



Leadership™

1. The Executive leadership team is authentic, healthy, and aligned.

- Each executive has written and shared a personal purpose plan.
- Each executive has conducted and shared a quarterly leadership health check in.
- The executive team has built strong trust, commitment, and accountability.
- The executive team regularly reviews strategy, execution, and results.
- The executive team participates in an aligned learning and implementation process.



Talent™

2. Leaders and managers relentlessly pursue a culture of trust, results, and accountability.

- The organization's core purpose and core values are clear, visible, and part of day-to-day operations.
- The organization has communicated a well-written concise vision to its key stakeholders.
- The organization has identified the key attributes of an ideal team member used in recruiting, onboarding, and feedback systems.
- The organization regularly assesses its overall talent profile, and discusses actions to reward, coach, and discipline members.
- Every team member participates in learning, and is effectively coached by their manager, coach or mentor.



Strategy™

3. The organization's strategy provides a unique and valuable position in the market, and can be stated in one phrase.

- A map of the competitive landscape is current, and visually shows the organization's key differentiators.
- A map of key activities shows the alignment of operational systems, processes, and sub-activities.
- The organization's core economic engine is clearly identified, and measures the profit delivery units to successfully scale.
- The organization's 10+ year and 3-year qualitative and quantitative targets have been identified, and made visible to internal constituents.
- The organization maintains a current Strengths, Weaknesses, Opportunities and Threat (SWOT) matrix, with input from top talent at all levels of the organization.



Execution™

4. The organization has annual, quarterly, and personal priorities that are visible, measured, and activated with a 13-week sprint.

- The executive team and key managers meet annually to determine the single most important metric to drive organizational success.
- The executive team and key managers meet annually and quarterly to set 3-5 priorities that drive the critical metric, culture, and profit.
- Every leader, manager and key contributor in the organization has a 13-week sprint plan to execute their personal priorities each week.
- The organization has a clear and visible communication flow to include quarterly team meetings, monthly briefings, weekly leadership meetings, daily huddles, and key metrics (KPIs).
- Working teams solve business problems using collective intelligence, participation, measurement, fun, and rewards.



5. The organization has optimized cash flow, and understands the forces and levers in their control to increase profit and cash.

- The cash conversion cycle is visually constructed and optimized by all key contributors throughout the organization.
- Internal cash flow and profit are regularly measured and systematically optimized.
- The cost and efficiency of labor is understood, measured, and optimized on an ongoing basis.
- The organization understands which products are profitable, marginal, and unprofitable, and how to create recurring revenue.
- The organization has a well-developed pricing strategy that aligns with their market position, and drives regular price increases.



6. The organization has defined the core customer, crafted a compelling promise, and systematized the customer lifecycle.

- The organization's strategy has generated the ideal core customer profile with a compelling, measurable value proposition (promise).
- The organization's brand has been carefully created in a compelling story format, and elicits action by prospective core customers.
- The organization leverages the power of content generation to strengthen its market position, attracting customer and media attention.
- The customer acquisition-to-referral lifecycle has been defined and systematized to generate maximum profit and minimum cost(s).
- The customer experience has been designed, optimized, and yields industry-leading retention, referrals, and testimonials.



7. The organization has a system to optimize core processes, change management, decision-making, and technology use.

- Key processes in each of the 7 Attributes have been visually mapped and optimized with accountable leadership assigned.
- The organization has created an agile culture of continuous improvement with a defined change management process, providing the ability to quickly adapt to changing conditions.
- A technology roadmap ensures strategic investment to systematize processes, automate labor-intensive tasks, and maximize profits.
- Tribal knowledge, information, and data is managed so the organization can standardize, learn and grow.
- The organizational structure is carefully designed and well-articulated with functional accountability, measurable metrics, and clear reporting relationships.