

Business Assessment Survey

Tool 0.3

Organization Name: _____ Date: _____

Instructions:

These 84 questions are designed to determine the current status of your organization. The questions are arranged in five categories which correspond to the first five P's. The sixth P, Passion, manifests itself in how quickly your company can advance and how long it can remain in the "Excellence" category. Another great indication of passion is how energetically you embark on completing this survey.

NOTE: The answer to each question can only be answered with a "yes" or "no." There are no "maybe" answers! If the answer is not 100% "yes," then the answer is "no."

Note that 16 of the questions are worth 2 points each, so the maximum score is 100 points. At the end of the survey you will be instructed on how to calculate your score, which will then indicate whether your business is categorized as at-risk, average, well-managed, or excellent.

We recommend you complete this survey at least every 12 months to monitor your organization's progress.

Circle # of Points		The First P – PLANNING as a Perpetual Process
Yes	No	
1	0	1. Do you have an up-to-date personal vision?
1	0	2. Do you have a vision for your organization that is regularly reviewed to determine if it still reflects what you want the organization to become some day?
1	0	3. Is your organizational vision clearly understood by every employee?
1	0	4. Can every employee explain your organizational vision without assistance?
1	0	5. Do all employees understand how the organizational vision relates to their job?
1	0	6. Is your organizational vision measurable so that you can tell when it is achieved?
1	0	7. Do you have a mission for your organization?
1	0	8. Is your mission clearly understood by every employee?
1	0	9. Can every employee explain your organization's mission without assistance?
1	0	10. Does your organization have values and beliefs that are accurate and up-to-date?
1	0	11. Are your values and beliefs in writing so all employees regularly see them?
1	0	12. Are your values and beliefs consistently demonstrated by everyone in your organization?
1	0	13. Do you have a strategic plan that covers a three- or five-year period, and is updated at least once each year?
1	0	14. At least annually, do you analyze each market segment to determine key factors like competition, government regulations, changes in technology, demographics, industry trends, etc.?
1	0	15. At least annually, do you analyze your strengths, weaknesses, opportunities, and threats in each market segment?
1	0	16. Within each market segment, do you know the strengths and weaknesses of each major competitor and how they compare to yours?

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Circle # of Points		The First P – PLANNING as a Perpetual Process
Yes	No	
1	0	17. Do you feel comfortable that you know who your major competitors will be three years from now?
2	0	18. At least annually, do you evaluate your market segments based on ideal attributes so each segment can be scored and ranked? (2 points)
1	0	19. Are you gaining market share in each market segment?
2	0	20. At least annually, do you evaluate your customers based on ideal attributes so each customer can be scored and ranked? (2 points)
1	0	21. At least annually, do you dig deeply enough to identify whether or not you have a true core competency?
2	0	22. At least annually, do you take a fresh look at identifying no more than three key issues that need to be addressed, regardless of whether those issues are short term/operational or longer term/strategic? (2 points)
2	0	23. Do you set quantitative, time-phased expectations/outcomes for each key issue that will enable you to determine when that issue has been successfully addressed? (2 points)
1	0	24. Do you create action items to address each key issue, assign specific people to each action item, and establish firm due dates for their completion?
1	0	25. Do you allocate the resources necessary to implement the plan?
2	0	26. Do you hold regularly scheduled meetings to review action items and due dates, and hold people responsible for attending all of those meetings and reporting progress on each item assigned to them? (2 points)
Circle # of Points		The Second P—POSITIONS Required to Achieve the Plan
Yes	No	
1	0	27. Do you have an up-to-date organizational chart?
1	0	28. Is your organizational chart aligned in a manner that enables your strategy to be implemented?
1	0	29. Are the reporting lines on your organizational chart absolutely clear to everyone?
1	0	30. Do you have a succession plan for every position, including your own?
1	0	31. Are there up-to-date job descriptions for every position in your organization?
1	0	32. Do you know specifically what skill sets are needed in each position on your organizational chart?
1	0	33. Do you have job classifications that show the relative ranking for every position in the organization?
1	0	34. Do you have compensation ranges established for every job classification?
1	0	35. Is at least 30% of your typical salesperson's compensation based on performance incentives?
1	0	36. Do you have an incentive component for compensation in every position, not just sales?

