

Execution Capability Assessment

Answer each of the assessment questions using the following key: SA = Strongly Agree, A = Agree, D = Disagree, and SD = Strongly Disagree.

Indicators: Good Data					
1.	Important information about competitive environment gets to HQ quickly.	SA	A	D	SD
2.	Information flows freely between teams, departments, and locations.	SA	A	D	SD
3.	Field and line employees usually have information needed to understand bottom-line impact of day-to-day choices. <i>(Please respond only if you work in the field)</i>	SA	A	D	SD
4.	Managers have access to metrics needed to measure the key drivers of their business. <i>(Only for managers)</i>	SA	A	D	SD
Indicators: Change Management					
5.	Internal and external stakeholders (ones who are affected by and care about change) are identified and engaged when implementing major initiatives.	SA	A	D	SD
6.	Stakeholders have incentives for changing behavior and adopting new initiatives.	SA	A	D	SD
7.	Project teams create and implement plans that help stakeholders make the transition to the new initiative.	SA	A	D	SD
Indicators: Project Structure					
8.	Projects are managed using a standard methodology (a defined process that identifies what activities are performed when during the implementation process).	SA	A	D	SD
9.	Templates, such as project plans, agendas, stakeholder analyses, and change control logs, are available and used by project team members.	SA	A	D	SD
10.	Regular project reviews are conducted in which project status, challenges, and forecasts are discussed openly.	SA	A	D	SD
Indicators: Strategic Clarity					
11.	To achieve strategies, the company defines and tracks initiatives (smaller-scale projects designed to move the company towards achieving its strategies).	SA	A	D	SD
12.	What it means to be successful is clearly defined and communicated.	SA	A	D	SD
13.	The company identifies and tracks metrics that measure progress towards achievement of strategies.	SA	A	D	SD
14.	Tactics are shifted to adapt to industry change and emerging opportunities.	SA	A	D	SD
Indicators: Right Resources					
15.	Everyone understands which decisions and actions he or she is responsible for making.	SA	A	D	SD
16.	Once made, decisions are rarely second-guessed.	SA	A	D	SD
17.	Decisions are made at the lowest appropriate level in the organization.	SA	A	D	SD
18.	Implementation teams usually have the knowledge, skills, and abilities they need to achieve their goals.	SA	A	D	SD
19.	Expectations for individual performance are clearly defined.	SA	A	D	SD
20.	When assigned to a project, adjustments are made so people have time available to work on the project.	SA	A	D	SD

Scoring

How did your company do? Ideally, you'll see a lot of *Agree* or *Strongly Agree* responses. If you have many *Disagree* or *Strongly Disagree* responses and don't know where to start improving, try working on the most important issues (those that are connected with high performance in companies that execute well): #1, #3, #4, #15, and #16.

Survey created by Partnering Resources based on research from Neilson, Martin & Powers as published in *Harvard Business Review* in June 2008.



617.395.8396
maya@partneringresources.com
www.partneringresources.com