

Execution Breakthrough Questionnaire



Name _____ Company _____ Group _____ Date _____

<p>Strength ⤵</p>	<p>Strength of Leadership is prerequisite to all aspects of strategy and execution</p>
<p>Straight-talk ⤵</p>	<p>Mutual Trust and Truth Telling are necessary to develop a robust strategy</p>
<p>Strategy ⤵</p>	<p>Strategic Agreement and Clear, Cascaded Objectives provide focus for management</p>
<p>Structure ⤵</p>	<p>Organization Structure, Reporting, Measures and Process decisions are guided by strategy, and in turn define staffing requirements</p>
<p>Staffing ⤵</p>	<p>Talented People provide smooth execution—Low Turnover controls personnel cost</p>
<p>Sales ⤵</p>	<p>Skilled Salespeople and Sales Leaders drive revenue</p>
<p>Support ⤵</p>	<p>Trustworthy Management supports employees with clear Priorities, Accountability, Communication, and Recognition</p>
<p>Skills</p>	<p>High-ROI Skill Development assures a competitive and focused workforce</p>

Purpose and Instructions

This questionnaire is designed to assess the performance potential of your organization. The items on the questionnaire reflect critical performance factors. Most performance problems in organizations stem from failure to proactively manage these factors.

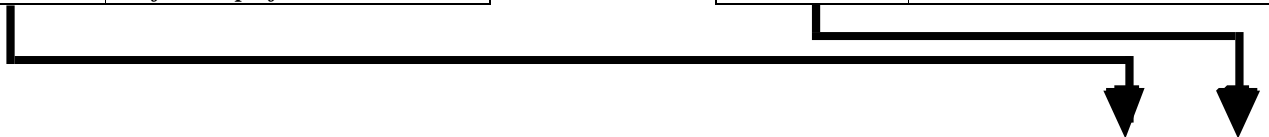
Please carefully read each item and its definition. First rate whether each item is important, considering current business strategy and priorities. Then for the important items, rate the “% Achieved” for your organization (or specified group).

If you are discussing this questionnaire as a group, please take an active role to constructively challenge the group’s thinking. Some of these items may uncover sensitive issues or sacred cows. It is important that these be discussed openly. Because everyone looks from a different angle, and has different needs, there will be disagreement. This discussion is as much a learning experience as an evaluation.

Rating Scale Definitions

% Achieved	Our organization:
100%	... is <i>world class</i>
75%	... <i>performs well</i>
50%	... is <i>average</i>
25%	... <i>performs poorly</i>
0%	... <i>fails to perform</i>

Importance	Given our business objectives, this item is:
√	Important
	Not Important



Strength		% Achieved	Importance
1.	All members of the senior team have the talent and skill necessary to lead their functions, and contribute to strategy.		
	Each executive has sufficient industry experience, market knowledge, leadership experience, maturity, strategic aptitude and the horsepower to handle complexity.		
2.	All managers reporting to the senior team have talent and skill necessary to lead their areas.		
	Each manager has sufficient industry experience, customer knowledge, management experience, maturity, horsepower to handle complexity, and a cross-functional mindset.		

Straight-talk		% Achieved	Importance
3.	The senior team displays a high level of mutual trust.		
	The group communicates openly. Members are willing to admit mistakes. They trust each other to follow through on promises. There are few selfish motives. Fear of others is lacking.		
4.	Members of the senior team tell the truth about what they really think about the business and its challenges.		
	There is candid communication of concerns, with no hidden agendas. Executives show courage to rock the boat. They are open to criticism. There are few sacred cows.		
5.	Senior managers communicate assertively without compromising other’s self-esteem.		
	Assertive opinions abound. Abuse is lacking. Constructive criticism is favored over blaming.		

Strategy		% Achieved	Importance
6.	A “balanced” strategy exists, focusing on shareholder value		
	Strategy defines four areas: financial performance, operational effectiveness, customer needs and product innovation.		
7.	The senior team develops a personal commitment to the business mission and strategy.		
	Strategy is clearly articulated. There is consensus on vision, mission and objectives. Executives show enthusiasm for the strategy, and a willingness to follow the leader.		
8.	Senior management involves middle management in the development of strategic objectives.		
	Middle managers are involved to the level of their ability, and at the right level of detail. Capable people provide informed input. Long unproductive meetings are avoided.		

9. VPs and directors cascade objectives clearly and frequently to successive levels of management.	Business objectives are articulated in a language employees can understand. A well-defined process “cascades” objectives from one level to another, so that employees understand how their objectives link to strategy. Top managers spend sufficient time to communicate, clarify, and help their people reprioritize activities.		
10. The senior team makes decisions based on strategic and financial reality, rather than personal agendas.	Decisions are based first on strategic priorities and financial constraints. Personal agendas and pet interests are secondary. Important decisions are not avoided because of fear or conflict.		

