

Job Scorecard Sample

Company: ACME Corporation
Position: Chief Executive Officer
Location: New York, New York
Compensation: \$400,000 base/\$150,000 bonus potential/5% Equity

Company Description

ACME Corporation is a technology peripheral and components manufacturer and marketer with locations in New York and California. The company currently has \$175M revenue and 300 employees, and is backed by a private equity firm.

Mission

The mission of this role is to position Acme for a strategic sale or IPO within 48 months, by: 1) Delivering significant revenue and EBITDA growth in this timeframe, 2) developing a strong, cohesive management team that can/will stay with the business post transaction; and 3) developing and implementing a robust company strategy for sustained long-term revenue and EBITDA growth; and 4) creating a compelling IP portfolio.

Organic growth will come from a mixture of: 1) strengthening the product line (i.e., deepening and widening of the range); 2) improving the overall product proposition (i.e., product design, quality and value; packaging; support, etc.); 3) expanding European and Asian market penetration/distribution; 4) investing in effective marketing strategies and actions; 5) developing a strong performance-driven Company culture; and 6) expanding the Company's portfolio of compelling patents.

Additional growth can come from: 1) accelerating direct international distribution through the acquisition of regional distributors or competitors; 2) buying an IP-rich company with strong patents that can support/strengthen the company's market position; 3) partnering with first-party providers (e.g., Microsoft, Sony, Nintendo, Apple, etc.); and 4) partnering with software publishers.

Decisions about organization structure, talent management, and corporate HQ location(s) will need to be made quickly (within 90-120 days), to resolve the "geography issue" and allow Management to focus all of its time and energy on its mission.

Accountabilities

	Metric	Rating (A, B, C)	Comments
<ul style="list-style-type: none"> • Achieve agreed-upon revenue targets (Current: approximately \$275M) 	<ul style="list-style-type: none"> ▪\$100M annual gross revenue growth (organic) 		
<ul style="list-style-type: none"> • Achieve agreed-upon EBITDA targets 	<ul style="list-style-type: none"> ▪Minimum 25% EBITDA margin of Net Revenues 		
<ul style="list-style-type: none"> ▪ Analyze location and potential geographic move 	<ul style="list-style-type: none"> ▪Decide on a location strategy and begin implementing within 3 months 		
<ul style="list-style-type: none"> • Product line development 	<ul style="list-style-type: none"> ▪Finalize the Company's new product plan for within 1 year ▪Finalize the current plans for introducing products for Apple devices within 6 months. ▪Develop and implement a quality improvement program within 1 year ▪Develop and implement a plan for improving the Company's packaging 		
<ul style="list-style-type: none"> • Distribution 	<ul style="list-style-type: none"> ▪Develop European and Asian distribution channels: grow international business to >33% of total Company results within 2 years ▪E-commerce: develop Digital/DTC business to account for 20-25% of the business within 18 months 		
<ul style="list-style-type: none"> • Topgrade the organization 	<ul style="list-style-type: none"> ▪ 90% A players in management within 1 year 		
<ul style="list-style-type: none"> ▪ Marketing strategy 	<ul style="list-style-type: none"> ▪ Annually, develop and implement a comprehensive marketing investment strategy. 		
<ul style="list-style-type: none"> • Increase Acme's IP value 	<ul style="list-style-type: none"> • Develop a plan for significantly strengthening the Company's patent portfolio within 6 months. 		
<ul style="list-style-type: none"> • Interpersonal aspects of leadership 	<ul style="list-style-type: none"> • Receive ratings of 7 or above on a 10-pt scale on surveys of direct reports and board members in the following areas: likeability, listening, communications, and empowerment. 		

Rating Scale: **A – Will predictably meet or exceed expectations** **B – Will predictably fall somewhat short of expectations**
C – Will predictably fall far short of expectations

Key Criteria/Requirements

- Over 15 years' experience working in technology-related industries.
- Has had P&L responsibility for an organization of over \$100M revenue.
- Has worked for at least three companies.
- Ideally has had senior management responsibility in private equity/venture-backed start-up, high-growth environment.
- Demonstrated ability to inherit a long-tenured team and within a year transform that team into a high-performing unit.

Key Competencies

- Analysis Skills
- Judgment/Decision-Making
- Strategic Skills
- Leading Edge
- Integrity
- Resourcefulness/Initiative
- Excellence
- Customer-focus
- Verbal Communications
- Topgrading
- Change leadership
- Energy/Drive
- Enthusiasm/passion
- Tenacity

Full List of Competencies

Rating Scale: 5 = Excellent 4 = Very Good 3 = Good 2 = Only Fair 1 = Poor	MAR – Minimum Acceptable Rating
Ease of Changing Competency: Difficult Hard, But Doable Easy	

