# The Seven Questions

Seven parts of your business. One question each.

By Max Koz

Circle the answer that's true today, not the one you wish were true.

| | 1 | 2 | 3 | 4 |
|---|---|---|---|---|
| **Leadership**<br>A manager faces a hard call and you're not there. What happens? | They wait | They guess what I'd want | They decide by our values | The principles decide, I hear later |
| **Focus**<br>What's the company's #1 priority this quarter? | Whatever is on my list | It's written, I know it | Every manager can say it | Every person can say theirs |
| **Hiring**<br>How did your last hire happen? | Someone I knew, in a rush | Scorecard and a process, I interviewed | A manager ran it, I met them day one | Off a bench we'd already built |
| **Marketing**<br>Where did your last ten customers come from? | Referrals and Google, I think | I know by source | I know by cost and lifetime value | I know by market |
| **Sales**<br>Who closed your last big deal? | Me | Me, following our process | A salesperson, a manager reviewed | A rep, I never met the customer |
| **Accountability**<br>What do you look at every week? | Bank balance and gut | A scoreboard I built | Numbers my managers own and explain | Forecast and misses traced to causes |
| **Innovation**<br>What is AI doing in your company right now? | I use it myself | A few things I set up | The team runs tests with a budget | We build new abilities on purpose |

**Your lowest circle is where to start.** Fix that one part before you touch the others.

Print it. Answer it honestly. Ask your managers to answer it too.