

# Velocity Assessment Scorecard

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## Instructions

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Answer each question honestly using the 0-3 scale. Calculate your scores by category to identify your biggest constraint.

## Decision Velocity (Questions 1-5)

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### 1. Decision Authority Level

- **0 points:** Almost all decisions require executive approval
- **1 point:** Major decisions need executive approval; routine decisions are delegated
- **2 points:** Most decisions made at working level; exec involved in strategic only
- **3 points:** Decisions made at information source; rapid escalation path for edge cases

### 2. Decision Speed

- **0 points:** Typical decisions take weeks
- **1 point:** Typical decisions take 3-7 days
- **2 points:** Most decisions made within 48 hours
- **3 points:** Routine decisions same-day; non-routine within 48 hours

### 3. Meeting-Decision Ratio

- **0 points:** Multiple meetings needed for most decisions
- **1 point:** Decisions typically require 1-2 meetings
- **2 points:** Most decisions made without formal meetings
- **3 points:** Decisions made asynchronously; meetings for alignment only

## 4. Decision Documentation

- **0 points:** Extensive documentation required before and after decisions
- **1 point:** Formal documentation for major decisions only
- **2 points:** Lightweight documentation; emphasis on action
- **3 points:** Decision log accessible to all; no formal approval process

## 5. Reversibility Mindset

- **0 points:** All decisions treated as permanent; extensive analysis paralysis
- **1 point:** Some recognition of reversible vs. irreversible decisions
- **2 points:** Clear distinction; reversible decisions made quickly
- **3 points:** "Two-way door" decisions made rapidly with learning mindset

**Decision Velocity Score:** \_\_\_\_ / 15 points

# Information Flow (Questions 6-8)

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## 6. Information Accessibility

- **0 points:** Information scattered; requires asking multiple people
- **1 point:** Some centralized information; not always current
- **2 points:** Most information centralized and searchable
- **3 points:** Single source of truth; real-time updates; universal access

## 7. Communication Overhead

- **0 points:** Information passes through many layers; significant delays
- **1 point:** Some direct communication; still many handoffs
- **2 points:** Direct communication common; minimal layers
- **3 points:** Information flows directly to those who need it

## 8. Meeting Efficiency

- **0 points:** Many meetings; unclear purposes; poor outcomes
- **1 point:** Meetings scheduled but often unproductive
- **2 points:** Most meetings have clear agendas and outcomes
- **3 points:** Minimal meetings; asynchronous-first; 45-min pulse replaces 3-hour staff

Information Flow Score: \_\_\_ / 9 points

## Problem Resolution (Questions 9-11)

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### 9. Problem Recurrence

- **0 points:** Same problems repeatedly; no systematic resolution
- **1 point:** Some attempt to address root causes
- **2 points:** Formal process for preventing problem recurrence
- **3 points:** "Solve Forever" protocol; problems rarely recur

### 10. Escalation Patterns

- **0 points:** Problems escalate slowly through hierarchy
- **1 point:** Some direct escalation; still significant delays
- **2 points:** Clear escalation paths; problems addressed quickly
- **3 points:** Problems solved at source; escalation rare and rapid

### 11. Solution Implementation

- **0 points:** Solutions discussed but implementation slow/incomplete
- **1 point:** Some solutions implemented; often delayed
- **2 points:** Most solutions implemented within weeks
- **3 points:** Solutions implemented immediately; 90-day "rocks" for larger changes

Problem Resolution Score: \_\_\_ / 9 points

## Organizational Efficiency (Questions 12-15)

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### 12. Process Complexity

- **0 points:** Processes complex; many approval steps
- **1 point:** Some streamlining; still bureaucratic
- **2 points:** Most processes streamlined; minimal approvals
- **3 points:** Radical simplification; automation where possible

## 13. Handoff Efficiency

- **0 points:** Many handoffs; information loss at each step
- **1 point:** Documented handoffs; still inefficient
- **2 points:** Minimal handoffs; smooth transitions
- **3 points:** Handoffs eliminated through automation or responsibility redesign

## 14. Working Hours Reality

- **0 points:** Parking lot full at 9 PM; chronic overwork
- **1 point:** Many people working late regularly
- **2 points:** Occasional late nights; generally reasonable hours
- **3 points:** Work gets done during work hours; empty parking lot by 6 PM

## 15. Velocity Metrics

- **0 points:** No velocity metrics tracked
- **1 point:** Some metrics tracked; not widely used
- **2 points:** Key velocity metrics tracked and reviewed
- **3 points:** “The Number” for each person; transparent; drives behavior

**Organizational Efficiency Score: \_\_\_\_ / 12 points**

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**Total Score: \_\_\_\_ / 45 points**

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## Score Interpretation

- **36-45 points:** Velocity Leader - You operate at 70-90% capacity
- **27-35 points:** Velocity Builder - You're at 40-60% capacity; clear path to improvement
- **18-26 points:** Velocity Seeker - You're at 20-35% capacity; significant opportunity
- **0-17 points:** Velocity Crisis - You're at <20% capacity; transformation urgent

## Industry Benchmarks

- Average pharmaceutical company: 18-22 points (30-35% capacity)
- High-performing biotech: 32-38 points (60-75% capacity)
- Velocity exemplars (Moderna-level): 40-45 points (85-95% capacity)

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## Your Biggest Constraint

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Look at your four category scores. Your lowest score indicates your biggest constraint:

- **Decision Velocity:** Focus on decision authority and speed
- **Information Flow:** Focus on transparency and communication
- **Problem Resolution:** Focus on “Solve Forever” protocol
- **Organizational Efficiency:** Focus on process simplification

**Next Step:** Download the Rock Planning Canvas and commit to a 90-day transformation sprint targeting your biggest constraint.