



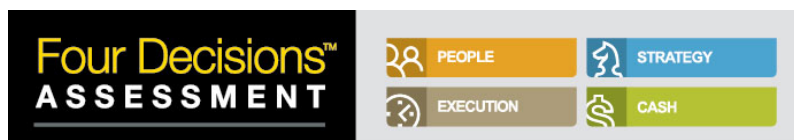
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## Sample Company

November 5, 2013

**Four Decisions™ Score = (+23%)**

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by

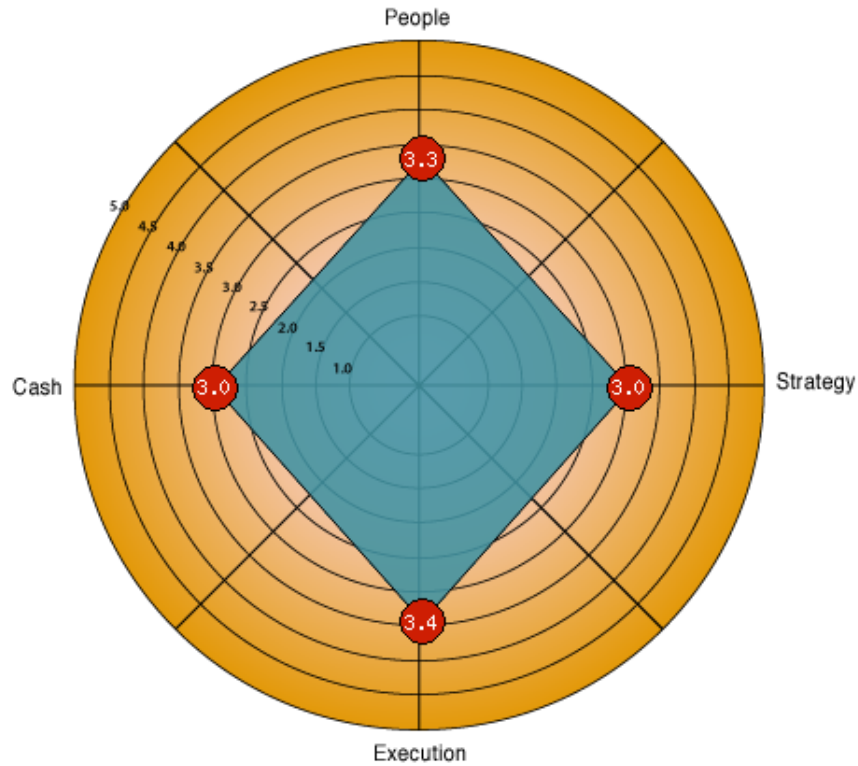
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Each of these dimensions are comprised of ten (10) key performance indicators. These indicators are then combined into a single score to represent the overall performance in each dimension on a 0 to 5 scale.

## Legend

- 0 – 1 = Poor performance (immediate attention required)
- 1 – 2 = Below Average (urgent attention should be given)
- 2 – 3 = Fair (high priority for further investigation of need)
- 3 – 4 = Very Good (strong performance that should be driven to the next level)
- 4 – 5 = Excellent (competitive advantage and profit area - reinforce & reward)



Sample Company

## Participants

- 1. Jean 1 (J1)
- 2. Jean 2 (J2)
- 3. Debbie 1 (D1)
- 4. Debbie 2 (D2)

## Dimension Scores

**People:** Are all stakeholders (employees, customers, shareholders) happy and accountabilities clear? 3.3 (57%)

**Strategy:** Can you state your strategy simply and is it driving revenue growth? 3.0 (50%)

**Execution:** Are all processes running without drama and driving industry leading profitability? 3.4 (60%)

**Cash:** Is Cash improving with growth and do you have sufficient cash to sleep well at night? 3.0 (51%)

## Four Decisions™ Score

Participants' Four Decisions™ Score (FDS) is +23%.

# Response Detail

<b>People: Are all stakeholders (employees, customers, shareholders) happy and accountabilities clear?</b>	J1	J2	D1	D2	Overall
1. The people in our business operate as harmoniously as I know they should.	2	4	4	4	<b>3.5</b>
2. Given the opportunity, we would enthusiastically hire every employee all over again.	2	2	4	3	<b>2.8</b>
3. We have an up-to-date accountability chart that each employee has seen in the last 90 days.	4	3	3	4	<b>3.5</b>
4. Leadership team members recognize that they have at least one leading and one lagging metric that they are responsible for each quarter.	4	4	4	5	<b>4.2</b>
5. The leadership team is consistently looking for and building relationships with talented people outside the company (even when there are no openings).	2	2	3	3	<b>2.5</b>
6. When hiring for new positions, we employ a structured interview process to select the correct candidate.	2	2	5	3	<b>3.0</b>
7. We measure Productivity Per Employee (PPE) and have a plan to double it over a 5-10 year period.	2	1	4	2	<b>2.2</b>
8. Our company follows a set of clearly-defined, written, posted and continually reinforced Core Values.	4	4	5	3	<b>4.0</b>
9. Our company's Core Purpose ('Why do we exist') is clearly defined.	4	4	5	2	<b>3.8</b>
10. The people in our business operate as productively as I know they should.	2	2	4	5	<b>3.2</b>
Category Totals:	2.8	2.8	4.1	3.4	<b>3.3</b>

