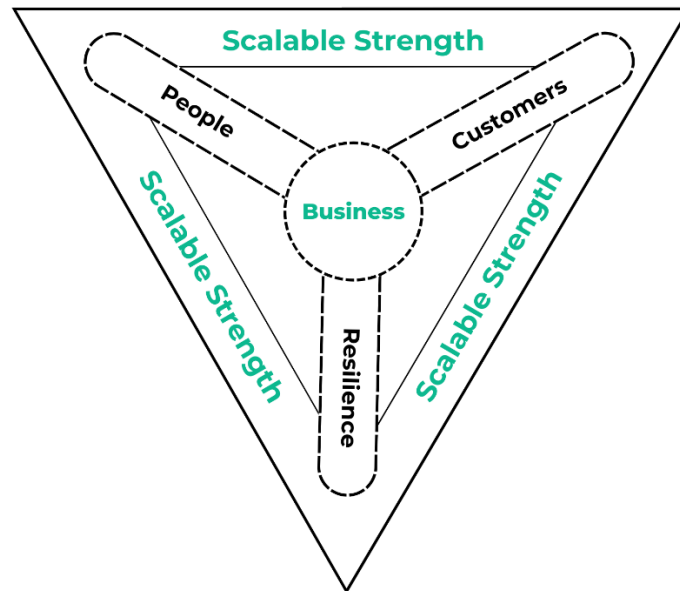


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www.scalablestrength.com



Business Strength Assessment.

Company:	
Completed by:	
Date:	

Completing the Assessment:

There are four critical elements per pillar. For each element, there are six questions, each of which are designed to prompt certain parts of that specific element.

Work through the questions element by element in a way that suits you (and your team). The below key should be used to score each question:

1 = Not true/present 2 = Partly true/present 3 = True/Present

Once all four elements (totalling 24 questions) have been completed for a given pillar, add up the total score and divide it by 72 to get a **pillar strength percentage** score. Complete for all three pillars.

Take an average of all the assessments that have been completed by your team/stakeholders and plot the percentages on the scalable strength model (downloadable at www.scalablestrength.com).

Take time to absorb, reflect on and debate the results, ensuring the reason why individuals scored each element/question as they did is understood and taken on board. All inputs should be seen as truths and not disregarded.

Once happy, prioritise the elements/pillars where strength is lacking most and develop a plan to embark on the journey of strength building consciously and deliberately, maintaining the focus and momentum indefinitely.

For any help, always feel free to reach out directly to us via our website.

Be Humble and Honest.

This assessment is not an exam or external audit, the results of which will be published for all to see. It is purely there to create visibility of the elements/pillars within your business that you may need to build more strength into.

Therefore, be honest in your assessments of your business, and welcome/listen to the inputs of others, seeing their assessments as truths.

Business Strength Assessment

People Pillar

Element 1/4: Founder(s) and Senior/Executive Leader(s)

Question		Score
1	Does/Do the Founder(s)/Senior Leader(s) have a solid grasp of the three foundational pillars?	
2	Are they humble, committed to learning, protecting their own wellbeing, and open to being challenged?	
3	Do they have a good level of emotional intelligence and restraint and are they delegating/empowering effectively?	
4	Do they validate their ideas and opinions with facts, providing clarity in their direction and inputs?	
5	Are they taking accountability for the building of scalable strength and nurturing a succession plan?	
6	Are they clear on their long-term plan/legacy and are they creating the capacity for growth in their team/business?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

People Pillar

Element 2/4: Board, Investors & Shareholders

Question		Score
1	Do we have a balanced board with independent directors and customer/sector representatives included?	
2	Are the rules (e.g., articles of association) to govern decisions and to ensure there is regular challenge of the strategy/team.	
3	Are Board meetings held regularly, are they well attended, and are the board engaging in constructive debate?	
4	Is the information and data provided to the board fully transparent and honest (including underperformance)?	
5	Are the investors/shareholders committed to the long-term plan and aligned with founders/leaders on the strategy?	
6	Is the board on top of risk and purposefully building resilience to protect against external or internal shocks?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

People Pillar

Element 3/4: Team & Culture

Question		Score
1	Do all people have the necessary technical skills and experience for their particular role/purpose?	
2	Is the organisational structure of the business underpinning the pursuit of scalable strength?	
3	Does everyone wear both hats (refer to pages 66 – 67) and embody conscious behaviours?	
4	Are the culture and required behaviours clear and are they being upheld and protected by everyone?	
5	Are people collaborating constructively and engaging in healthy conflict within and across functions/departments?	
6	Are new hires sufficiently tested/assessed on both culture fit and person attributes, as well as technical skills?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

People Pillar

Element 4/4: Current & Future Performance

Question		Score
1	Are everyone's role, accountabilities, success measures, and desirable attributes/skills documented and agreed?	
2	Is everyone clear on their development goals and are they actively pursuing them?	
3	Is everyone passionate about the long-term purpose and strategy of the company?	
4	Are new hires helping to raise the performance bar (directly or indirectly) and is productive peer pressure present?	
5	Are leaders supporting the continued growth of their people as well as developing themselves?	
6	Is there confidence that the team can scale with the business and overcome any hurdles/shocks that may be faced?	
Total Score for Element		
Pillar Strength %		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

Customer Pillar

Element 1/4: Products, Services & Proposition

Question		Score
1	Is the demand for current and proposed products/services being validated using quantitative and qualitative inputs?	
2	Is there a complete understanding of the target customers and is the proposition attractive to them?	
3	Do the current and planned products/services and the way customers are served underpin the proposition/promises?	
4	Are market changes monitored and assessed regularly, and is their sufficient innovation/evolution to avoid complacency?	
5	Is their confidence that product/service quality will always be maintained as the company scales?	
6	Are any pivots or developments of the offer managed in a way that doesn't compromise existing customer loyalty?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

