



# **Business Drivers of Growth**

## **Personal Report Workbook**

January 31, 2012

The last Leadership Pulse in 2012 focused on both energy and business drivers of growth. The business drivers work comes out of our overall research on what creates fast-growth firms. This research started with Dr. Welbourne's initial public offering (IPO) studies, examining predictors of long-term survival, stock price growth and overall earnings growth of multiple cohorts (all IPOs in a given year). The IPO work was expanded to non-IPOs, including larger, mid-size and small firms. The story continues to evolve, and the last Leadership Pulse in 2012 also focused on this body of work.

Below is a copy of one page of the Pulse; you can see the response scale and sample questions.

### Pulse Dialogue

#### Business drivers:

Use the scale below to rate two different things simultaneously. We are asking the degree to which each item affected your business (level of impact, which ranges from 1 to 5). The impact can be negative or positive. For each item, please find the number that represents your perspective on how the particular asset has affected your business in the **last 6 MONTHS**.

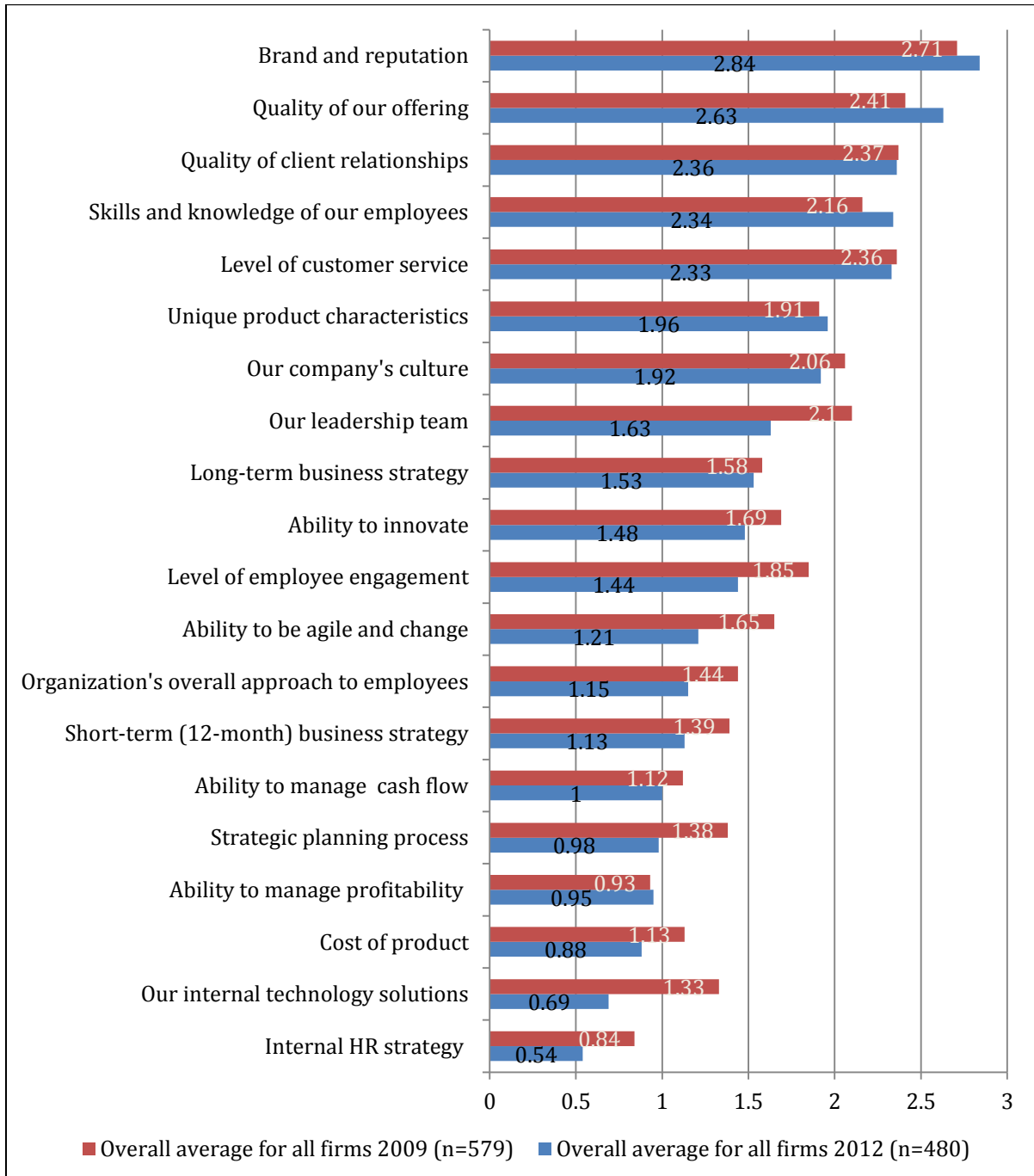
*For example, cash flow may be very important and hurting your business (5 for very important and then negative because having a negative impact on business - so the resulting score is -5) vs. cash flow being important and helping you grow the business, hire people, etc. (this score is then 5 and positive, +5).*

