

CHECKLIST FOR THE UNIT HEAD LEADING THE OPERATING REVIEW

Unit heads that are leading the operating reviews can print out and use this checklist to ensure that their operating reviews are as successful as possible.

- I understand our company aspirations (mission, vision, values) and strategic goals, and how my unit's activities are related to them.
- I understand that the main function of quarterly operating reviews is to help identify goals and opportunities for my unit, and that they are *not* personal reviews.
- I understand that these meetings will be held every quarter on a consistent basis and that I am responsible for providing pre-meeting materials. I have been provided with guidelines for what materials are being sought and how to format them, along with guidelines for what the right amount of preparation is.
- I understand that being open and transparent will help me achieve the best results possible.
- During the review, I understand that I am responsible for presenting the current state of the unit and the proposed goals for the unit for the following quarter; understanding the other participants' points of view; identifying insights that will help me run the unit more effectively; and openly engaging in a discussion about alternative goals and the overall prioritization of the goals.
- I will approach my meetings with an open mind and be receptive to new, different, and unique insight. I understand that the goals I bring to the review may not necessarily be the goals I leave with, and/or that the prioritization of the goals might change.
- I will seek out the additional resources I need based on new and/or reprioritized goals, and, conversely, will advise the executive team when my resources can be scaled back.
- I understand that our company's aspirations and long-term goals and strategies can change at any time, and that my unit's work may be realigned to meet the new goals.
- I am maintaining open communication with my staff about how the outcomes of quarterly operating reviews impact them.
- I see the value of quarterly operating reviews and will do my best to provide the team with quality information that will produce the best possible outcomes.

Additionally, here is a short checklist of the information a unit head should distribute before, and present during, the operating review.

- Your unit's mission and vision, and how they support your company's aspirations (having them for your unit is useful but not essential).
- Your current long-term goals (with objective measures) and where they currently stand.
- Goals from last quarter and whether or not they were met.
- The current perspective of your unit's "customers" (from interviews, surveys, or other objective measures) and the current state of your customers and markets.

CHECKLIST FOR THE UNIT HEAD LEADING THE OPERATING REVIEW, CONT.

- The major outputs and interaction with your unit's "customers" and an assessment of your performance (including any KPIs and targets that you use), focusing on the core causes of the performance gaps and improvements.
- The major methodologies or processes that you execute in your unit and an assessment of them (including any KPIs and targets that you use), focusing on the core causes of the performance gaps and improvements.
- An organizational chart and a brief assessment of your key people, with any skills and staffing gaps you currently have in the unit.
- Your system for keeping the people in your unit organized (key meetings, etc.) and your current assessment of that system, focusing on the core causes of the performance gaps and performance improvements.
- The KPIs and targets associated with your economic model (i.e., how your unit impacts the economic results of your company) and an assessment of your performance, focusing on the core causes of the performance gaps and improvements.
- The key issues and opportunities that you see in your unit (ideally coming out of your quarterly retrospective).
- Activities that your unit will stop doing to free up resources for activities that will create more value for the company.
- A list of possible unit goals for the next quarter and your proposed priorities, with any specific initiatives or plans that you have created to achieve them.
- Resources necessary to execute against the proposed goals.
- Any anticipated impediments to achieving your proposed goals and your ideas for overcoming them.