## Assessment Introduction (for SG Journey Participants Version)

Ready to take your practice of the six qualities of Small Giants to the next level? This assessment will help you establish a baseline from which to measure your growth for each quality — Purpose, Leadership, Culture, Finance, Relationships, and Community. The more honest you are as you respond, the more you’ll get out of the time you spend on this exercise. Feel free to make copies and ask your team to assess, too. Assign point totals or levels however you’d like. This isn’t intended to be an external validation or a comparative process. It’s a mojo checker!

## Purpose

It’s not about what we do, it’s about who we are. All Small Giants are built upon a shared purpose, vision, and core values — these things shape everything from the work we do to everyday decisions. Purpose, vision, and values go by different names — manifesto, mission, strategic direction, or, heck, even a spirit animal — and they may be represented in different ways. Whether they’re on your website, walls, a handbook, or in a pretty frame on your desk, the key is that they guide the day-to-day actions of all employees. Everyone. Everyday. All Day.

### A. Living Core Values

* To what extent has your company defined core values that are authentic and won’t change regardless of how the business changes?
* How bought in to our company’s core values are you?
* How often are core values a central part of the stories told at your company?
* In which processes, have you formally incorporated core values in a concrete and visible manner?
* How do core values show up in day-to-day actions at your company?
* To what extent do you think employees make a conscious effort to live by core values even when you’re not beating the drum about them?
* How true is this statement for you? “We do not compromise our core values to gain profit.”

### B. Clarity of Purpose

* To what extent has your company defined a purpose aka mission that transcend the products or services you offer?
* How confident are you that you could state your company’s purpose without a cheat sheet?
* I’m inspired by our company purpose; I get energy from what we’re trying to accomplish that fuels the work I do day-to-day.
* Our current products, services, and company initiatives/projects are well-aligned with our company purpose.
* We stay true to our purpose when evaluating a new business opportunity (e.g., work with a new customer, work with a new supplier, new product or service, etc.).
* How has your purpose guided three recent business decisions?
* To what extent has your company defined a vision for the long-term future (i.e., 3-5 years) that gives everyone a shared target to pursue together?
* To what extent do you have a process in place to engage everyone in the organization in shaping the shared vision and defining strategic work plans that align to the vision?
* How committed are you to working toward the vision that’s been defined?
* Describe one or two recent efforts that illustrate how your company is actively working toward your long-term vision.

### C. Connecting Day-to-Day Work with Vision and Purpose

* Systems and tools are in place that enable everyone to contribute to achieving our shared vision.
* How often is progress toward reaching the shared vision reported to employees?
* What kind of information do leaders share when reporting progress on reaching the shared vision?
* We regularly evaluate and improve the systems and tools that help us contribute to achieving our shared vision.

## Leadership

Leadership…is kind of a big deal in a Small Giants company! Leaders in a Small Giant company work collaboratively to create a workplace in which employees not only work, but thrive. We’re not just thinking of owners when we say “leader.” As you answer the questions in this section think about all leaders — anyone with a designated leadership role in your company — including the owner(s), those in C-Suite roles, managers, supervisors, point people, stewards, gurus, senseis, and the like. Leaders are found at all levels in the company. In fact, Small Giants go the extra mile to develop a bench of leaders who are prepared to lead in the future.

### A. Authentic Leadership

* Are company leaders self-aware of their leadership style and its impact on others?
* Company leaders are perceived as credible — they deeply understand the business and the dynamics that shape it.
* Company leaders are committed to growing and improving their own capacity to lead.
* All leaders in our company lead with authenticity, transparency, and humility.

### B. Empowering Leaders

* We have the right leaders in the right roles to meet our current leadership needs.
* Leadership roles and responsibilities are distributed amongst individuals at all levels of the company (e.g., front-line leaders, middle-management, senior leaders).
* When taking on new leadership roles, individuals are empowered with the authority, coaching, tools, and training to be effective.
* Leaders in our company support and challenge each other for everyone’s benefit.

