

# SUMMIT READINESS GRID

# DATE

# SCORE

Leaders always encourage innovation and ensure that we are able to adapt to new opportunities and requirements.  
All decisions are based on credible data which relate to our plans.  
All staff know where we are headed and how to get there.

10 Our strategic plan ensures we stay focussed on competitive leadership.  
This has resulted in increasingly effective operations and revenue growth.

10 Customers provide vital information for marketing, business development, innovation, and planning.  
Our competitive edge is being enhanced.

10 Our performance measurement system is used to manage our business and drive improvement of planning, performance and competitiveness.

10 All key staff practices are directed to building an environment of performance excellence.  
Benchmarking against others show staff satisfaction and engagement is high with an improving trend.

10 All stakeholders are encouraged to provide innovative solutions to process improvement.  
Our key processes show high performance against best practice.

10 We are 'best-in-class' in many areas.  
Trends for financial and non-financial measures are sustained and excellent relative to comparisons.

Our system for setting direction is regularly reviewed to ensure all key stakeholder needs are addressed (includes customers, staff, suppliers, partners, regulators, public).  
Our leaders constantly seek future opportunities.

8 We measure the key influences of the strategic plan.  
All stakeholders are involved in improving our strategic planning process.

8 Listening and learning techniques are continually improved and kept current with changing business needs.

8 Performance measurements are aligned and integrated throughout and used to target improvements. Benchmarking information supports this analysis.

8 Staff well-being and engagement measures are analysed and correlated with business performance.  
Education and training is evaluated and drives improvements in individual and business performance.

8 We have a system in place to review all key processes.  
Suppliers are aware of our objectives and their own performance.

8 Sustained positive trends are clear across all key measures.  
Trends have been improving over more than 3 cycles and above competitor results.

Our management team encourage all staff to enhance customer value.  
High performance objectives are set to provide focus.  
The results of performance reviews are shared and used to make decisions about the future.

6 All our work processes are aligned with our strategic direction. This ensures we are improving and learning in areas that are critical.  
The performance of all staff is linked to the strategic plan.

6 Actionable information is collected and used in our business processes so that opportunities for improvement are clear.

6 We constantly review the selection and use of data to ensure it supports planning and performance improvement.

6 Staff management is aligned to strategy.  
Education and training address key performance plans and needs. Staff well-being and engagement are measured, analysed and action plans set to address issues.

6 We review our performance measures and develop improvement actions for our processes.  
Staff are engaged in improving work processes.  
We have defined processes for selecting suppliers and managing their performance.

6 Results show positive trends against targets and comparative information.  
Targets are reviewed and kept in line with planning.

Management model how things should be done, act as a team, have a system in place for making and communicating decisions to all staff, and regularly review performance.  
Improvement results from their reviews.

4 Strategic plans are developed to guide: decision making, resource allocation, and overall management.  
Key influences, risks and challenges are reviewed when developing plans.

4 There are a variety of ways we listen and learn from existing and potential customers.  
We use different techniques with different types of customer.

4 Reliable data is collected for all financial and non-financial KPIs.  
We make fact based decisions using this information.

4 We measure staff well-being and engagement.  
Skills training is encouraged and training plans are agreed and aligned to company goals.

4 We know what our key processes are and have performance indicators for them.  
We have formed partnerships with suppliers to achieve better performance.

4 We have data trends for all key financial and non-financial measures.  
Most results are showing positive trends.

Management act as individuals, there is no system for making and communicating decisions.  
Improvement usually results from reacting to problems.  
No-one really understands where we are headed or how things are done except when things go wrong

2 We have some plans in some areas but they are only financial.  
Plans are not widely communicated or visibly championed by leaders.

2 We resolve complaints as they arise.  
We measure some customer satisfaction, but have no system for collecting and using customer information.

2 Most of our information is financial.  
Our decisions are mostly based on intuition.  
Most of our systems are old and frustrating our people.  
Information is kept in people's heads.

2 Morale at times is poor.  
Staff turnover and absenteeism is high

2 Not many of our processes have controls.  
We only look at processes when we have a problem.  
Changes are made to fix problems as they arise.  
Fire fighting is the norm.

2 Data we have and use is mostly financial.  
There is little comparative data available.

x 1.25 =

x 0.85 =

x 0.85 =

x 0.9 =

x 0.85 =

x 0.85 =

x 4.5 =

**LEADERSHIP**

**STRATEGY**

**CUSTOMERS**

**MEASUREMENT  
ANALYSIS  
KNOWLEDGE  
MANAGEMENT**

**WORKFORCE**

**OPERATIONS**

**RESULTS**