



PHD Questionnaire/Scorecard to Becoming a Competitive, Profitable and Even a World Class Company

Instructions:

1. Complete Questionnaire

On page 2 of this interactive PDF you will rank your response to each question on a scale of 0-5
0 = Strongly Disagree 5 = Strongly Agree

2. Save Total

You will have a running total at the bottom of the sheet. Please note this when done.

3. Print the form as a PDF

Windows Instructions:

Press "Ctrl+p" > When selecting print destination choose "Save as PDF"

Mac instructions:

Press "Cmd+p" > When selecting print destination choose "Save as PDF"

4. Send PDF

Attach completed PDF to an email and send to paul@phdadvisors.net with the following info:

Name

Email

Best time to contact

**Once we receive your responses we can setup a
time to review your answers free of charge and help you determine
improvement plans and implement them.**

PHD Questionnaire/Scorecard to Becoming a Competitive, Profitable and Even a World Class Company

Strategic Planning/Vision/Goal setting: If you don't know where you're going, you'll never get there

We know global, national, local and industry economic trends and stay ahead of them.

We know our direct and indirect competitors well and perform a SWOT on our business and our competitors quarterly, or more frequently if major conditions change

We have a three-year business plan and financial forecast which forecasts our target markets, customers, products and geographies.

We have a clear company vision in writing that has been properly communicated and is shared by everyone in the company

Core Values/Focus/Culture: If you want your people to do what you expect of them, you must have a great culture consisting of ingrained values which everybody believes in and follows

Our core values are understood by everyone and we are hiring, reviewing, rewarding and firing around them

Our organizational culture is understood by everyone, and continuously reinforced

Our Core Focus (core business) is clear, and we keep our people, systems, and processes aligned and focused on it.

Leadership: Working "on" the business

Owner/Founder/CEO

As the leader, I have at least one trusted advisor to help me with critical decisions.

We have a strong leadership team, which allows me to focus a minimum of 80% of my time and effort on "big picture/strategic" issues such as industry and company direction, competitive trends and major customers and prospects.

Leadership/Team

Our leadership team is open and honest, and demonstrates a high level of trust, resulting in open debates without fear of defensiveness or retribution

Communication rhythm is established and information moves through organization accurately and quickly.

- All employees are in a daily huddle that lasts less than 15 minutes.
- All teams have a weekly meeting.
- The executive and middle managers meet for a day of learning, resolving big issues, and DNA transfer each month.
- Quarterly and annually, the executive and middle managers meet off-site to work on strategic and big issues.

Organization: You either have organization or chaos

We have an "Accountability Chart" (organizational chart that includes roles/responsibilities) which is clear, complete, and constantly updated.

We provide people with the resources, training and tools to do their jobs right.

People: You cant execute a great vision without great people

All of the people in our organization are the "right people" (they fit our culture and share our core values).
Everyone is in the "right seat" (they "get it, want it, and have the capacity to do their jobs well").

Marketing/Sales: Make sure you are selling the right products and services to the right customers on the right terms

Our target market (definition of our ideal customer) is based upon ideal targeted demographic, psychographic and geographic traits, aligns with our strengths, is clear, can easily afford to pay for our services, and all of our marketing and sales efforts are focused on it.

Our target market(s) are growing well and will continue to do so in the next 3-5 years.

We clearly understand the evolving needs and values of our target market and cater our products and services to resolving those needs and values better than our competitors

Execution: You cant realize a great vision without great day to day execution

We have a continuous improvement/innovation program in everything we do, all employees are incentivized and contributing

We have enough cash flow/working capital to run the company and address our issues

Financials/KPIs: The best companies are run with data

We measure and monitor KPIs weekly which are relevant to our company success ("Scorecard")

We have solid relationships with lenders and possible equity investors, such that we could move quickly securing cash if necessary.

Problem/issue solving: The best companies solve their problems quickly and completely

All teams clearly identify, discuss, and solve issues as well as discuss opportunities for the long-term greater good of the company.

Processes/Systems: If you want to execute well, you must have documented processes which are constantly updated and followed by all

Our Core Processes are documented, simplified, and followed by all to consistently produce the results we want.

Risk management: If the Coronavirus didn't convince you of the criticality of risk management, nothing will

My business is fully prepared with a plan in place for a recession or other fast encroaching force majeure event.

We perform a periodic legal review to ensure we are reasonably protected from catastrophic lawsuits

Exit Planning/Building Value: If you want to sell your business for maximum value at some point, you need to be planning now

We know how to build value (drivers) in the company and what kills it. We implement.

If an investor or acquirer knocked on our door today, we would be 100% "buttoned up" and ready to sell

"THE BAR" (MINIMUM): 126

YOUR TOTAL: