





Silver Bullet Score Card (Time - Team - Money)

Name of Business: _____


Name of Business Owner: _____

Directions: This score card has been designed to help you self-assess 21 areas of your business affecting Time, Team and Money. Please rate your business according to the following: 1 = Poor/Rarely, 3 = Fair/Sometimes, 5 = Excellent/Always.

	Excellent/Always = 5	Pore/Rarely = 1	Score #
 Apprenticeship Plan	Every manager is actively coaching subordinate team members on how to execute their responsibilities. New team members are systematically apprenticed by managers and a strong apprenticeship culture exists in the business.	Managers work in isolation from other team members. New team members learn how to execute their responsibilities on their own by trial and error. No apprenticeship culture exists in the business and everyone fend for themselves.	
Operations & Training Manual	The Operations and Training manual is current and revised on a quarterly basis at minimum. Team members refer to the manual regularly for information on how to execute their responsibilities.	An Operations and Training manual is non-existent or hopelessly out of date. Team members do not consult with written documentation for information on how to execute their responsibilities.	
Time Management Plan	Every shareholder and manager operates according to a default calendar and prioritizes their activities based on high importance items first and urgently important items second.	Shareholders and managers operate on a reactive, fire-fighting basis each day, focusing on completing urgently important tasks firsts and working on high importance items whenever they can fit them in.	
Comprehensive Exit Strategy	Shareholders are monitoring the value of the business on a quarterly basis at minimum, hold managers accountable for increasing shareholder value, and are entertaining offers from qualified industry buyers to purchase the business.	Shareholders have no objective, market-based valuation of the business and managers are not measuring and managing the company based on shareholder value. Business is not being marketed to qualified industry buyers.	

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 Employee Acquisition Plan	A specific manager is managing and constantly improving the effectiveness of at least 10 recruiting strategies. The recruiting pipeline always has more than enough qualified candidates for open positions.	No one is proactively managing multiple recruitment strategies. The flow of qualified candidates applying for open positions is sporadic at best and the candidates generated are usually under qualified.	
Psychometric Profiling System	All candidates are screened using psychometric profiling bench-marks and a skills-based, test-drive process to screen out non-performers before they join the team. Post-hire performance data is collected and used to refine the hiring model.	Candidates are not screened using psychometric profiling bench-marks and a skills-based, test-drive process. Post-hire performance data is not measured and used to monitor the effectiveness of the hiring model and the mis-hire rate is very high.	
Key Performance Indicator System	You have identified the 5 to 10 key numbers indicating the performance of the business and are systematically measuring and reporting them on a daily or weekly basis. Every team member knows which numbers are being used to measure their individual performance.	You have not identified key performance indicators and no metrics are being measured, reported, or managed with any regularity other than those deriving from basic financial statements. Team members have only a general sense for how their individual performance is making or breaking the business.	
Lean Program	All team members are rallied around a commitment to eliminate wasted time, movement, and materials to continually improve efficiency, cut production costs, and compete more effectively.	Team members have no commitment to eliminating wasted time, movement, and materials to compete more effectively. Efficiency is not measure, managed, or rewarded.	
Performance Incentive Plan	Every team members has an incentive package that motivates them to work as hard as shareholders and managers. A blend of base and at-risk pay is used to incentivize commitment, and creativity and team members care about the business as if it was their own.	Employees leave their passion, motivation, and creativity at home each day and contribute the minimum required effort to keep their jobs. Employees and managers expect base pay and benefits with nothing at-risk and no incentive to care.	
Strategic Plan	A written strategic plan clarifying the vision, mission, and values of the team, annual and quarterly financial targets, and strategic objectives is monitored weekly by managers and updated with input from all team members on a minimum of a quarterly basis.	A written strategic plan has not been developed, so the vision, mission, values, and objectives of the team are poorly defined and constantly changing. Strategic direction and decisions are made by the shareholders without input from the rest of the team.	

<p>Leadership Development Plan</p>	<p>A plan to identify and intentionally develop emerging managers and leaders is carefully monitored by the shareholders and executives. All key stakeholders are incentivized for long-term commitment with a profit-sharing plan and a plan for leadership succession is clearly defined.</p>	<p>No plan exists to identify and intentionally develop emerging managers and leaders as high value human capital. Long-term commitment is actually disincentivized by a turf-protecting culture and a win-lose approach to compensation.</p>	
<p>Team Meeting Rhythm</p>	<p>A rhythm of regularly scheduled team meetings for goal-setting, reporting, and accountability take place on a annual, quarterly, weekly, and daily basis. Decisions made by shareholders' and upper management cascade through the organization quickly and efficiently.</p>	<p>There is no rhythm of regularly scheduled team meetings and the communication from shareholders and managers is inconsistent and inefficient. Off-site planning meetings are rare and decisions are communicated haphazardly throughout the organization.</p>	
<p>Organizational Plan/Chart</p>	<p>Managers carefully monitor the system of work flow in the organization. Organizational charts and job descriptions are regularly updated to prevent waste and duplicated effort. Everyone on the team knows their role and sphere of authority and work moves smoothly through the business.</p>	<p>Little thought is given to the system of work flow in the organization. No formal organizational charts or job descriptions exist. Role confusion among the team creates wasted and duplicated effort. Authority has not be clearly delineated or delegated, so work moves inefficiently through the business.</p>	
<p>Team Building System</p>	<p>You are using a reliable system for placing your team members in roles best suited to their strengths and building them into a powerfully cohesive and committed team that delivers business results.</p>	<p>You pay little to no attention to strengths when assigning roles. Your team is plagued by lack of trust, unhealthy conflict, low commitment, and poor execution, yielding unacceptable business results.</p>	

	Excellent/Always = 5	Poor/Rarely = 1	Score #
 Current Business Plan	Managers monitor and update the business plan on a quarterly basis to forecast cash-flow, determine working capital requirements, and calculate the company's ability to pay back debt and make a profit for shareholders and investors.	Managers have no business plan to forecast cash-flow, determine working capital requirements, and calculate the company's ability to pay back debt and make a profit. Planning is done only in reaction to the immediate needs of the business.	
Break-Even Plan	The managers have implemented a plan to cut fixed costs enough to stop the bleeding and quickly spike sales to above break-even so owner drawings and fixed costs are covered, and debt is being repaid.	Managers have allowed fixed costs to bloat and sales to decline to the point where revenue is below break-even, essential costs are not being covered, and debt is increasing continuously.	
Revenue & Profit Budget	The managers have developed a month by month budget to forecast the amount of revenue required to deliver desired EBITDA net of owner drawings. Management and financial decisions are made in consultation with weekly budget versus actual reports.	The managers have no month by month budget to forecast revenue and expenses and deliver desired earnings and owner drawings. Management and financial decisions are made based on bank account balances and sales estimates.	
Cash Gap Plan	Managers carefully monitor their plan to improve collections, lengthen terms with vendors, increase prices as aggressively as possible, and eliminate operational inefficiencies. Cash is being used to invest in growth and repay high interest debt.	Managers have allowed receivables to grow unchecked, vendors have tightened their terms, and price pressures and inefficiencies have cut gross margins. Cash flow problems are increasing indebtedness and investments are being postponed.	
USP & Guarantee	Shareholders and managers have identified and persuasively articulated a Unique Selling Proposition and a Guarantee to compel ideal clients/customers to pay a higher price instead of doing business with competitors. The entire team is aggressively communicating this message to the targeted market.	No Unique Selling Proposition and a Guarantee exists in the minds of shareholders, managers, team members, clients/customers, and prospects. The only point of differentiation is price so the business has no significant value proposition. An unclear and confusing message is communicated by the team.	
Sales Management System	The sales force has a well tested, carefully scripted sales process and their activity is coordinated with an appropriate customer relationship management software solution which measures and reports conversion rates and results on a weekly basis. Sales force compensation is based on actual sales results.	Those involved in sales have no formal or tested sales process and their activity is not coordinated, measured or managed on a regular basis. There is a large gap between high and low performers. Sales force compensation is structured around salaries with little emphasis on delivering results.	

