gets it leaves tomorrow, do we keep that knowledge, or do we have to start from scratch?

02

By the time the organization sees a problem,
is it still a signal, or already a crisis?

03

The number is right. Is everyone sure it means the same thing?

04

A year from now, will the organization be wiser for what it lived through, or just a year older?

05

The Five Questions identify signals. They do not explain their cause.

A difficult answer matters. A confident answer without evidence matters too. And if leaders across the same organization answer these questions differently, that may matter most of all.

The CERNYVA Executive Diagnostic goes further. It examines whether the patterns suggested by these questions are isolated symptoms or evidence of broader organizational limitations, and where those limitations affect the organization's ability to understand, decide, learn and act.

Experience does not automatically make an organization more capable.

Understanding what does is where the real work begins.

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