

Built to Grow

Organization Assessment

Is Your Business Built to Grow?

A Self-Assessment for Organizations Looking Toward What's Next

Make today's decisions with tomorrow's organization in mind.

Before You Begin

Every organization starts somewhere. In the beginning, growth often happens because a small group of people is willing to do whatever needs to be done. People wear multiple hats. Information is shared through conversations. Processes evolve as you go. Leaders stay closely involved in almost every decision.

And for a while, that works. But as an organization grows, what worked before may not be enough for what comes next.

Being Built to Grow means making today's decisions with tomorrow's organization in mind. This means developing the people, leadership, systems, and culture that will help your business grow into its vision.

This assessment is designed to help you step outside the demands of today and look at your organization through that lens. It isn't an audit, and there isn't a perfect score. Instead, use it to identify what you've already built, where your organization is evolving, and where greater intention today could better prepare you for tomorrow.

How to Use This Assessment

For each statement, consider where your organization is today.

1 — Not Yet: We haven't intentionally addressed this yet.

2 — Beginning: We've recognized the need and are beginning to put something in place.

3 — Developing: We have practices in place, but they aren't yet consistent across the organization.

4 — Established: This is consistently part of how we operate.

5 — Built to Grow: This is well-established, understood across the organization, and positioned to support future growth.

Don't overthink your answers. Choose the response that most closely reflects how your organization actually operates – not where you hope it will be.



1. Vision & Direction

Do today's priorities support where you want to go tomorrow?

Growth is about more than increasing revenue, adding employees, or serving more customers. Organizations that grow intentionally understand what they're building toward and use that vision to guide decisions today.

Rate each statement from 1–5.

1. Our leadership team has a shared understanding of where we want the organization to be in the next three to five years.
2. Our current priorities support our longer-term direction rather than being driven primarily by the most immediate demands.
3. When significant opportunities, investments, or decisions arise, we consider whether they move us closer to the organization we want to become.
4. Employees understand the organization's direction and how their work contributes to its goals.
5. Leadership intentionally makes time to look beyond day-to-day operations and consider what the organization will need next.

Section Total: ____ / 25

Consider:

What are we building today that our future organization will need?

What might we need to begin doing differently to reach our vision?

2. Leadership Capacity

Can your leaders support the organization you're becoming?

As organizations grow, leadership has to grow with them. Sustainable growth requires leaders throughout the organization who can make appropriate decisions, develop people, communicate expectations, and take ownership.

Rate each statement from 1–5.

1. Decision-making authority is appropriately distributed, and employees understand which decisions they can make without additional approval.
2. Managers and supervisors understand what is expected of them as leaders, not simply as experienced or high-performing employees.
3. Leaders receive development, coaching, training, or feedback that prepares them for their current responsibilities and future growth.
4. We intentionally identify and develop employees who have the potential to take on future leadership or other critical responsibilities.
5. We have considered how leadership responsibilities and critical knowledge would be transferred if a key leader were promoted, left the organization, or became unexpectedly unavailable.

Section Total: ____ / 25

Consider

Where are we intentionally developing our next generation of leaders?

Where does our organization still depend heavily on one individual?

3. Communication & Organizational Rhythm

Does information move through the organization with purpose?

Growth creates more people, more decisions, more information, and often more meetings. Communication that once happened naturally must eventually become intentional. Effective communication isn't about communicating more. It's about making sure the right people receive the right information at the right time—and understand what happens next.

Rate each statement from 1–5.

1. Employees know where to find the information they routinely need rather than depending on another person to provide it.
2. Our recurring meetings have a clear purpose, include the appropriate people, and generally result in useful information, decisions, or defined next steps.
3. Important decisions, changes, and expectations are communicated consistently to the people they affect.
4. Employees understand where to bring questions, concerns, ideas, and issues that require a decision or escalation.
5. We have intentional communication rhythms, such as leadership meetings, team meetings, one-on-ones, or organizational updates, that keep people aligned without creating unnecessary meetings or communication overload.

Consider

Where does communication work particularly well in our organization?

Where does information regularly get delayed, repeated, lost, or misunderstood?



4. People & Capability

Are you building the team your future organization will need?

Hiring enough people to handle today's workload isn't the same as building a workforce capable of supporting tomorrow's organization. Growth requires thinking ahead about roles, skills, development, capacity, and succession — not simply filling positions when a vacancy or immediate need occurs.

Rate each statement from 1–5.

- 1.Roles, responsibilities, and expectations are clearly defined and are reviewed as the organization changes.
- 2.Hiring decisions consider both the work we need performed today and the skills or capabilities the organization is likely to need in the future.
- 3.Employees receive meaningful feedback and development opportunities that help them strengthen their skills and prepare for increased responsibility.
- 4.Employees who move into new or expanded roles receive the training, resources, and support needed to succeed rather than being expected to simply figure it out.
- 5.We look ahead at staffing capacity, skill gaps, succession needs, and critical roles before those needs become urgent.

Section Total: ____ / 25

Consider

What capabilities will our team need as the organization grows?

Are we developing those capabilities now or waiting until we need them?

5. Knowledge, Training & Repeatability

Can your organization retain what it knows and repeat what works?

Every organization develops valuable knowledge: how work gets

done, what customers expect, how problems are solved, and what has been learned through experience.

When that knowledge exists primarily in people's heads, the organization becomes dependent on their availability.

Organizations that are Built to Grow intentionally capture, share, teach, and improve what they know.

Rate each statement from 1–5.

