

Cycle of Value Diagnostic

Topic: _____ Date: _____

Conversation		Purpose	Before moving on, ask	Off Track	Weak	On Track
	Intersect	A clear strategic intent that makes <i>sense</i> to clients, investors and employees	Where are we headed? Why does it matter to each of us? What facts matter to us?			
	Invent	Have enough relevant, creative solutions to achieve the strategic intent	How might we get there?			
	Invest	Plans that clearly commit time, money and people to achieve the strategy	How will we change our allocation of people, money and time? Are our processes, routines and structures aligned with our strategy?			
	Engage	The people who must execute understand the plan and the metrics	What about the plan is important to those who must execute?			
	Clarify	All the important accountabilities are clearly defined	Are requests clear to those who must execute?			
	Close	The accountable people are personally committed and in effective action	Are the right people committed? Do we have a method for holding each other accountable?			
	Review	Our metrics guide effective informal and formal business reviews	What have we accomplished? What have we learned?			
	Renew	We have effective routines for identifying and executing improvements	Where will we go from here?			

Cycle of Value Diagnostic Guidelines

You can use the Cycle of Value Diagnostic to pick the conversation it is “time for *now*” in any initiative requiring high-performance collaboration.

In general, go to the conversation preceding your first “off track” conversation.

However, sometimes a circumstance (upcoming meeting, emergency deliverable, etc.) demands you go to the “off track” conversation that puts you at the most urgent risk.

Whenever you are not making the progress, or creating the value you require, use the Cycle of Value Diagnostic, and consider which conversation it is time for *now*.