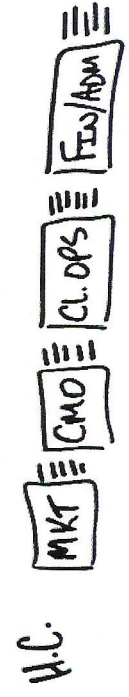
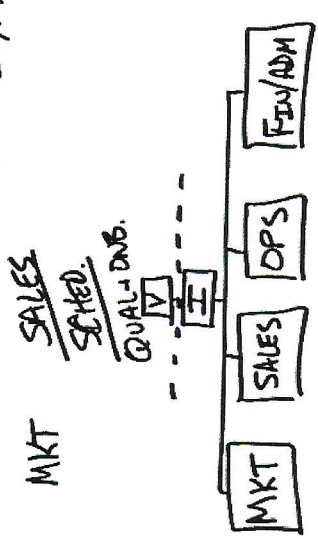
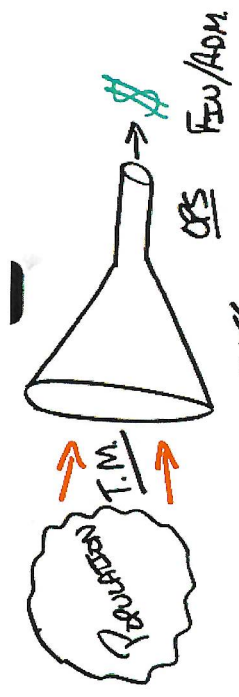
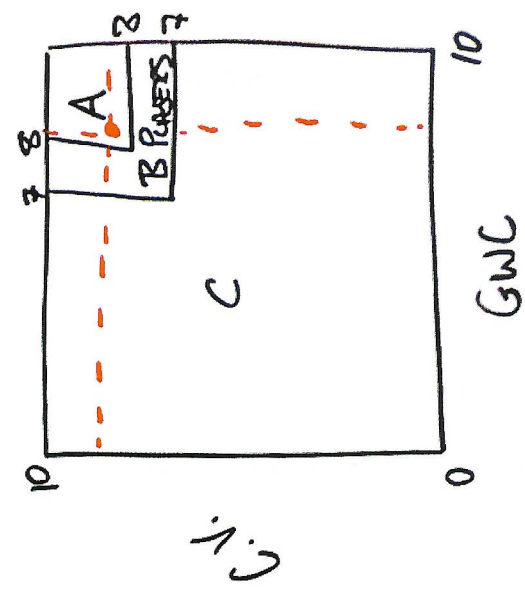


Entrepreneurial Operating System -- Michael Ertch 9-8-20



MISSION: OUTCOME GET IT (ACRUIVE)
MEASURABLE: WANT IT
OBSESSIONS: CAPACITY



Name:

Company:

ORGANIZATIONAL CHECKUP

For each statement below, rank your business on a scale of 1 to 5 where 1 is weak and 5 is strong.

