

1=Very weak/'We don't do this', 2='We sort of do this a bit', 3='We're OK but not great at this', 4='We're quite good at this but not perfect', 5='We've got this nailed'		Score 1-5	
<b>STRATEGY</b>	1. Leadership and Vision are strong within the business	SUBTOTAL	
	The Leadership team understand each other's personality and leadership styles and all team members identify one specific leadership/personal improvement habit each 90 days		
	Core Ideology (Values and Purpose) are defined, known and made role-relevant by all employees		
	Core Ideology is embedded into all aspects of the 'way we do things' (recruitment, onboarding, reviews, feedback etc.)		
	A Core Ideology improvement priority is identified and implemented every 90 days		
	2. We have a truly differentiated strategy and scalable business model and all team members can articulate the following components:	SUBTOTAL	
	The team are aligned with and passionate about the Mission/Stretch Goal (SmartStretch Goal is clearly defined, understood, 'lived' and tracked)		
	Our Participation (Markets/Segments) and Positioning (Offer/Cost) Strategies are clear and understood and translate to a demonstrable competitive advantage		
	We know where we are on the ScaleUp stepping stones and whether we are in a period of consolidation or striking out for the next stepping stone		
	Everyone can give a compelling answer to the question 'What does your company do?'		
	3. The Leadership Team can articulate:	SUBTOTAL	
	The 3-year 'Thrusts' – the focus areas for the 3-year plan – and progress is tracked		
	The 4-9 'Critical Paths' for the next 12 months and progress is reviewed quarterly (the critical things that must be achieved in order to be on track for the 3-year goals)		
	The 1-2 focus Value Drivers to increase the value of the business over the next 12 months		
	The 'theme' and priorities/business 'rocks' for the current quarter		
	<b>Strategy Pillar – add all the blue subtotals above</b>		SECTION TOTAL
	<b>EXECUTION</b>	4. 90-Day Planning is a strong habit within business	SUBTOTAL
		The Leadership Team (or you if you are on your own!) meet quarterly (offsite) to work on and set robust/well considered 90-day priorities working to a structured agenda	
The critical number is identified along with 3-7 supporting SMART priorities			
The above are rolled out to the rest of the team, tracked and visible to all along with an overarching 'theme' for the quarter			
All staff (or you if on your own) identify their own supporting critical number and 3-5 'Rocks' that include personal and development priorities			
5. Everyone in the business is clear about what good looks like – daily, weekly, monthly, collectively and individually		SUBTOTAL	
A Balanced Scorecard is in place and visible along with KPI dashboards for tracking daily and weekly metrics			
All staff have developed supporting actions for their 'Rocks'			
All staff can state their goals for the week and for the day towards achieving their individual and team 'Rocks' (they can state 'what good looks like' for the end of the day/week)			
Each team celebrate successes and the business celebrates achieving the quarterly theme			
6. There is a well-functioning Business Rhythm supporting the 90-day habit		SUBTOTAL	
All teams (including the Leadership Team) have a weekly meeting that includes progress against 'Rocks' (or you if you are on your own!)			