Customer Pillar

Element 2/4: Brand & Experience

Question		Score
1	Is the brand clearly defined and embodied by everyone and in everything?	
2	Do customers know what the business stands for and what value is provided; will they promote the brand/business?	
3	Are customers provided with consistently high standards of service/experience at all stages of the customer cycle?	
4	Is feedback from customers regularly captured, reviewed, and acted upon?	
5	Is there a clear roadmap on how customer experience can be improved and personalised?	
6	Is there confidence that a brand/customer experience crisis could be managed without losing customer trust?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

Customer Pillar

Element 3/4: Competition

Question		Score
1	Is there clarity over which businesses are competitors and what value they provide to the customer base?	
2	Are their clear differentiators in the business' proposition to attract and retain target customers?	
3	Are direct and indirect competitor developments monitored, and is customer perception of them understood?	
4	Is there sufficient response to competitor movements in a way that is rigorous and with the long-run in mind?	
5	Is there confidence that the proposition and service will continue to retain and build customer loyalty?	
6	Is the customer put front and centre when changes or developments to the proposition made (to protect trust)?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

Customer Pillar

Element 4/4: Future Proofing

Question		Score
1	Is there a solid grasp of future customer expectations and needs, and what innovation may be required to meet them?	
2	Is there a clear understanding of the potential implications (+ve & -ve) of technology and AI advances?	
3	Are technology and other advancements being utilised to strengthen customer experience?	
4	Are new customer groups/territories/needs being targeted and validated ahead of future growth pursuits?	
5	Is there a thorough understanding of the differences in customer wants across different markets and geographies?	
6	Are customer forums/advisory groups being utilised to test new ideas and plans with?	
Total Score for Element		
Pillar Strength %		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

Resilience Pillar

Element 1/4: Strategic Resilience

Question		Score
1	Are all five layers of the strategy in place, and are they fully understood and owned by everyone?	
2	Is there a complete commitment to building strength/weight in the business over the pursuit of quick wins?	
3	Is the strategy informed by facts and data, not just ideas, opinions and personal experience?	
4	Are all people able and encouraged to challenge the strategy and are they listened to?	
5	Is there a disciplined strategic cycle in place to govern the execution of the strategy?	
6	Is there a culture of achievement and pragmatism (i.e., there is no acceptance of expectation of failure)?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

Resilience Pillar

Element 2/4: Operational Resilience

Question		Score
1	Is the strategy dissected to a team and individual level (e.g., through OKRs) to ensure clear ownership?	
2	Does everyone take responsibility for delivering their part and supporting others across the business?	
3	Are all partners or suppliers delivering the standards we require, and are they committed to the long-term plan?	
4	Are all resources and assets, including infrastructure, technology, and the supply chain, robust and scalable?	
5	Are key performance metrics tracked and reported in a transparent way, with trends acted upon early?	
6	Are any issues or risks quickly acted on to avoid major complications, and are root causes being fixed?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

Resilience Pillar

Element 3/4: Financial Resilience

Question		Score
1	Do all products/services deliver smart, profitable sales (directly or indirectly) and are GM positions sustainable?	
2	Is the business model scalable considering potential inflationary cost pressures?	
3	Does everyone understand the importance of protecting cash and do they do so rigorously?	
4	Is a state of financial self-sufficiency achievable and are the steps towards it being pursued proactively?	
5	Is there a balanced scorecard of financial resilience and is it closely monitored and acted upon?	
6	Is there a commitment to achieving a position of scalable profit rather than allowing margin erosion?	
Total Score for Element		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present



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Business Strength Assessment

Resilience Pillar

Element 4/4: Change Management & Long-Term Impact

Question		Score
1	Is there sufficient experience and ability in the business to manage change effectively?	
2	Is change managed in a 'people first' way rather than focus just being on process, products, or technology?	
3	Is there a pragmatic approach to change that ensures ambitions are clear and that all people are engaged?	
4	Are the emotional elements of change being managed and are leaders supporting their people in navigating them?	
5	Is humility present and are future opportunities and threats being identified, validated, and acted upon promptly?	
6	Is the long-term impact of the business clear and is traction being made towards it?	
Total Score for Element		
Pillar Strength %		

Key: 1 = Not true/present 2 = Partly true/present 3 = True/Present

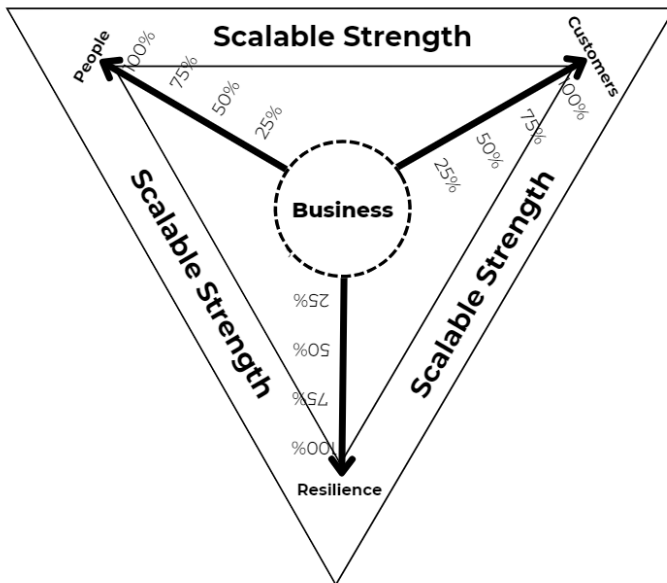


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Business Strength Results

Pillar	Strength %
People	
Customers	
Resilience	

Our business: (Plot your results).



You can download this resource at www.scalablestrength.com



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