Structure		% Achieved	Importance
11. Performance measures, based on strategy, are clearly articulated and communicated.	Measures reflect strategic priorities relating to financial performance, operational effectiveness, customer management and product innovation.		
12. The organization is structured appropriately, in terms of business units and key positions.	Restructuring decisions are resolved (assets, business units, facilities). Positions are structured to meet business needs rather than political agendas.		
13. Reporting relationships are well-conceived and clearly defined.	Reporting fosters communication. Accountabilities are clear. Reporting is sensible and understood by all. Matrixed responsibilities and authority are clearly defined.		
14. We have defined our most critical business processes, and are continually improving them.	Process improvement is a strategic objective. Business processes are defined. Process improvement teams involve employees at all levels. Benchmarking compares process performance with competitors and other high-performing organizations.		

Staffing		% Achieved	Importance
15. We hire and promote talented executives and managers, exceeding 90% success.	A well-defined process assures hire and promotion of talent. Hiring managers understand skill requirements. Multiple assessors come to consensus, giving selection decisions the attention they deserve. The success rate for hires and promotions is over 90%.		
16. Turnover of executives and managers is understood and appropriate.	The causes of turnover are understood. Turnover of talented people in critical positions is analyzed thoroughly. Corrective action is taken to remedy inappropriate turnover.		
17. We attract talent better than our competition.	We understand how we are perceived in the labor market. We are seen as an employer of choice.		
18. Succession planning assures bench strength for the future.	We plan for succession efficiently, not bureaucratically. Senior management and HR think strategically about staffing, rather than reactively.		

Sales		% Achieved	Importance
19. Our current salespeople are talented and effective.	Salespeople are skilled for our unique product/service, technology and channels. We sell as well, or better, than our competition.		
20. We hire and promote talented salespeople, exceeding 90% success.	We understand the unique skills necessary for sales success in our industry. We follow a proven process for hiring and promoting talent.		
21. Our sales managers have developed professional leadership skills and processes.	Salespeople are well-led. Sales performance is measured. We understand why our sales function performs as it does.		

Support		% Achieved	Importance
22. Senior management explains reasons behind changes in priorities.	Senior management swiftly informs employees when significant changes occur in market conditions, strategic priorities or budgets. Employee needs for information are heard and addressed.		

23. Our performance measurement and review system is simple and effective.	We use a well-designed process to measure performance. Measures exist for business objectives, customer satisfaction, process quality, and individual performance. The system is user-friendly and efficient. Compensation is linked to performance that is under managers' control.		
24. We have good communication, cooperation and healthy conflict across functions.	All managers make a conscious effort to promote open communication. Department heads and staff cooperate cross-functionally. Conflict is not avoided. Senior management facilitates resolution of sticky issues, and referees conflict. Politics are minimal.		
25. Directors and VPs confront difficult performance problems and hold people accountable.	Executives hold people accountable to achieve objectives. The culture rewards performance. Executives diagnose performance problems and take corrective action. When underperformers do not develop, their jobs are modified or they are moved.		
26. Directors and VPs effectively delegate and coach.	Executives delegate effectively to free their time and develop their people. They coach skillfully and patiently.		
27. Meetings I attend are efficient, with clear agendas and appropriate attendees.	Meetings have a clear-cut agenda. Appropriate people are invited for appropriate portions of meetings. A distinction is made between information meetings and problem-solving meetings.		
28. Directors and VPs spend at least 30% of their time helping employees remove barriers to execution.	Senior management devotes significant time to helping their people clarify confusion and overcome obstacles. Employees know where to go for help when they get stuck.		
29. Senior management provides recognition for performance and results.	Managers and employees are recognized in meaningful ways. Even if monetary rewards aren't available, senior management expresses sincere thanks and celebrates accomplishments.		

Skills		% Achieved	Importance
30. We invest strategically in human capital, devoting hard dollars to proven development programs.	A strategic commitment is made to skill development. Core budgets aren't micromanaged quarterly. Funding goes to programs with established ROI, such as action learning methods.		
31. We use performance assessment tools to identify skill gaps among key managers.	Skill levels are measured with well-designed performance review and 360° feedback tools. Managers are sufficiently trained in the use of these tools to assure fairness and accuracy.		
32. We focus our training budget on high potentials rather than remedials.	Training is focused on basic skills (technical, sales and supervisory) proven performers, and high-potential employees. Training for remedials is avoided.		
33. We use rotation and development assignments to broaden our people.	On-the-job assignments and job rotation are used to develop broad-gauged managers. High-potential managers are identified for special assignments.		