

COO Scorecard

The COO Scorecard is a great tool for assessing areas of improvement for your company. The graphic below explains how to take the survey. Rate yourself where you currently are. Score yourself between 1-12 (twelve being the highest) and it will give you your average

Mindset 1: Vision - Aligned with CEO

You have an idea what each other wants. You're always arguing or there is frustration over which direction to go.

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You have occasional problems. Some disagreements in front of employees. We second guess priorities of others on the team.

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You seem to be on the same page. There are the occasional bumps in the road. Your team sees you as aligned.

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You have complete trust due to being on the same page. You refer back to and share the Vivid Vision frequently with everyone.

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Mindset 3: People Systems - Recruit & Hire

You have Cs and Bs working for you. No one is trained in interviewing. You use Craigslist for job postings. People quit frequently.

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Your people are mostly good. You promote from within. It's a hard labor market to find good people, but you do OK.

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You have solid Bs on the team, hopeful Cs will improve or quit. Basic interviewing skills internally. Some reference checks on new hires.

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In person 360 group feedback reviews. Top Grade staff every 6 months. Virtual Bench is in place. All trained & certified in interviewing.

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Mindset 5: Financial

No budget to work from. Financial statements are occasionally produced, with mistakes. Not even sure what to look at when you do have them.

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Your numbers are OK but you know there are mistakes. Financials aren't timely. Not sure what to look at or how to read financials.

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Your financials are timely and mostly accurate. Some solid financial KPIs are reviewed regularly. Cash flow is good.

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You have rolling past & future 12 month budgets. You have a good eye on cash flow. Open book financials for all employees.

Mindset 2: Strategic Plan in Place

You have no plan and are on different pages. Business areas are confused, frustrated or not planned for. You feel like you are winging it.

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You have an OK plan on paper. Rarely looked at. Not sure it's even accurate anymore. Better than we used to be though.

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Your plan is in writing. It's reviewed quarterly. Most people know the details of it. You have a fairly ad-hoc process for reviewing it.

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Your plan is in Asana (or similar) and is referred to weekly by leadership. You consider money, people, and time. Dependencies are considered

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Mindset 4: Meetings

You run unorganized meetings and hate attending them. No idea how to run effective meetings. Not sure what meetings to even have.

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No one is trained on running meetings, however, they are pretty good. Not sure what to do differently or how to run them better.

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You run them pretty well, and have some fixed meeting rhythms. Casual training about how to run or participate.

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Your employees have read Meetings Suck. No time is wasted. Strong focus on outputs. Fun and high impact. People take pride in opting out.

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Mindset 6: Skills to Do the Job of COO

No idea where you stack up or how to improve. Feel stuck, overwhelmed & useless at times. You're way over your head, no idea where to turn.

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You worry you'll get replaced or made redundant. Thought you were smart until now. Know you have lots to learn, but not where to start.

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You turn to books for learning. Sporadic training sessions in house. Attend occasional conference or course. No formal growth plan.

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You're always growing as a leader. You focus on learning on your 6-12 month objectives. Part of Masterminds and book clubs.

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Mindset 7: Mentors

You feel alone. No one to regularly turn to. No idea where to actually go for help or what to start learning.

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You are not sure where to turn for help. You don't think you can find anyone to help you. How much will it even cost?

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You turn to others occasionally. You know where you need to improve. You feel supported in your role.

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Have a TOP 50 list of mentors that you call on regularly. Leverage the wisdom of the crowd. Reach out to those you read about for advice.

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Mindset 8: Culture

You could describe your culture as "beige". "Don't really have a culture." Never given it much thought. Isn't culture for tech companies?

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Your culture is pretty good. No one complains that much. You're sure where you stack up against other companies. Lots to improve on.

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Your people are happy working with you. No one complains. You have lots of perks. Recruiting new hires isn't hard.

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You have an award winning culture. You leverage tools like TINYpulse and have strong Glass Door ratings. It's easy to recruit A players.

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