1. Our critical and frequently repeated processes are documented clearly enough that someone other than the usual person could understand how the work should be completed.
2. Employees receive structured training for their responsibilities rather than relying primarily on observation, memory, or informal knowledge transfer.
3. Critical responsibilities have appropriate cross-training or backup coverage so normal operations can continue when someone is unavailable.
4. We have a consistent way to transfer responsibilities, relationships, and organizational knowledge when an employee changes roles or leaves the organization.
5. SOPs, training materials, and process documentation are accessible to the people who need them and are reviewed as processes or organizational needs change.

Section Total: ____ / 25

Consider

What knowledge would be difficult to replace if someone left tomorrow?

What do people in our organization "just know" that should be documented, shared, or taught?

6. Systems, Measurement & Visibility

Can you see enough of your organization to make informed decisions?

As organizations grow, instinct and personal visibility become less reliable. Leaders cannot be everywhere or know everything simply because they are involved. Systems, tracking, and reporting create visibility, not for the sake of collecting data, but so leaders can understand what is happening, recognize patterns, allocate resources, and make better decisions.

Rate each statement from 1–5.

1. We have systems that allow important work, responsibilities, deadlines, and deliverables to be tracked without relying primarily on individual memory or follow-up.
2. Ownership is clear enough that people know who is responsible for decisions, deliverables, and moving work forward.
3. We have identified meaningful measures that tell us whether important areas of the organization are performing as expected.
4. Leadership receives and reviews useful information regularly enough to recognize trends, identify emerging needs, and make informed decisions.
5. Our systems and technology support how we actually work and reduce unnecessary manual effort, duplicate work, or disconnected tracking.

Consider

What information do we currently have that helps us make better decisions?

What do we regularly wish we knew—but don't currently track or report?



7. Culture & Organizational Experience

Does the organization you're building reflect the culture you want to create?

Culture isn't something an organization establishes once. It is reinforced every day through leadership decisions, communication, expectations, recognition, accountability, systems, and the way employees experience their work. Growth inevitably changes an organization. The question is whether your culture evolves intentionally with it.

Rate each statement from 1–5.

1. Our stated values are visible in how leaders and employees make decisions, work together, and treat one another.
2. Expectations and accountability are applied consistently enough that employees understand both what is expected and what they can expect from the organization.
3. Employees can raise concerns, ask questions, offer ideas, or acknowledge mistakes without unnecessary fear of blame or negative consequences.
4. We intentionally recognize contributions, communicate successes, and help employees understand how their work contributes to the organization's success.
5. When making organizational changes, we consider how those decisions may affect workload, communication, trust, employee experience, and the culture we want to preserve or create.

Section Total: ____ / 25

Consider

What parts of our culture do we want to protect as we grow?

What parts may need to intentionally evolve to support where we're going?

Your Built to Grow Profile

Transfer your section totals below.

Foundation	Score
Vision & Direction	____ / 25
Leadership Capacity	____ / 25
Communication & Organizational Rhythm	____ / 25
People & Capability	____ / 25
Knowledge, Training, & Responsibility	____ / 25
Systems, Measurement, & Visibility	____ / 25
Culture & Organizational Experience	____ / 25

Overall Score: ____ / 175

Your overall score provides one perspective, but the pattern across your seven foundations is more important than the number itself.

A growing organization may be highly established in some areas and only beginning to develop others. That's normal.

Look across your results and ask:

Where are we strongest today?

Which area could create the greatest limitation as we move toward our vision?

Which area, if strengthened, could positively influence several other areas of the organization?

Understanding Your Growth Stage

35–69 | Building the Foundation

Much of your organization's success may still depend on individual knowledge, direct leadership involvement, and informal ways of working.

That's common, particularly in smaller, newer, or rapidly evolving organizations. Your opportunity is to identify the practices that already work well and begin intentionally building structure around them.

Focus on: Creating clarity before adding complexity.

70–104 | Creating Consistency

You've begun building systems and practices that can support growth, but they may not yet be consistent throughout the organization. Some teams or functions may operate very effectively while others still rely heavily on individuals, informal processes, or leadership involvement.

Focus on: Turning what works into repeatable organizational practices.

105–139 | Building Capacity

You have many of the foundations required to support continued growth. Your next opportunity is making sure those foundations can support a larger, changing, or more complex organization.

Look for areas where future growth could create bottlenecks, knowledge gaps, leadership limitations, workforce needs, or cultural strain.

Focus on: Preparing today's organization for tomorrow's demands.

140–175 | Positioned to Grow

Your organization has intentionally developed many of the leadership, people, operational, communication, and cultural foundations that support sustainable growth.

Being Built to Grow doesn't mean the work is finished. As your vision evolves, the organization supporting that vision will need to evolve with it.

Focus on: Continuing to build for what's next.

Your Next Opportunity

Don't leave this assessment with seven things to fix. Choose one place to begin.

Look at your results, consider where your organization is headed, and identify the area where greater intention today could make the biggest difference tomorrow.

What is one area we could strengthen over the next 90 days that would better prepare us for where we're going?

Our 90-Day Growth Priority

Area:

What we want to strengthen:

Why it matters to where we're going:

Our first step:

Who will own it:

When we'll revisit it:

One Final Thought

A business doesn't become Built to Grow overnight; it happens through intentional choices made over time.

The goal isn't to add systems simply for the sake of having systems or to create processes because someone says you should. The goal is to look at where you want your organization to go and ask:

“What do we need to build today to be ready for tomorrow?”

That may mean developing a future leader. Documenting knowledge before it walks out the door. Improving a meeting that consumes valuable time without producing results. Creating better visibility into performance. Strengthening training. Or protecting the culture that made your organization successful in the first place.

Your priorities will change as your organization changes; that's part of growth. The organizations best prepared for what's next don't wait until tomorrow arrives – they start building for it today.

Accessible HR

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