Competency	Definition	MAR	Your Rating	Comments
INTELLECTUAL				
Intelligence	Ability to acquire understanding & absorb information rapidly. A quick study.	5		
Analysis Skills	Identifies significant problems & opportunities. Analyzes problems and people in depth. Sorts the wheat from the chaff, determining root causes.	5		
Judgment/Decision Making	Consistent logic, rationality & objectivity in decision making. Neither indecisive nor hip-shooter.	5		
Conceptual Ability	Deals effectively with not just concrete, tangible issues but with abstract, conceptual matters	4		
Creativity	Generates new approaches to problems or innovations to established best practices. Shows imagination	4		
Strategic Skills	Determines opportunities & threats through comprehensive analysis of current & future trends. Comprehends the big picture.	5		
Pragmatism	Generates sensible, realistic, practical solutions to problems.	5		
Risk Taking	Takes calculated risks, with generally favorable outcomes. Does not “bet the farm.”	4		
Leading Edge	Constantly benchmarks best practices & expects others to do same.	5		
Education	Meets formal & informal educational requirements. Exhibits continuous learning.	4		
Experience	Job specific	4		
Track Record	Successful career history. Generally earns performance ratings of “excellent.”	5		
PERSONAL				
Integrity	Iron clad. Does not ethically cut corners. Earns trust of co-workers. Puts organization above self-interests.	5		
Resourcefulness/ Initiative	Passionately finds ways over, around, or through barriers to success. Achieves results despite lack of resources. Goes beyond the call of duty. Shows bias for action. A results-oriented “doer.”	5		
Organization/Planning	Plans, organizes, schedules & budgets in efficient, organized manner. Focuses on key priorities	4		
Excellence	Sets high stretch standards of performance for self and others. Low tolerance for mediocrity. High sense of responsibility.	5		
Independence	Willingness to take an independent stand. Not swayed by last person talked with.	5		
Stress Management	Stable & poised under pressure.	4		
Self-Awareness/ Feedback	Recognizes own strengths & weaknesses. Not defensive. Does not rationalize mistakes or blame others. Uses feedback mechanisms.	4		
Adaptability	Not rigid. Copes effectively with complexity and change.	3		

Competency	Definition	MAR	Your Rating	Comments
INTERPERSONAL				
First Impression	Professional in demeanor. Creates favorable first impression – body, language, eye contact, posture, etc.	5		
Likability	Puts people at ease. Shows Emotional Intelligence. Warm, sensitive, compassionate. Not arrogant. Friendly, sense of humor, genuine.	4		
Listening	Tunes in accurately to opinions, feelings, and needs of people. Empathetic. Patient. Let's others speak. Listens actively.	4		
Customer Focus	Monitors client satisfaction (internal or external). Establishes partner relationship with clients. Visible & accessible to clients.	5		
Team Player	Reaches out to peers. Overcomes we-they. Approachable. Leads peers to do what is best for company.	4		
Assertiveness	Takes forceful stand on issues without being excessively abrasive.	4		
Communications – Oral	Communicates well one on one, in small groups and public speaking. Fluent, quick on feet, command of language. Keeps people informed.	5		
Communications – Written	Writes clear, precise, well-organized documents using appropriate vocabulary, grammar & word usage.	4		
Political Savvy	Aware of political factors and hidden agendas, and acts effectively with that awareness	5		
Negotiation Skills	Achieves favorable outcomes in win/win negotiations.	5		
Persuasion	Persuasive in change efforts, selling a vision. Convincing.	5		
MANAGEMENT				
Selecting A Players	Topgrades through effective recruiting & selecting at least 90% A players.	5		
Training/Development/ Coaching	Actively & successfully trains people. Coaches & develops for promotion into positions where they succeed. People builder.	5		
Goal Setting	Sets fair stretch goals for self & others. Encourages individual initiative.	5		
Empowerment	Pushes decision making down to lowest level. Provides authority & resources to subordinates.	4		
Performance Management	Fosters high level of accountability through fair, hard hitting performance management system. Free with deserved praise & recognition. Constructive in criticism. Provides frequent feedback.	5		
Redeploying B/C Players	Redeploys chronic B/C's.	5		
Team Builder	Achieves cohesive, effective team spirit with staff. Treats staff fairly. Shares credit.	4		
Diversity	Topgrades with diversity.	3		
Running Meetings	Demonstrates ability to organize & run effective meetings.	3		

Competency	Definition	MAR	Your Rating	Comments
LEADERSHIP				
Vision	Provides clear, credible vision and strategy.	4		
Change Leadership	Actively intervenes to create & energize positive change. Leads by example.	5		
Inspiring Followership	Inspires people to follow lead. Minimizes intimidation. Takes charge. Motivates by pushing appropriate hot buttons of individuals.	4		
Conflict Management	Understands natural forces of conflict and acts to prevent or soften them. Effectively works through conflicts to optimize outcome. Does not suppress, ignore or deny conflicts.	4		
MOTIVATIONAL				
Energy/Drive	Exhibits energy, strong desire to achieve, high dedication level.	5		
Enthusiasm/Passion	Exhibits dynamism, excitement, and a positive can do attitude.	5		
Ambition	Desires to grow in responsibility & authority.	3		
Compatibility of Needs	Needs that are consistent with opportunities in foreseeable future.	4		
Balance in Life	Achieves sufficient balance among work, wellness, relationships, community involvement, professional associations, friendships, hobbies & interests.	3		
Tenacity	Consistent reward of passionately striving to achieve results. Conveys strong need to win. Reputation for not giving up.	5		