Sample Company

# Response Detail

<b>Strategy: Can you state your strategy simply and is it driving revenue growth?</b>	J1	J2	D1	D2	Overall
1. Each of our employees can articulate the company's long-term lofty goal, also known as our 'Big Hairy Audacious Goal' (BHAG).	5	4	3	3	<b>3.8</b>
2. We have a visual dashboard of Key Performance Indicators (KPIs) that accurately measure our value from the customer's perspective.	2	2	4	4	<b>3.0</b>
3. Our managers can clearly articulate our company's strategy in a single sentence.	2	2	3	4	<b>2.8</b>
4. The senior leadership team sets aside a minimum of 1/2 day per month for the purpose of thinking strategically about the business.	3	4	4	2	<b>3.2</b>
5. We have a single, clear and consistently-tracked metric that represents the 'economic engine' of our business.	4	4	3	4	<b>3.8</b>
6. We have identified specific, measurable variables that influence company growth.	3	2	4	3	<b>3.0</b>
7. Our executives, managers and supervisors consistently take time to review company progress toward quarterly and annual objectives.	2	3	5	4	<b>3.5</b>
8. We have a clear understanding of what motivates our customers to do business with us.	2	1	3	3	<b>2.2</b>
9. If we allowed our customers to pay what they feel our products/ services were worth, they would pay 100% of our invoices every time.	2	3	4	2	<b>2.8</b>
10. We have a clear, unique and measurable Brand Promise (competitive advantage/value proposition) that meets our core customer's needs.	1	1	3	3	<b>2.0</b>
Category Totals:	2.6	2.6	3.6	3.2	<b>3.0</b>

Sample Company

# Response Detail

<b>Execution: Are all processes running without drama and driving industry leading profitability?</b>	J1	J2	D1	D2	Overall
1. We are making progress toward the company's goals, and rarely spend time responding to crises.	1	1	3	4	<b>2.2</b>
2. We have Key Performance Indicators (KPIs) which are used effectively to track employee progress and ensure alignment with established priorities.	2	4	5	5	<b>4.0</b>
3. We have a designated 'situation room' or area where meetings are held and KPIs and priorities are displayed.	4	2	5	4	<b>3.8</b>
4. I'm confident that each employee can clearly articulate our top three quarterly priorities and their role in attaining them.	2	1	5	5	<b>3.2</b>
5. We consistently receive feedback from our customers on how we are doing and what they have heard about our competitors.	2	3	4	4	<b>3.2</b>
6. We assign employee names and deadlines to action items established during meetings and review the status of each during the following meeting.	3	2	5	4	<b>3.5</b>
7. We have regularly-scheduled meetings to align activities with company priorities and identify and solve miscommunications.	4	4	4	5	<b>4.2</b>
8. Our company has at least three leading and three lagging Key Performance Indicators (KPIs) that support our quarterly priorities.	4	4	5	3	<b>4.0</b>
9. We have an effective process for employees to offer suggestions and feedback, in order to enhance our culture and strengthen our team.	1	2	4	4	<b>2.8</b>
10. We have clearly-defined metrics assigned to each priority in our plan, which are regularly updated and visually displayed.	2	2	4	4	<b>3.0</b>
Category Totals:	2.5	2.5	4.4	4.2	<b>3.4</b>

Sample Company

# Response Detail

<b>Cash: Is Cash improving with growth and do you have sufficient cash to sleep well at night?</b>	J1	J2	D1	D2	Overall
1. We qualify our customer's credit worthiness to prevent them from using us as a bank.	1	1	3	3	<b>2.0</b>
2. We consistently review 12-month cash flow projections with our financial team.	4	4	4	4	<b>4.0</b>
3. We have a solid understanding of how much revenue each employee generates.	1	1	5	3	<b>2.5</b>
4. We have an accurate understanding of how much it costs to acquire a new customer.	2	1	4	5	<b>3.0</b>
5. We have an accurate understanding of the average lifetime value of each customer.	3	2	4	3	<b>3.0</b>
6. We regularly pursue ideas for reducing our cash conversion cycle (the period of time from placing \$1 of working capital into daily operations until it returns as cash collected).	1	2	3	3	<b>2.2</b>
7. We have effective accounts payable and accounts receivable policies.	3	1	5	4	<b>3.2</b>
8. We have a clear understanding of how to efficiently manage inventory and accounts receivables to minimize our cash conversion cycle.	4	2	4	3	<b>3.2</b>
9. We have a solid understanding of the cost of each employee.	2	1	3	4	<b>2.5</b>
10. Our financial statements are accurate and timely.	5	4	5	5	<b>4.8</b>
Category Totals:	2.6	1.9	4.0	3.7	<b>3.0</b>

Sample Company