

Score your Business Operating System.

Score each component 0–5 on today's evidence. The lowest score, not the average, decides the next priority. Repeat every quarter.

Name:

Company:

Date:

0 · Absent	1 · Aware	2 · Installed	3 · Practised	4 · Owned	5 · Self-running
Nothing written; the owner decides in the moment	The owner knows the tool and tried it once	The tool exists but is used irregularly	Used on schedule by the leadership team without reminders	Team members maintain and improve it; new hires are trained on it	Runs and improves without the founder; survives a key-person change

01

Strategy & vision
Where are we going and how will we win?
Essential outputs: Core values, core focus, 10–year target, 3–year picture, 1–year plan
 Installed in Stage 1 (Founder readiness) · Stage 8 (Install the BOS)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

02

Commercial model
How do we create and capture value?
Essential outputs: Offer catalogue, pricing rules, unit economics
 Installed in Stage 2 (Validate the opportunity) · Stage 4 (Financial viability)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

03

Organisation
Who owns each outcome?
Essential outputs: Accountability chart, seat scorecards, decision rights matrix
 Installed in Stage 7 (Team & delegation)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

04

Growth
How do customers find and buy from us?
Essential outputs: Marketing plan, CRM pipeline, sales standards
 Installed in Stage 5 (Repeatable sales)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

05

Fulfilment
How do we deliver the promise?
Essential outputs: Delivery workflows, capacity plan, quality criteria
 Installed in Stage 6 (Reliable delivery)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

06

Customer success
How do we keep trust and resolve issues?
Essential outputs: Onboarding, communication, complaints and warranty process
 Installed in Stage 5 (Repeatable sales) · Stage 6 (Reliable delivery)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

07

Finance
How do we protect profit and liquidity?
Essential outputs: Accounts, budget, 13–week cash forecast, approval controls
 Installed in Stage 3 (Establish & launch) · Stage 4 (Financial viability)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

08

People
How do we hire, train and keep capability?
Essential outputs: Hiring, onboarding, training matrix, performance routine
 Installed in Stage 7 (Team & delegation)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

09

Information & technology
Where is reliable information recorded?
Essential outputs: System of record, data definitions, access rules, automations
 Installed in Stage 8 (Install the BOS)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

10

Governance & risk
What must be controlled and escalated?
Essential outputs: Compliance register, risk register, contracts, continuity plan
 Installed in Stage 3 (Establish & launch) · Stage 9 (Founder independence)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

11

Execution rhythm
How do plans become completed actions?
Essential outputs: Scorecard, issues list, 90–day priorities, meeting pulse
 Installed in Stage 5 (Repeatable sales) · Stage 8 (Install the BOS)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

12

Improvement & succession
How does the business improve and endure?
Essential outputs: Improvement backlog, change control, leadership pipeline, succession plan
 Installed in Stage 9 (Founder independence) · Stage 10 (Expand & renew)

0 Absent

1 Aware

2 Installed

3 Practised

4 Owned

5 Self-running

Lowest score:

Start here (component):

Stage that installs it:

Reading your lowest score

0–1:

At least one component is absent or only on paper. Install it first, through the stage that adds it: a company is only as independent as its weakest component.

2:

The tools exist but are used irregularly. Next is Practised: used on schedule without reminders, with 12 consecutive weeks of records.

3:

The leadership team runs every component on schedule. Next is Owned: the team maintains and improves the tools, and new hires are trained on them. A score of 3 or more in every component is also part of the readiness test before expanding (Stage 10).

4–5:

The team owns the system. The test now is absence: the business runs for two weeks without the founder (the Stage 9 gate).

A guide for you, not a sales tool. Repeat it every quarter: businesses slide back after a shock.