

Capability Maturity

Key:	Unaware
Level 1	Concept (aware there is a tool)
Level 2	Initial (first pass - knowledge limited to Exec. Team)
Level 3	Implementation (roll-out to organization)
Level 4	Iteration (confirm and evolve)
Level 5	Asset (a point of leverage)

Capability Roadmap

		Who is involved?	Pre-existing Work	Kick-off	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12+	
Vibrant Culture	Vision																
	Core Values	Senior Leadership Team															
	Core Purpose	CEO/Owners															
	Big Hairy Audacious Goal (BHAG)	Senior Leadership Team +															
	Focus																
	Best in World At (niche)	Full Leadership Team															
	Economic Driver (Profit/X)	Full Leadership Team															
	Passion	Full Leadership Team															
	Behavior																
	Actions to Live By (specific examples of how to live CV/CP, etc.)	Full Leadership Team +															
Cohesive Team (Ideal Team Player, 6 Working Genius Types, 5 Behaviors)****	Full Leadership Team +																
Other Assessments (i.e. Communication style / Strengths / Motivators)	Full Leadership Team +																
Disciplined Team	Structure																
	Functional Accountability Chart	Senior Leadership Team +															
	Process Accountability Chart	Senior Leadership Team +															
	Succession Planning (short-term and long-term)	Senior Leadership Team +															
	Talent																
	Function Scorecard and Talent Assessment Matrix***	Full Leadership Team +															
	Topgrading - Recruiting & B3S Interviewing Process***	Full Leadership Team +															
	Learning Management System (internal university)	Full Leadership Team +															
	Development																
	Personal Growth Plans	All Employees															
1:1 Coaching (Peer & Leader)	All Employees																
Advanced Leadership Development (LCP, etc.)	All Employees																
Line-of-Sight Financials	Cashflow																
	Dollar Exercise & Fin Lit Course	All Employees															
	"Widget" Based Financial Model	Full Leadership Team +															
	Power of One w/CASH (Cash Acceleration Strategies / CCC) & 4 Forces of Cash Flow	Full Leadership Team +															
	Forecasting																
	Weekly Forward Forecasting**	All Employees															
	36 Month Rolling Forecast ("Widget" based)	Senior Leadership Team +															
	Labor Efficiency	Full Leadership Team +															
	Compensation																
	Bonus Plan for Employees (tied to Critical Number)**	All Employees															
Long-term growth sharing (EOT, ESOP, equity)																	
Ownership Behaviors (Thinking and acting like owners: Fundability & Valuation)	Senior Leadership Team																
Intelligent Strategy	Marketplace																
	Sandbox / Market Map (deep market analysis)	Senior Leadership Team +															
	Core Customer (deep customer insight)	Senior Leadership Team +															
	Business Model (categories, channels, partners, costs, revenues, value prop, etc)	Senior Leadership Team +															
	Differentiation																
	Attribution Framework	Senior Leadership Team +															
	Differentiating Activities/Activity Fit Map	Senior Leadership Team +															
	Swimlanes	Senior Leadership Team +															
	Momentum																
	Brand Promise(s) with Guarantee	Senior Leadership Team +															
Secret Sauce / X-Factor	Senior Leadership Team +																
Flywheel	All Employees																
Relentless Execution	Planning																
	S.W.O.T. (Dynamic analysis)	Full Leadership +															
	Annual and Quarterly Prioritization & Contingency Planning (Organization, Individual, Tasks, KPIs)	All Employees															
	Continuous Improvement & Process documentation	All Employees															
	Metrics																
	Company Scoreboard (Financial & "Widgets" outcomes)	Full Leadership Team															
	Critical Number (key constraint to focus on AND the acute metrics of focus)	All Employees															
	Drivers & KPIs (leading indicators and qualifying ratios)	Full Leadership Team															
	Communication																
	Planning Cadence (quarterly execution planning; annual operating, succession, and contingency planning)	Full Leadership Team +															
Team Huddle Cadence (all employees daily / weekly; team scoreboard updates & DTPs; cascade when necessary)	All Employees																
Learning Cadence (strategy leadership; learning)	Full Leadership Team +																
Ultimate Aspirations	Superior Results																
	Distinctive Impact																
	Lasting Endurance																

** Tools adapted from "The Great Game of Business" by Jack Stack

*** Tools adapted from "Topgrading" by Brad Smart