



## How healthy is your business?

The following checklist (adapted from one designed by Linda Hailey) is designed as a self-assessment tool to get you thinking about how ready you and your business is to face any challenges ahead. Areas in which you rate the performance of yourself or business as poor may be areas you need to address in your strategic plan.

Read each item carefully and assess your businesses **current capability** in each area.

The rating scale is based on the following guide:

**1** = My business performs **poorly** in this area

**5** = My business performs **excellently** in this area

The current capability of my business in this area is ...	Poor			Excellent	
	1	2	3	4	5
<b>Financial management</b>					
Cash flow is consistent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The business has several sources of revenue (i.e. is not reliant on only one or two clients)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peak periods / slow periods have been identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Income is increasing on an annual basis and exceeds inflation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Profitability is increasing on an annual basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Core (or long term) debt is manageable and decreasing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are no or few outstanding debts beyond 45 days	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Debtors are reviewed monthly and overdue accounts actively pursued	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your own debts are reviewed monthly and suppliers paid in accordance with agreed terms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Break even income is known	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The profitability of different product lines is known	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cashflow budgets are used as a management tool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All business owners working in the business draw realistic salaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Key Financial Ratios are known and are healthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good financial systems are in place (e.g. accounting software, regular financial reports, processes for accepting payment, credit control procedures)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your accountant is working <b>for</b> your business and providing sound business (as well as tax) advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



<b>Systems, policies and procedures</b>	
Documented policies and procedures are in place and are in a language your employees can readily understand	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Current systems are sufficient to cope with increased volume	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Roles and responsibilities of staff and management are documented and understood by all	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
New staff are adequately inducted and trained	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Troubleshooting / grievance management procedures are in place	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Intellectual property / copyright management systems are in place	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Communication / client feedback systems / procedures are in place and are effective	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Communications system for keeping staff informed, e.g. toolbox meetings, briefing sessions, newsletters are in place and are effective	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Systems are in place for selecting and dealing with suppliers	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Regulatory compliance</b>	
Appropriate insurances are currently held (e.g. buildings / contents, workers compensation, public liability, professional indemnity)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Business is compliant with all relevant industry legislation / regulations / licensing	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Business is compliant with Occupational Health and Safety regulations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Business is compliant with all Food Safety regulations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>People and skills capability</b>	
You and your staff have necessary expertise to operate and manage your business	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
You spend the majority of your time managing or developing the business rather than working in a technical role	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
You or your staff have the skills required to carry out administration tasks	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
You or your staff have the necessary skills to market, promote and sell products and services	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Staff performance evaluation processes are in place and occur on a regular basis	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Resources</b>	
Current facilities and equipment copes well with existing level of business	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Current facilities and equipment will cope with increased level of business	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Downtime due to equipment breakage / failure is low	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Equipment is regularly maintained and updated	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Funds are available for expansion activities, e.g. research and development	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



<b>Marketing and publicity</b>	
The business has a recognisable, consistent image in the marketplace	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
The business has a distinct 'position' in the market (e.g. value for money; premium product; locally grown, etc.)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Good awareness of competitors and strategies are in place to position services in relation to competitors	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
You or your staff have the necessary skills to sell your product or service in the marketplace	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
You have a consistent conversion rate of prospects to clients	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
The business has effective / up-to-date marketing collateral, e.g. website, brochures	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Sufficient funds are available for marketing and promoting services	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Marketing plan or strategies are in place for increasing awareness, e.g. publicity, advertising	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Marketing plan or strategies are in place for generating new clients, reaching target markets	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Your personal skills</b>	
Time management	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Stress management	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Delegation skills	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Communication skills	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
People management skills	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Balancing work and life	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>





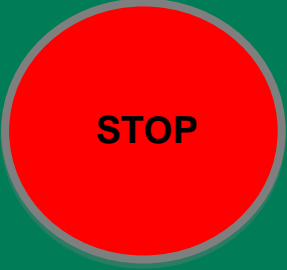








### What do I want to change?

Based on the information and our discussions about continuous improvement, innovation and managing change, take a moment to think and reflect. Is there anything you want to change?

 <p><b>STOP</b></p>	
 <p><b>CONTINUE</b></p>	
 <p><b>START</b></p>	

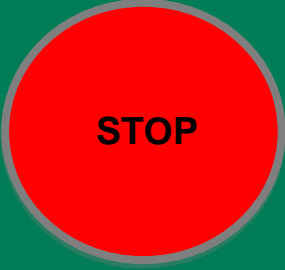








### Reviewing the Plan, Prepare and Prosper workshops

Based on the information and our discussions about the Plan, Prepare and Prosper workshops, take a moment to think and reflect. Is there anything you want to change?

 <p><b>STOP</b></p>	
 <p><b>CONTINUE</b></p>	
 <p><b>START</b></p>	





### Financing the activities in my strategic plan

Compare your list of priority projects or actions in your strategic plan. List the first five projects or actions that will have the greatest impact on your business.

What priority does the project or action have for the success of your plan? High, Medium or Low?

Project or action	Priority	Cost
1.		
2.		
3.		
4.		
5.		





## Completing your strategic plan



Take the following time to complete your strategic plan and use the following checklist as a completion guide.

Your facilitators are here today to support you to complete your strategic plans.



## Checking the elements of your plan

	Complete	Needs work
<b>Your vision</b>		
Is your vision motivating, audacious and inspiring?	<input type="checkbox"/>	<input type="checkbox"/>
Is your vision a clear statement of where you want your business to be?	<input type="checkbox"/>	<input type="checkbox"/>
Have you written your vision as though it has already been achieved?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Your goals</b>		
Are your goals SMART?	<input type="checkbox"/>	<input type="checkbox"/>
Do your goals support or fit your vision?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Your strategies</b>		
Are your strategies a pathway to your goals?	<input type="checkbox"/>	<input type="checkbox"/>
Do your strategies support or fit your goals?	<input type="checkbox"/>	<input type="checkbox"/>
Are your strategies easy to understand?	<input type="checkbox"/>	<input type="checkbox"/>
Are any of your strategies a new way of doing business?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Your actions</b>		
Do your actions support or fit your strategies?	<input type="checkbox"/>	<input type="checkbox"/>
Are your actions specific and achievable?	<input type="checkbox"/>	<input type="checkbox"/>
Do your actions have a sequence, a deadline and a responsible person?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Staying on course</b>		
What tests will you use to monitor your progress?		
How frequently will you employ these tests?		
How often and when will you review your strategic plan?		







