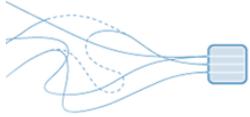


Are You Operationally Elegant?

Top athletes in sports like figure skating and gymnastics need to score well in two areas: technical skills and artistic performance. Companies who want to accelerate growth and maximize profitability are no different. They need to be technically sound as well as artistically graceful and flexible. Complete this Elegance Index and see how you fare.

The Operational Elegance Index	Scoring 4 = Strongly agree 3 = Moderately agree 2 = Moderately disagree 1 = Strongly disagree
Technical	
We have a clearly communicated ideal future state and ensure everything we do aligns to it.	
We focus on one priority (the single fastest and most effective way to achieve our ideal future state).	
We know our optimal speed (when to speed up and when to slow down to maximize results).	
We identify and maximize impact from our best ideas.	
We practice operational transparency (sharing information so employees understand decision-making and customers are more empowered through access to relevant information).	
We know who our ideal customers are.	
We measure outcomes, not activity levels.	
We replicate internal best practices across the organization.	

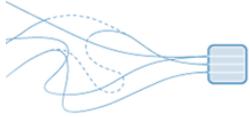


The Operational Elegance Index	Scoring 4 = Strongly agree 3 = Moderately agree 2 = Moderately disagree 1 = Strongly disagree
Total Technical score	
Artistic	
We know whom our best and next best employees are and focus on their development and retention.	
We have processes that focus on efficiently achieving the right outcomes.	
We communicate the expected behaviours for peak employee performance.	
When we find top talent, we hire them and find a role for them.	
We hire for where we are going, not where we are currently.	
We encourage healthy debate and productive failure.	
We don't tolerate poor performance.	
Total Artistic score	
Total Overall score	

Scoring legend

The highest possible score you can receive is 60.

If you scored **less than 30** you are missing some of the fundamental strategies that allow organizations to grow consistently and profitably. I can help you identify your ideal future state and identify the areas with the greatest opportunity for growth. I can also help you develop a plan to exploit those opportunities quickly and effectively so you can see results quickly.



If you scored between **30 and 40** you have the foundation for a successful, growing business, because you do some things well. I can help you leverage those strengths and turn them into competitive advantages by working with you and your leadership team to ensure what everyone is working on aligns with your strategic direction.

If you scored between **41 and 50** you are poised for a break through. You have everything in place to take the organization to the next level and need to focus on the biggest growth opportunities. I can help you do this by walking hand and hand with your team to execute on the strategies that will provide the best results and help you progress towards your ideal future state.

If you scored **greater than 50** you are running a thriving organization. The key for you is to continue to raise the bar so that you avoid the success plateau (which means you will start to decline). I can help you accomplish this by acting as a strategic advisor and sounding board for the leader(s) of the organization so that growth, innovation, and performance enhancement stay the priorities.

Key performance metrics

Here are some key performance metrics that can quickly show whether or not you are a thriving organization. How are you performing against these metrics?

Customer retention – What percentage of your best customers are you retaining? Thriving organizations retain more than 85% of their best customers every year.

Employee retention – What percentage of your top people are you retaining? You should be well above 90%.

Revenue per customer – Are your customers spending more with you each year? This metric should be increasing every year.

Profitability – Is your profitability increasing even if your revenues are not? This metric should be increasing every year.

Customer base – Is your customer base growing (meaning you have more customers this year than you did last year)? This metric should be increasing every year.

Vitality index – What percentage of your revenues come from products or services created in the last three years? World-class organizations have a Vitality index of greater than 30%.

Contact me if you want to discuss your score on the *Operational Elegance Index* or how you measure up on the key performance metrics, andrew@acmconsulting.ca