All staff are in a short (less than 15 minute) daily huddle/standup			
The Leadership Team meet monthly for at least half a day to include progress against the 90-day plan and work on an improvement initiative			
The Leadership Team meet annually to reset against the 3-yr plan and work on the 4 Pillars (Strategy, People, Execution and Cash)			
7. Business development activities provide a predictable stream of focus/'on profile' clients		SUBTOTAL	
A value proposition is defined and validated (with customers) for the key service/product offerings			
There are proven processes for lead generation and conversion 'funnels' that are followed and monitored/improved regularly (you know your pipeline and the success/conversion rates at each key step of the funnels)			
Those accountable for marketing and sales have individual 'cookbooks' (activity plans) that are tracked and reviewed			
Budgets are in place and monitored against results for all lead generation activities			
<b>Execution Pillar – add all the green subtotals above</b>		SECTION TOTAL	

PEOPLE	8. All teams function Cohesively			SUBTOTAL	
	Team members understand each other's styles, differences and priorities				
	Team members trust each other enough to admit mistakes				
	Team members feel able to challenge each other and engage in constructive debate				
	Team members are motivated to and work well to achieve the team goals				
	9. We have a culture of Individual Accountability and Joint Responsibility			SUBTOTAL	
	We have the right people in the right roles with clear roles and accountabilities				
	Individuals are empowered to make decisions for their area of responsibility				
	Teams are focused on achieving collective results and we celebrate team success				
	Everyone has visibility of and religiously track progress against 'Rocks' and Critical Numbers				
	10. Our ability to retain and hire good people is a strength of the business			SUBTOTAL	
	We have a retention, development and succession/contingency plan for every key employee (score 1 if just you in the business) and hold regular (quarterly) 'retention discussions' with key employees				
	We have a clear view of organisational needs/structure over the next 3 years and whether we are hiring in or developing internally for each role				
	We are clear on our Employee Value Proposition and are able to attract sufficient good candidates (we are able to 'punch above our weight' in recruitment)				
	We have a robust hiring process in place that minimizes the chances of making a bad hire				
	11. We actively listen to our staff and track engagement			SUBTOTAL	
	Managers actively seek ongoing feedback from team members – e.g. all managers have a 'Stop, Start, Continue' discussion with at least one employee each week and feedback is shared at weekly leadership meetings (score 1 if just you)				
	A 'Balance Wheel' or equivalent personal and professional 'happiness' discussion is held monthly with all team members (or you if you are on your own)				
	We have a working process for informing staff on actions taken following feedback				
	We track and work to improve employee engagement levels (e.g. NPS, Gallup12, TPS)				
	12. We actively listen to our Customers			SUBTOTAL	
	Net Promoter Score or equivalent is tracked as a KPI				
	All managers have a meaningful discussion with a customer each week (How are things going, What's the latest in your industry, What do you hear about our competitors, How are we doing?)				
	Insights from these discussions are shared at the weekly leadership meeting				
One of the leadership team is accountable for actioning and reporting on customer feedback – positive and negative					
People Pillar – add all the yellow subtotals above				SECTION TOTAL	
CASH	13. Budgeting and financial reporting are strengths of the business			SUBTOTAL	
	We have budgets and cashflow forecasts for the overall business and for key profit and cost centres				
	We have a management Profit and Loss statement free from distortion that is used for decision making				
	We have a set of financial Key Performance Indicators and ratios that are reviewed monthly				
	We have at least 6 months' worth of operational expenditure in the reserves (over and above any tax payments such as VAT)				
	14. We are focused on continually improving our cash position			SUBTOTAL	
	The 7 Financial Levers are understood by all senior managers – as are basic financial statements, the Cash Conversion Cycle and 8 Wastes				
	Financial statements have a person assigned to each significant line item				
	Changes in cash position are monitored frequently (at least weekly) and explained				
	At least one cash improvement initiative is undertaken quarterly/included in each Smart90 90-day plan				
	15. We are focused on Valuable Growth			SUBTOTAL	
	We manage our growth cycles between a 10–15% net profit band (score 5 if genuine free from distortions net profit is 15% or more)				
	We understand, track and improve our Lifetime Value (LTV) to Customer Acquisition Cost (CAC) ratio				
	We have contracts in place for all our customers				
	A significant proportion of our turnover is from genuine recurring (not just repeat) revenue (score 5 if >75%)				
	Cash Pillar – add all the light blue subtotals above				SECTION TOTAL
<b>Add up your total score for the 4 'Pillar' totals, multiply by 100 and divide by 300 to give a percentage</b> <b>If your scoring falls between:</b>			Overall Total - add the 4 'Pillars'	TOTAL	
			Overall Score	TOTAL	
20 and 34%		35 and 49%	50 and 64%	65 and 79%	80 and 100%
Things may be tough now. Focusing on these 14 areas will change your life		You are pretty normal – but wouldn't you prefer to be above average and really get control over your business?	You are above average – but you know you could do better!	You are doing well and on the ScaleUp path	This is where you want to be if you want the kind of business you can retire on!