

Operational Performance Scorecard

A confidential executive snapshot of operating discipline, scalability, and execution risk

Instructions: Rate each statement from 1 to 5 using evidence from the last 90 days. 1 = Not established, 2 = Informal, 3 = Defined but inconsistent, 4 = Reliable and measured, 5 = Disciplined and scalable.

1. Strategy and priorities

Assessment statement	Score	Evidence / note
Our top operating priorities are explicit, measurable, and understood across leadership.	1 2 3 4 5	
Strategic objectives have accountable owners, milestones, and operating measures.	1 2 3 4 5	

2. Financial visibility

Assessment statement	Score	Evidence / note
Leadership receives timely financial and cash-flow information it trusts.	1 2 3 4 5	
We understand profitability and margin leakage by the segments that matter.	1 2 3 4 5	

3. KPIs and accountability

Assessment statement	Score	Evidence / note
A concise dashboard drives weekly decisions and corrective action.	1 2 3 4 5	
Critical commitments have clear owners and are closed consistently.	1 2 3 4 5	

4. Leadership and decision-making

Assessment statement	Score	Evidence / note
Decision rights and functional ownership are clear.	1 2 3 4 5	
Cross-functional issues are resolved without depending excessively on the owner or CEO.	1 2 3 4 5	

5. Process and scalability

Assessment statement	Score	Evidence / note
Critical workflows produce consistent results across teams, shifts, or locations.	1 2 3 4 5	
Growth can be absorbed without proportional increases in complexity or overhead.	1 2 3 4 5	

6. Customer execution

Assessment statement	Score	Evidence / note
Customer commitments are aligned with capacity and operating capability.	1 2 3 4 5	
Service failures are analyzed and corrected at the root-cause level.	1 2 3 4 5	

7. People and change readiness

Assessment statement	Score	Evidence / note
Staffing, skills, and leadership capacity match current and expected demand.	1 2 3 4 5	
Change initiatives include ownership, communication, training, and adoption measures.	1 2 3 4 5	

8. Technology and controls

Assessment statement	Score	Evidence / note
Core systems produce reliable information without excessive manual workarounds.	1 2 3 4 5	
Material quality, safety, compliance, and continuity controls are routinely reviewed.	1 2 3 4 5	

Interpret your result

Add all 16 responses. Your total will range from 16 to 80.

Total	Operating condition	Recommended next step
64-80	Scalable foundation	Targeted optimization or strategic initiative support
48-63	Functional but inconsistent	Focused Executive Operating Diagnosis
32-47	Material operating drag	Establish a fact base and prioritized action plan
16-31	High execution risk	Immediate leadership attention and focused diagnosis

Executive synthesis

Three strongest capabilities	
Three highest-risk gaps	
Largest leadership disagreement	
Most valuable 90-day outcome	
Executive sponsor / next decision	

Discuss your result confidentially: velocityoperatingpartners.com/executive-operating-diagnosis

This score is directional and does not constitute an audit, valuation, assurance opinion, or guarantee of performance.