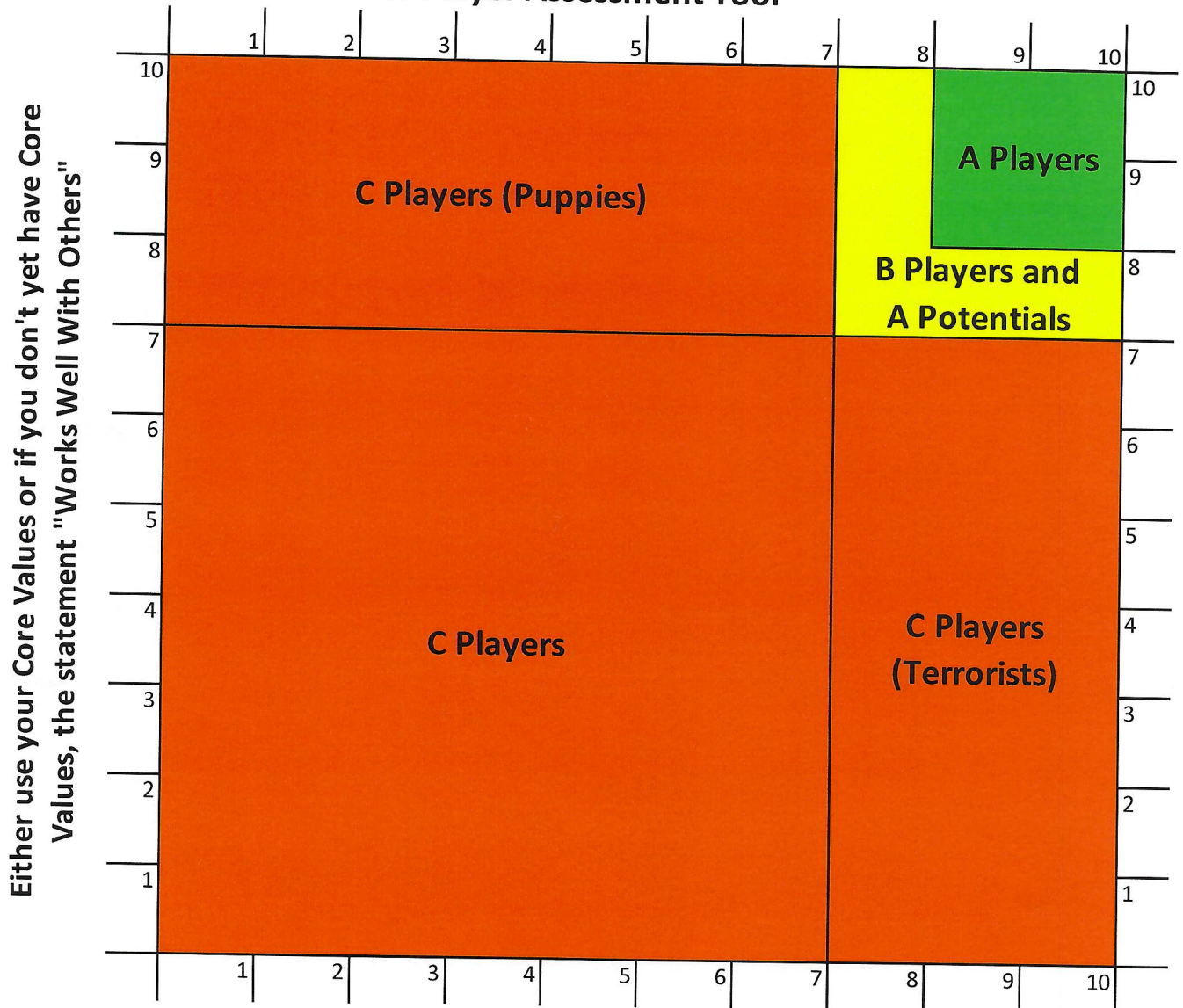
	1	2	3	4	5
1. We have a clear vision in writing that has been properly communicated and is shared by everyone in the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our core values are clear, we are hiring, reviewing, rewarding, and firing around them and all of our employees can state and explain them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our core business (our why and our niche) is clear, we keep our people, systems and processes aligned and focused on it, and it defines what opportunities we say yes and no to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Our big, long range business goal (5-15 years out) is clear, inspirational, communicated regularly, and is shared by all.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Our target market (definition of our ideal customer) is clear, and all of our marketing and sales efforts are focused on it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Our strategic differentiators (3 Uniques™) are clear, and all of our marketing and sales efforts communicate them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. We have a proven process for doing business with our customers. It has been named and graphically illustrated, and all of our salespeople use it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. All of the people in our organization are the "right people" (they fit our culture and share our core values).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Our accountability chart (organizational chart that includes roles/responsibilities) is clear, complete, constantly updated and covers every seat in the business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Everyone is in the "right seat" (they have the aptitude, desire and intellectual, emotional and time capacities to do their job well).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Our leadership team is open and honest, and demonstrates a high level of trust. We always seek first to understand.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Everyone in the organization who should have Rocks (SMART Goals, typically 1-5 per quarter) has them, is focused on them, and is held accountable to execute them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ORGANIZATIONAL CHECKUP