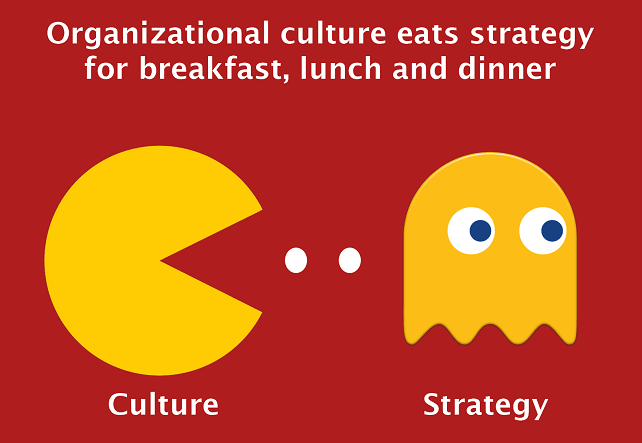
*C. Supporting Results*

* Leaders trust employees to achieve results without micromanaging.
* Leaders track employee progress and provide coaching, training, and tools to help them achieve desired results.
* Leaders listen to feedback and remove barriers that get in the way of achieving results or provide a satisfactory explanation why the barrier cannot realistically be removed.

### D. Commitment to Growing Future Leaders

* Our company is good at identifying leadership needs before they are a pain point for the organization.
* Our company is committed to growing leaders within the organization.
* Opportunities and programs are in place to cultivate the leadership capacity of individuals in the organization (e.g., career paths, stretch roles, special projects, etc.).
* We have a pipeline of leaders who are ready to lead in a variety of ways.

## Culture

Let’s face it, culture eats strategy for breakfast, lunch, and dinner (and probably snacks, too)! Small Giants tend to have positive cultures that, with effort, scale as the company evolves. There isn’t a one-size fits all culture; each Small Giant has its own unique vibe. One thing is for sure, all Small Giants have a culture that puts employees first and demonstrates a genuine care for them as a whole person in their own unique way. Help us get to know your culture by answering the following questions.

### A. Assessing and Monitoring Culture

* I would describe our culture as healthy.
* Company leaders are in-tune with our company’s culture.
* People can openly give feedback to company leaders about our culture (e.g., through surveys, one-on-one conversations, etc.).
* How often do you formally gather feedback to understand the company culture (e.g., surveys, performance evaluations, scheduled one-on-ones, etc.)?
* How often do you informally gather feedback to understand the company culture (e.g., casual conversations, taking employees to lunch, etc.)?
* How likely is it that culture will be openly discussed at team meetings and events?
* Company leaders listen to feedback about our culture and act when needed.

### B. Putting Employees First

* Our company puts employees first; we care for employees in the totality of their lives.
* To what extent does your company have traditions and programs to support employees as whole people (e.g., employee hardship fund, traditions around life events, etc.)?
* What traditions and programs do you have in place to support employees as a whole person?
* Employees demonstrate a genuine care and respect for each other.

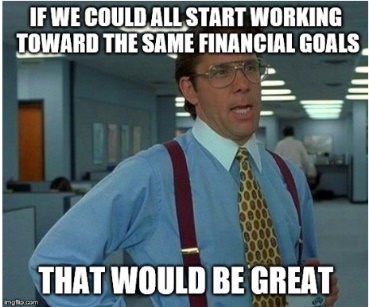
### C. Building and Scaling Culture

* Company leaders take an active role in shaping a positive company culture (e.g., listening, telling stories to reinforce desired aspects at staff meetings, etc.).
* Everyone in the company feels empowered to protect our company culture and reinforce our core values.
* I am responsible for protecting our company culture and values.

### D. Culture as a Differentiator

* Company leaders openly talk about culture in the stories they tell about the company in public settings.
* We do a good job of selling culture as we market ourselves to others (e.g., marketing products and services, recruiting employees, etc.).
* How likely is it that an employee in the company would be invited to share their experience with the company culture in public settings (e.g., panels, videos, etc.)?
* Culture is a recognized differentiator for the company; it makes a positive difference in recruitment and retention of employees and customers.

## Finances



Like any company, profits are essential; but, beneath the hood, there are a few things that make Small Giants unique when it comes to company finances. Small Giants are transparent about the financial health of the organization and there are practices in place to empower all employees to protect the company’s financial position without compromising values. Let’s dig in and see how you measure up in those areas.

### A. Financial Transparency

* Company owners openly share and discuss company financial health with all employees.
* To what extent do company owners openly share detailed company financial information with all employees (e.g., revenue, profit, sales, margins, cash flow, expenses, etc.)?
* To what extent are systems and reports in place and used to share and discuss finances with all employees (e.g., regular reports, presentations, games, etc.)?
* How often is financial information shared with employees?
* How likely is it that finances will be openly discussed at company meetings and events?

### B. Financial Literacy

* People in our organization can confidently read and understand company financial reports (e.g., profit/loss).
* People in our organization can understand the factors that impact our profit margins.
* People think like an owner when making decisions that affect our company’s finances.
* People know how the company’s financial gains or losses will impact them personally.