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Circle # of Points		The Third P – PEOPLE to Retain and Recruit
Yes	No	
1	0	37. Do you objectively evaluate the degree to which each person meets the required skill sets of each position?
2	0	38. Are you willing to hire others who have greater skill sets than you in order to achieve your organization's vision? (2 points)
2	0	39. Does the organization have an independent outside board that does not include friends, family, company accountants, company attorneys, company bankers, or others for whose advice the organization already pays? (2 points)
2	0	40. Do the skill sets of the board/advisory members match the skill sets you need to help implement the strategic plan? (2 points)
2	0	41. Do you replace board/advisory members periodically so that your board/advisors possess the skill sets needed as the strategic plan evolves? (2 points)
2	0	42. Are you willing to listen to and act on suggestions from outside advisors who have expertise in areas you don't? (2 points)
2	0	43. Does the person in charge of the organization truly possess the skill sets necessary to effectively lead the organization for at least another year? (2 points)
2	0	44. Does every manager reporting to the leader have the skill sets necessary to take the organization where it needs to go for at least another year? (2 points)
1	0	45. Do all people at every level in the current organization have the skill sets required to perform their current job?
1	0	46. Do you have an established budget specifically designated for the development of your employees?
1	0	47. Do you and the company proactively develop all employees to their full potential?
1	0	48. Do you have a documented and effective process for recruiting the talent the organization needs to achieve the strategic plan?
1	0	49. Do you utilize any pre-employment testing or assessment tools to help predict how well a prospective employee will fit your culture?
1	0	50. Do you generally hire slowly, rather than rushing to find people to fill vacant positions?
1	0	51. Has every one of your strong employees remained with the company over the past year?
1	0	52. Do you have a consistent process for handling employees whose skill sets are limited and need to be re-assigned or separated from the organization?
1	0	53. Do you create personal development plans so all employees know exactly what they need to do to stay qualified for their current position?
1	0	54. Do you take a positive and proactive approach to managing the culture?
1	0	55. Do you have an up-to-date employee manual?

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Circle # of Points		The Third P—PEOPLE to Retain and Recruit
Yes	No	
1	0	56. Is your employee manual written in a positive tone?
1	0	57. Do you consistently and quickly dismiss employees who are poor performers or don't fit the organization's culture, even if they are related to you?
1	0	58. Do you take a positive and respectful approach when weeding out employees who don't fit?
Circle # of Points		The Fourth P – PROCESSES to Ensure Consistency
Yes	No	
1	0	59. Are your processes aligned with your strategic plan?
1	0	60. Are your processes well-documented?
1	0	61. Are your processes clear?
1	0	62. Are your processes repeatable?
1	0	63. Are your processes strictly followed?
1	0	64. Are your processes linked to job descriptions?
1	0	65. Do you have incentive compensation plans linked to your processes?
1	0	66. Are training and development built around your processes?
1	0	67. Are your processes continuously re-evaluated for relevance?
2	0	68. Is someone in your organization responsible for maintaining and improving processes? (2 points)
1	0	69. Is the quality of your product or service at least on par with your strongest competitor, as measured by customer feedback (often a reflection on how well your processes are working)?
1	0	70. Is the technology of your product or service at least on par with your strongest competitor, as measured by customer feedback (often a reflection on how well your processes are working)?
1	0	71. Are you delivering your products or services at least as quickly as your strongest competitor (often a reflection on how well your processes are working)?
Circle # of Points		The Fifth P – PERFORMETRICS for Targets and Effectiveness
Yes	No	
2	0	72. Do you set individual performance metrics for each employee at the beginning of each year or each quarter? (2 points)
1	0	73. Do you conduct performance appraisals with each employee at least annually?
1	0	74. Do you conduct a survey of employees at least every two years to monitor your culture and the level of satisfaction among your employees?
1	0	75. Do you report the results of your employee survey to those who participated?

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Circle # of Points		The Fifth P – PERFORMETRICS for Targets and Effectiveness
Yes	No	
1	0	76. Do you take actions stemming from information obtained through employee surveys?
1	0	77. Are all budgets and forecasts tied to, and in alignment with, your strategic plan?
2	0	78. With 15% accuracy, can you forecast the amount of cash you will have on hand 60 days from now? (2 points)
1	0	79. Can you accurately assess your financial performance by product, service, market, and customer?
1	0	80. Do you manage the business by a few key metrics which you review at least weekly?
1	0	81. Do you have key metrics that provide you with an indication of what your business will look like at least 90 days from now, rather than being focused only on what happened in the past?
1	0	82. If you divide your total annual sales by the number of full-time equivalent employees, does the resulting number exceed the average for your industry?
2	0	83. In reviewing the ratio from the question above, is that ratio improving each year (an indication that you are becoming more and more efficient)? (2 points)
1	0	84. Can you say with certainty that all incentive compensation plans/bonuses are based on formulas, not discretion?
Add all the scores you circled in the “yes” column to arrive at your total score.		

There are 84 questions, and the maximum possible score is 100 points, since 16 of the questions are weighted two points and the other 68 are each weighted one point.

If your score is...	Your Score	Organizational Category
Less than 35 points		At-Risk
35–69		Average
70–89		Well-Managed
90–100		Excellent

If your total score is 90 or higher, you are in the “excellent” category. The scores for the other three categories can have some overlap based on which questions had “no” for answers. However, in general, a score of less than 35 indicates the organization is in the at-risk category, 35–69 is in the average category, and 70–89 is in the well-managed category.

Do not get hung-up on whether your organization is a high-end at-risk or a low-end average. Instead, focus your attention on the reasons you scored the way you did.

Regardless of the score, the key is to continue moving up the scale by viewing this journey as a repetitive cycle. Remember to never get complacent as you advance. Factors in the marketplace are regularly changing, which can cause a reduction in any organization's score.

Be sure to go through this assessment at least once every 12 months to track your progress and take corrective action in areas where your organization is falling short.

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