



**Says**  
What have we heard them say?  
What can we imagine them saying?



**Thinks**  
What are their wants, needs, hopes, and dreams?  
What other thoughts might influence their behavior?

INTERNAL

FOCUS  
The Financial  
Performce of  
the Business

KPI'S  
i) Revenue  
ii) Opex  
iii) Net Proft

CUSTOMER

Focus  
Customer  
Satisfcation

KPI'S  
i) Level of returns  
ii) Lifetime Value  
iii) Customer  
satisfcation

VISION  
AND  
STRATEG  
Y

INTERNAL

LEARNING &  
GROWTH

Focus  
The efcieny  
of Business

KPI'S  
i) Machine  
Downtime  
ii) Inventory  
Level  
iii) Unit Costs

Focus  
Internal  
Knowledge  
& Innovation

KPI'S  
i) Employer  
retention  
ii) Level of new  
product ideas  
iii) Employer  
satisfcation



**Does**  
What behavior have we observed?  
What can we imagine them doing?



**Feels**  
What are their fears, frustrations, and anxieties?  
What other feelings might influence their behavior?