EXTREMELY NEGATIVE	VERY NEGATIVE	NEGATIVE	SOMEWHAT NEGATIVE	SLIGHTLY NEGATIVE	NEUTRAL	SLIGHTLY POSITIVE	SOMEWHAT POSITIVE	POSITIVE	VERY POSITIVE	EXTREMELY POSITIVE
-5	-4	-3	-2	-1	0	1	2	3	4	5

1.

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Ability to manage cash flow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal HR strategy (way we select, reward, develop)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Short-term (12 months) business strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to manage profitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to be agile and change quickly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills and knowledge of our employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long-term business strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization's approach to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of client relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Overall average scores on each driver (2009 and 2012)



**From your personal report, pull your score and add it to the last column. Compare your rankings vs. the overall sample.**

<b>Business Driver</b>	<b>Overall average for all firms 2012 (n=480)</b>	<b>Overall average for all firms 2009 (n=579)</b>	<b>Your survey score (from personal report)</b>
Brand and reputation	2.84	2.71	
Quality of our offering	2.63	2.41	
Quality of client relationships	2.36	2.37	
Skills and knowledge of our employees	2.34	2.16	
Level of customer service	2.33	2.36	
Unique product characteristics	1.96	1.91	
Our company's culture	1.92	2.06	
Our leadership team	1.63	2.1	
Long-term business strategy	1.53	1.58	
Ability to innovate	1.48	1.69	
Level of employee engagement	1.44	1.85	
Ability to be agile and change	1.21	1.65	
Organization's overall approach to employees	1.15	1.44	
Short-term (12-month) business strategy	1.13	1.39	
Ability to manage cash flow	1	1.12	
Strategic planning process	0.98	1.38	
Ability to manage profitability	0.95	0.93	
Cost of product	0.88	1.13	
Our internal technology solutions	0.69	1.33	
Internal HR strategy	0.54	0.84	



## **What can you learn?**

The business drivers data have been studied in a number of organizations and across organizations. You can use the analysis to provide your organization with a diagnostic tool for your culture. The business drivers demonstrate what your leaders, managers and employees think is driving your firm's performance.

Companies differ in how they prioritize resources, and our research shows the pattern of business drivers that distinguishes high and low performing companies. By knowing the current state of your organization and comparing it to high performing organizations and what the research shows predict high growth, you can start a high quality, business-focused conversation about change needed to spur growth.

## **Next steps**

eePulse will be rolling out more of the analysis work on this sample, and we will invite you to participate in webinars reviewing the results.

If you are interested in learning more and and/or using this tool within your organization, please contact us at [info@eepulse.com](mailto:info@eepulse.com) or call +1-734-429-4400.