

- 1 Name the person accountable for each function
- 2 Ask the four questions at the bottom of the page re: whose name(s) you listed for each function
- 3 List Key Performance Indicators (KPIs) for each function
- 4 Take your Profit and Loss (P/L), Balance Sheet (B/S), and Cash Flow accounting statements and assign a person to each line item, then derive appropriate Results/Outcomes for each function

Functions	1 Person Accountable	3 Leading Indicators (Key Performance Indicators)	4 Results/Outcomes (P/L or B/S Items)
Head of Company	DM	Profitability and % of A-Players	EBITDA, % of A-Players, Market Shar
Marketing	AF	Facbook likes, Cost per lead	New customer acquisition
R&D/Innovation			
Sales	JD	Sales Pipeline Value, Conversion %	% of revenue goal, Yr. over Yr. Growth
Operations			
Treasury	PA	Cash in hand for operations	Level of Debt as % of total Assets
Controller	PA	Fixes Expenses Control	Cash Reserves:3 month of cash needs
Information Technology	SZ	Time down	Customer satisfaction
Human Resources	GN	Absence time, Engagenment level	Employee NPS
Talent Development/Learning	JG	# of hrs a month of learning/employee	Turnover, Employee & Customer NPS
Customer Advocacy	GN	Customer NPS	Low churn
Business Development	JG	Deal Pipeline Value,Batting Average	Revenue per deal, Revenue growth
Video Production	NG	Courses NPS	Customers satisfaction
Heads of Business Units			
• _____			
• _____			
• _____			
• _____			

2 Identify: 1. More than 1 Person in a Seat; 2. Person in more than 1 seat; 3. Empty seats; 4. Enthusiastically Rehire?