

<b>Name</b>	<b>Date</b>	<b>Score</b>

<b>Mindsets</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Score</b>
<b>1</b> Vision - Aligned with CEO	You have idea what each other wants. You're always arguing or there is frustration over which direction to go.			You have occasional problems. Some disagreements in front of employees. We second guess priorities of others on the team.			You seem to be on the same page. There are the occasional bumps in the road. Your team sees you as aligned.			You have complete trust due to being on the same page. You refer back to the Vivid Vision frequently. You share the vision frequently with employees, customers and suppliers.			
<b>2</b> Strategic Plan in Place	You have no plan. You're on different pages. Business areas are confused or frustrated. No expenses are planned for. You feel like you're winging it.			You have an OK plan on paper. Rarely looked at. Not sure it's even accurate any more. Better than we used to be though.			Your plan is in writing. It's reviewed quarterly. Most people know the details of it. You have a fairly ad-hoc process for reviewing it.			Your plan is in Asana (or similar) and is referred to weekly by the leadership team. Cross departmental dependencies are considered. You consider Money, People & Time requirements			
<b>3</b> People Systems - Recruiting, Interviewing & Hiring	You have Cs and Bs working for you. No one is trained in interviewing. You use Craigslist mostly for job postings. People quit frequently.			Your people are mostly good. You promote from within. It's a hard labor market to find good people, but you do OK.			You have solid Bs on the team. Some basic interviewing skills internally. Hopeful that your Cs will improve or quit. Occasionally your team does reference checks on new hires.			You do in person 360 group feedback reviews. You Top Grade all staff every six months. A Virtual Bench is in place. Everyone is trained & certified in interviewing.			
<b>4</b> Meetings	You run unorganized meetings and hate attending them. You have no idea how to run effective meetings. You're not sure what meetings to even have.			You haven't been trained on running meetings, nor have employees. However they're pretty good. Not sure what to do differently or how to run them better.			You run them pretty well. And have some fixed meeting rhythms. Some casual training around how to run them or participate in them.			Your employees have read Meetings Suck. No time is wasted. Strong focus on outputs. They are fun and high impact. People take pride in opting out.			
<b>5</b> Financial	You have no budget to work from. Financial statements are occasionally produced, often with mistakes. And you're not even sure what to look at when you have them.			Your numbers are OK but you know there are mistakes. Financials aren't timely. You're not sure what to look at or how to read financials.			Your Financials are timely and mostly accurate. Some solid financial KPIs are reviewed regularly. Cash flow is good.			You have rolling past & future 12 month budgets. You have a good eye on cash flow. Open book financials for all employees.			
<b>6</b> Skills to Do the Job of COO	You have no idea where you stack up or how to improve. You feel stuck, overwhelmed & useless at times. You're way over your head. And have no where to turn.			You worry you will get replaced or made redundant. Thought you were smart until now. You know that you have lots to learn, but where to start.			You turn to books for learning. You have sporadic training sessions in house. You attend the occasional conferences or courses. You don't have a formal growth plan.			You're always growing as a leader. You focus your learning on your 6-12 month objectives. You're a part of masterminds & book clubs.			
<b>7</b> Mentors	You feel alone. No one to regularly turn to. No idea where to actually go for help or what I should start learning.			You are not sure where to turn for help. You don't think you can find anyone to help you. How much will it even cost?			You turn to others occasionally. You know where you need to improve. And you feel supported in your role.			You have a TOP 50 list of mentors that you call on regularly. You leverage the wisdom of the crowd. You will reach out to leaders you read about in the media for advice.			
<b>8</b> Culture	You could describe your culture as "Beige". You "don't really have a culture". Never given it much thought. Isn't culture for tech companies.			Your culture is pretty good. No one really complains that much. You're sure where you stack up against other companies. Lots to improve on.			Your people are happy working with you. No one complains. You have lots of perks. Recruiting new hires isn't that hard.			You have an award winning culture. You leverage tools like TINYpulse, and have strong Glass Door ratings. It's easy to recruit A Players.			
<b>Scorecard</b>													<b>0</b>