	1	2	3	4	5
13. Everyone is engaged in high-value, weekly meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. All meetings are on the same day and at the same time each week, have the same agenda, start on time, and end on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. All teams clearly identify, discuss, and solve issues at the root for the long-term greater good of the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Our Core Processes (our way of doing business) are documented, simplified, optimized and followed by all to consistently produce the results we want.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We have a system for receiving regular feedback from customers <u>and</u> employees and we know their level of satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. A Scorecard for tracking weekly metrics/measurables is in place for each of our teams throughout the business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. <i>Everyone</i> in the organization is aware of and has at least one number they are accountable for keeping on track which verifies success for them in their role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. We have a budget and are monitoring it monthly and solving issues related to any misses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please don't forget to include your name and company at the top of the survey, save as a PDF, and return the saved document by email as soon as possible.

A-Player Assessment Tool



Either use your Mission and Obsessions from your Next Level Accountability Chart or the statement "Consistently Does Great Work"

How to use the tool:

- 1 - Determine your organization's benchmark for each classification. This example assumes breaks at 7 and 8
- 2 - Rate the employee on each Core Value from 1-10 and average the scores
- 3 - Rate the employee on Mission and Roles/Obsessions from the Accountability Chart and average the scores
- 4 - Evaluate where they fall on the chart and where they compare to an A-Player

General thoughts about the outcomes:

- A-Players are by far your most valuable employees for their fit with culture and capabilities. Keep them at all costs
- A-Potentials are current B's who are driven, coachable & worth your time & energy to coach & groom into A-Players
- B-Players are good to keep around until a better candidate comes along, but they don't have the drive to become A's
- Puppies are good cultural fits but likely will never truly perform. Try finding a different role where they can perform
- Terrorists usually do good work but are very toxic to your culture. Replace them quickly before they do more harm
- C-Players need to be replaced as quickly as possible

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A-Player Tracking (Example Only)

	Sales Team				
	Employee 1	Employee 2	Employee 3	Employee 4	Team Score
Core Value 1	9	8	8	9	
Core Value 2	8	4	10	8	
Core Value 3	8	5	9	9	
CV Score	8.3	5.7	9.0	8.7	7.9
Mission	9	9	9	8	
Obsession 1	7	8	9	4	
Obsession 2	10	9	10	10	
Obsession 3	9	10	9	9	
GWC Score	8.8	9.0	9.3	7.8	8.7

	Core Values	GWC
A-Player	8-10	8-10
B-Player	7-8	7-8
C-Player	<7	<7

In this example:

Employee 1 is an A-Player on Core Values and an A-Player on GWC. They are the kind of employee that is very important to keep, they just need continued development around slight improvements in behaviors around Core Values as they are a low 8.

Employee 2 is a high performer, scoring a strong A-Player score for GWC, but they are a total disaster around Core Values and are likely causing lots of problems for other people in the organization. As good as they perform, if they cannot change behaviors, you are better off replacing them.

Employee 3 is an A-Player all around and very critical to keep on board.

Employee 4 is an A-Player on Core Values and a B Player for GWC. They need to be developed into an A-Player for GWC by improving the area where they are a 4 or you might find that a shift in role will put them in a seat where they can truly accel as an A-Player and we just need to make a move to a different seat.

In this Sales Team example, for GWC the team is an A-Player team at an 8.7/10 average, but for Core Values, they are a B-Player Team because of employee #2. If we can solve the CV issues with #2 or replace them altogether, this can become an all-around A-Player Team for both Core Values and GWC.