Are these most vital 94 questions for owner managers?

| Leadership & strategy | | Do we have a compelling purpose? | | How are we creating a culture of innovation? |
|---------------------------------------|---|---|----------|---|
| | | Are our mission, vision and values defined? | | How transparent are we? |
| | | Does the top team live the mission, vision, values & purpose? | | How well do we manage conflict? |
| | | Do we properly understand our sweet spot? | | How open is the top team to critical feedback? |
| | | Is our competitor analysis sufficiently rigorous? | | Does the strategy drive an actionable plan? |
| | | What differentiates us from our competition? | | Are actions sufficiently well monitored and corrected? |
| | | Could we be better at predicting external events that impact us? | | Do we have a clear, actionable business plan? |
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| People & culture | | Have we defined the culture we want? | | How well do we support staff well-being? |
| | | How well do we check people fit our culture? | | Are we sufficiently aware of workplace stress? |
| | | Are jobs and responsibilities sufficiently well defined? | <u> </u> | How well do we manage transparent communications? |
| | | How are we making ourselves the employer of choice? | <u> </u> | How consistent are we in our internal messaging? |
| | | What percentage of our team are A players? | | Is our internal messaging consistent with our values? |
| | | What is our strategy for retaining A players? | <u> </u> | Have we planned for the loss of key personnel? |
| | | How well do we support and train people? | <u> </u> | Is there a robust succession / training and development plan? |
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| Down properly understand our medical? | | | | |
| Sales & marketing | | Do we properly understand our market? | | Are the sales and marketing plans scalable? Are we obtaining positive ROI from all marketing channels? |
| | - | Do we properly understand our industry? | +=- | Do we know & understand customer acquisition cost? |
| | | Is there a marketing plan that aligns with the strategy? | | Do we know and understand customer lifetime value? |
| | | Is there a sales plan that aligns with the marketing strategy? | | |
| | | How well do we leverage different parts of the sales process? | | Do we regularly move clients up the ladder of loyalty? |
| | | Do we properly understand our target market?? | | How well do we manage customer satisfaction? |
| | | Do we properly understand our ideal customer? | | What percentage of revenue is from new products? |
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| Operations & delivery | | Have we documented responsibilities for all processes? | | Is our infrastructure able to handle projected growth? |
| | | Are all processes are comprehensively documented? | | How are we increasing effectiveness and efficiency? |
| | | Are all processes are aligned with effective KPI's | | Do we know which processes most need improvement? |
| | | Have we automated wherever relevant? | | Have we minimised our environmental impact? |
| | | Have we properly optimised our supply chain? | | Is our health and safety record second to none? |
| | | How efficiently are products services & processes delivered? | | Are all of our processes effectively monitored? |
| | | Do we always fulfil customer expectations? | | Are our operational systems and processes "best in class"? |
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| Technology & innovation | | Are we at the forefront of sector innovations & technologies? | | How robust is our methodology for continual improvement? |
| | | Are we early adopters, followers or laggards? | | Are all premises, facilities and equipment legally compliant? |
| | | How well can we defend ourselves against cybersecurity threats? | | Are we setting industry standards for ESG and ethical conduct? |
| | | Do we have a robust business continuity / disaster recovery plan? | | How are we becoming more sustainable? |
| | | Do we openly discuss mistakes and learn from failures? | | What is our approach to Net Zero? |
| | | How compliant are we with GDPR? | | Are all our business licences and permits in date? |
| | | How compliant are we with legislation? | | Are our technology, innovation and improvement processes |
| | | | | "best in class"? |
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| Finance & accounts | | Do we know where we lose money? | | How many days would it take to run out of cash? |
| | | Do we know where we make money? | | Do we regularly review all key financial statements & ratios? |
| | | Are we maximising margins without compromising quality? | | Do we regularly review cash flow forecasts and statements? |
| | | Are we audit ready anytime? | | Do we use financial ratios to drive business decisions? |
| | | Are budgets set and reviewed religiously? | | Do we know our cash gap? |
| | | What is our cash buffer? | | How well do we manage aged debtors? |
| | | How prepared are we for unforeseen crises? | | Are our accounts and finance processes "best in class"? |
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| Key business | | Do we have a robust performance dashboard? | | Do we have time to think about, investigate & resolve issues? |
| | | Do we understand when data needs to be investigated? | | Do organisational KPI's link to processes in a coherent way? |
| | | Do we regularly review all the data? | | Does our data set reveal the linkages between processes? |
| | | Do we effectively dig into data to take the right action? | | Do we present data so we can separate "signals" from "noise"? |
| | | Is all data recorded correctly and on time? | | Is the way we manage and present data best in class? |

Helping ambitious owner managers become great leaders by delivering: Better strategies, better systems, better measurement and engaged people delivering better results.