### C. Shared Financial Goals

* All employees have an opportunity to share in company profits.
* Everyone in the company participates in setting and achieving financial goals.
* Everyone is responsible for doing their part to stay on target with our financial goals.

### D. Preparing to Finish Big

* I know what I want to get out of the company when I exit the organization.
* My business partners and I openly discuss our exit goals.
* My exit goals align with the company’s core values.
* I have taken steps to educate myself about the options for exiting the business.
* I have a working plan for exiting the company and I’ve shared it with all employees.
* As our company evolves, I regularly revisit my exit plan to ensure it’s still a good fit.
* People in the company know generally what the exit plan of the owners/founders.

## Relationships



Small Giants don’t just pay lip service to building relationships — actively building relationships is our business. Whether it’s customers, suppliers, investors, or a board of directors, Small Giants deeply know what’s important to their stakeholders. Small Giants strive to build transformational relationships with key stakeholders with an aim toward mutual success.

### A. Clarity About Stakeholder Relationships

* Other than employees, who are your key stakeholders?
* How confident are you that you could identify what’s important to each of those stakeholder groups?
* Where are you at in terms of implementing tactics, such as surveys, programs, events, etc., that help you stay up-to-date on what’s important to the following stakeholder groups?
* What types of tactics have you implemented to help you stay up-to-date on what’s important to your stakeholder groups?

### B. Engaging Customers

* How confident are you that you can keep your customers happy and engaged?
* How often do you informally check-in with customers to get feedback?
* We have effective systems and tools in place to formally get feedback from our customers before, during, and after an engagement.
* I have the authority to do what it takes to keep our customers engaged if it does not compromise our values.
* I can give several examples that illustrate how I’ve kept our customers engaged.

### C. Engaging Suppliers (Skip if Not Applicable)

* How confident are you that you can keep your suppliers/partners happy and engaged?
* How often do you informally check in with suppliers and partners to get feedback?
* We have effective systems and tools in place to formally get feedback from our suppliers/partners before, during, and after an engagement.
* I have the authority to do what it takes to keep our suppliers/partners engaged if it does not compromise our values.
* I can give several examples that illustrate how I’ve kept our suppliers/partners engaged.

### D. Engaging Investors and/or Board of Directors (Skip if Not Applicable)

* How confident are you that you can keep your investors and/or Board satisfied and engaged?
* How often do you informally check-in with investors to get feedback?
* We have effective systems and tools in place to formally get feedback from our investors and/or Board before, during, and after an engagement.
* I have the authority to do what it takes to keep our investors and/or Board members engaged if it does not compromise our values.
* I can give several examples that illustrate how I’ve kept our investors and/or Board members engaged.

### E. Maintaining Mutually Beneficial Relationships

* How much of a priority do you make it for all stakeholder groups to know what’s important to your company (e.g., employees, values, purpose, etc.)?
* I can give several examples that illustrate how we make all stakeholder groups aware of what’s important to our company.
* We hold our stakeholders accountable for treating us the way we treat them.
* How probable is it that your company will break up with a stakeholder that is not a good fit (e.g., with core values, purpose, etc.)?

## Community

Small Giants make it a point to show up in their community and we’re not talking about the occasional service project. Small Giants work to establish deep roots in their community by making a meaningful and lasting impact. As you complete this section, keep in mind that “community” will look different for each company. You may have a presence in one main community or in multiple communities. Let’s end on a high note by looking at your company’s community involvement.

### A. Presence in the Community

1. Our company empowers employees to share individual time, talents, and treasure with causes they personally care about (e.g., matching donations, time off to volunteer, etc.).
2. Our company is present in the community/communities where we live (e.g., service on boards, offering space for gatherings, donating to local initiatives, etc.).
3. We believe our company is viewed as a partner in the community/communities we serve.

### B. Serving the Community

1. We serve our community/communities in ways that align to our company purpose.
2. Our company has formalized programs that give employees a way to serve together.
3. People in your company have a meaningful way contribute to my company’s collective efforts to serve the community/communities in which we live and participate.
4. Everyone in the company contributes to collective efforts to serve the community.

### C. Measuring and Sharing Impact

1. We have metrics for measuring our impact on the community/communities we serve.
2. We monitor and assess the results of our efforts to make an impact on the community.
3. In what ways do you communicate the company’s impact on the community/communities you serve with key stakeholders?
4. How often is community impact communicated with key stakeholders?

## Assessment Conclusion

You made it! So, what’s next? It’s up to you, really. A common suggestion is to pick one area where you want to grow/improve and seek out resources and perspective in that area. The Small Giants Community is a great place to start.