

Operational Performance Scorecard

How well are your business processes working for your organisation? Find out with this quick and simple scorecard.

This **Operational Performance Scorecard** is designed to help you understand exactly where you are with your business processes. What's working, what's not working, and where does your organisation need to pay the most attention to improve its operations?

Score your organisation as objectively as possible, from 0 to 5, for each statement below. Five stands for “fully agree” and zero for “disagree”. Indicate your scores in the fields provided, and calculate the subtotals per category.

A note before you start. The items of the Scorecard are all action-oriented. They are the things your organisation needs to do and have for high operational performance. Our experience has proven that improving **any** of these areas can have a major impact on your organisation’s operational performance. The trick is knowing **what** to improve and **how** to improve it.

1) Strategy and Sustainability

a) Foundation: We have a mission and a vision that are clearly defined and communicated. All employees can access them at all times.	Your score*:
b) Focus: We have chosen our leading strategic intent between the following three options: customer intimacy, technological leadership and operational excellence.	Your score*:
c) Execution: We have defined roadmaps to execute our strategy.	Your score*:
d) Results: We measure the success of strategy execution in all different entities of our organisation.	Your score*:
e) Sustainability: We ensure the sustainability of our business processes and avoid a continuous fire-fighting mode.	Your score*:
Subtotal (max. 25) – A low score in this area indicates that your organisation does not have a clear and communicable strategy as a sustainable foundation for effective operational management. Business processes do not optimally support the strategy. People might feel uncertain about the best way to contribute to the achievement of your organisation’s goals.	Subtotal:

* Your score: 0 to 5 (0 = disagree, 5 = fully agree)

2) People

a) Impact: Our employees have end-to-end overviews of our business processes, so that they understand the impact of their work on the company's success.	Your score*:
b) Motivation: Our employees can fully concentrate on their main tasks and operations; exception processes and uncertainties do not distract them.	Your score*:
c) Feedback: We regularly ask our employees to describe their processes in order to match them with the process definitions and to identify good practices.	Your score*:
d) Involvement: All of our employees are involved in process improvement activities and in the definition of new processes.	Your score*:
e) Compensation: Our employees are compensated and incentivised based on the achievement of process objectives, which are consistently aligned with other organisations' goals.	Your score*:
Subtotal (max. 25) – A low score in this area means that your employees do not run their business processes in the most effective and efficient manner. They might see no transparency regarding how their work supports the organisation's goals. There is a significant risk that their motivation will be lowered due to unclear business processes and lack of involvement.	Subtotal:

* Your score: 0 to 5 (0 = disagree, 5 = fully agree)

3) Customers

a) Transparency: We know exactly which processes contribute most to the satisfaction of our clients.	Your score*:
b) Quality: We regularly check the service quality delivered by our business processes and its impact on our clients.	Your score*:
c) Training: All employees who work in customer-relevant processes receive training for appropriate service levels.	Your score*:
d) Feedback: We systematically ask our clients about their satisfaction with our service quality and adjust our processes accordingly.	Your score*:
e) Adaptability: When targeting new client segments, as one of the first steps, we design the appropriate business processes.	Your score*:
Subtotal (max. 25) – A low score in this area indicates that your customers do not receive the best service level that your organisation could provide with optimised business processes. There is substantial potential for higher customer loyalty and for improving your company's reputation.	Subtotal:

* Your score: 0 to 5 (0 = disagree, 5 = fully agree)

4) Processes

a) Overview: Our processes are clustered and mapped on a few pages that are regularly updated and communicated to all employees.	Your score*:
b) Transparency: All of our processes are documented and communicated in a standard format. They are easy for our employees to understand and to follow.	Your score*:
c) Simplicity: We regularly review our processes to identify where we can simplify them.	Your score*:
d) Prioritisation: All of our processes are prioritised according to the organisation's goals and strategic intent. We improve our processes based on these priorities.	Your score*:
e) Consistency: Our processes are consistent with each other; there are no major conflicts between different processes; we have a method in place to keep our processes consistent over time.	Your score*:
Subtotal (max. 25) – A low score in this area means that your operational management underperforms. Processes might not be transparent, or perhaps they are too complex or contradict each other. People are uncertain about the best ways to execute business processes.	Subtotal:

* Your score: 0 to 5 (0 = disagree, 5 = fully agree)

5) Technology

a) Adequacy: We have the appropriate technology in place to support our business processes.	Your score*:
b) Support: We regularly check our tools and technologies for improvements in order to better support our business processes.	Your score*:
c) Usage: We regularly assess the usage of our technology by our employees and adjust the tools and business processes accordingly.	Your score*:
d) Priority: When we implement new tools, we always assess, design, or improve the business processes upfront. We do not let technology set limits on our capabilities.	Your score*:
e) Continuity: We align our technology regularly according to the company strategy, business processes, customer requirements, and employees' feedback.	Your score*:
Subtotal (max. 25) – A low score in this area indicates that you could better use technology to support your business processes. Instead of employing tools to serve your processes, your processes seem to follow the tools properties. There is a risk of bypassing the technology and tools with manual workarounds.	Subtotal:

* Your score: 0 to 5 (0 = disagree, 5 = fully agree)

Congratulations. You have finished your scorecard. Now go to the next page for final results and next steps.

6) Grand Total

Please add up the five subtotals of the categories above.	
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7) Next steps.

If your overall score is above 100: congratulations! You might consider focused improvements in selected areas where you lost points with the help of our Process Mentoring Program or our Focus Packages.

If your score is less than 100: your company has significant room for improvement of its operational performance. Most amelioration is reasonably easy to achieve and we can share with you the optimal roadmap for sustained results in your specific case.

For most, the best first step is our process strategy session. Find out more about the process strategy session and how we can help on our website www.newpaceconsulting.com, or call at +41 21 601 02 49.