

LUCENT



Operations Health Scorecard

For Small-Medium Sized Businesses

A practical self-assessment for finding the weak points in your training, leadership, cleanliness, communication, customer experience, accountability, and daily execution systems.

What this helps you identify

- Where performance depends too much on your strongest people
- Which standards are unclear, untrained, or unmeasured
- What system should be fixed first in the next 30 days

Train the standard. Lead the standard. Execute the standard.

How to Use This Scorecard

This is not an academic audit. It is a field tool for owners and managers who want to find where execution is breaking down and what system to fix first.

1 Score each standard

Circle a score from 1 to 5 for every statement. Be honest. The goal is clarity, not perfection.

2 Total each category

Each category has 5 standards. The max category score is 25. The full scorecard total is 175.

3 Pick the lowest two areas

Do not try to fix everything. Choose the two weakest categories and turn them into a 30-day execution sprint.

4 Assign ownership

For each action, write one owner, one deadline, one measurement, and one review rhythm.

Scoring Scale

1

Not Present

No clear standard or system exists.

2

Inconsistent

It happens only when the right person is present.

3

Basic

A standard exists, but follow-up is uneven.

4

Strong

The standard is trained, observed, and coached.

5

Systemized

The system is measurable, repeatable, and scalable.

Training Systems

CATEGORY 1 OF 7

How consistently your business turns new people into capable performers.

Circle one score for each standard. 1 = weak / absent, 5 = systemized and repeatable.

Operational Standard	Score
1. Core roles have documented position standards, not just verbal directions.	1 2 3 4 5
2. New hires follow a consistent first-week roadmap with clear milestones.	1 2 3 4 5
3. Trainers are selected, trained, and evaluated for how they teach.	1 2 3 4 5
4. Employees are signed off only after demonstrating the standard under real conditions.	1 2 3 4 5
5. Follow-up training happens after launch, not only during onboarding.	1 2 3 4 5

Category Total: / 25

STRONG SIGNAL

A new employee can explain what good looks like, who is coaching them, and what comes next.

RISK SIGNAL

Every trainer teaches it differently, and managers keep re-training the same mistakes.

Leadership Development

CATEGORY 2 OF 7

How well your leaders create standards, coach people, and multiply ownership.

Circle one score for each standard. 1 = weak / absent, 5 = systemized and repeatable.

Operational Standard	Score
1. Every leader knows the standards they are responsible to protect.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
2. Leaders run consistent pre-shift or weekly alignment moments.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
3. Coaching conversations happen quickly, respectfully, and specifically.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
4. Emerging leaders have growth plans with measurable next behaviors.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
5. Leaders model the standard before they enforce the standard.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Category Total: / 25

STRONG SIGNAL

Your strongest leaders are not just solving problems - they are developing other problem-solvers.

RISK SIGNAL

The operation depends on one or two strong managers, and performance drops when they are gone.

Cleanliness & Presentation

CATEGORY 3 OF 7

How reliably your environment communicates care, quality, and discipline.

Circle one score for each standard. 1 = weak / absent, 5 = systemized and repeatable.

Operational Standard	Score
1. Daily cleaning standards are clear, visible, and assigned to specific roles.	1 2 3 4 5
2. Deep-cleaning work is scheduled with owners, frequency, and verification.	1 2 3 4 5
3. Guest-facing areas are inspected from the customer perspective every day.	1 2 3 4 5
4. Equipment, storage, and work areas have defined reset standards.	1 2 3 4 5
5. Leaders follow up on cleanliness gaps before they become normal.	1 2 3 4 5

Category Total: / 25

STRONG SIGNAL

Cleanliness is not a scramble before visits. It is built into the rhythm of the business.

RISK SIGNAL

The team cleans what is urgent or visible, while hidden problems slowly become accepted.

Communication & Alignment

CATEGORY 4 OF 7

How clearly the team knows the goal, the plan, and what changed.

Circle one score for each standard. 1 = weak / absent, 5 = systemized and repeatable.

Operational Standard	Score
1. The team has one reliable place for priorities, tasks, updates, and standards.	1 2 3 4 5
2. Shift handoffs include what happened, what matters next, and who owns it.	1 2 3 4 5
3. Leaders communicate the same message instead of creating mixed expectations.	1 2 3 4 5
4. Meetings end with clear decisions, owners, deadlines, and follow-up dates.	1 2 3 4 5
5. Feedback from the front line reaches leaders and turns into action.	1 2 3 4 5

Category Total: / 25

STRONG SIGNAL

People know what matters before the rush starts, not after the problem already happened.

RISK SIGNAL

The business runs on side conversations, memory, screenshots, and last-minute reminders.

Customer Experience

CATEGORY 5 OF 7

How consistently the guest receives the service, speed, and quality you promise.

Circle one score for each standard. 1 = weak / absent, 5 = systemized and repeatable.

Operational Standard	Score
1. The team has clear service behaviors that can be observed and coached.	1 2 3 4 5
2. Speed, accuracy, hospitality, and recovery standards are measured regularly.	1 2 3 4 5
3. Mistakes are studied by root cause, not explained away as people issues.	1 2 3 4 5
4. Leaders observe the customer journey during real volume, not only calm periods.	1 2 3 4 5
5. Guest feedback is reviewed and turned into specific team behaviors.	1 2 3 4 5

Category Total: / 25

STRONG SIGNAL

The customer experience feels intentional even when the business is busy.

RISK SIGNAL

Good service depends on who is working instead of the system everyone follows.

Accountability & Follow-Through

CATEGORY 6 OF 7

How well standards turn into action, ownership, and completed work.

Circle one score for each standard. 1 = weak / absent, 5 = systemized and repeatable.

Operational Standard	Score
1. Every important initiative has one owner, one deadline, and one success measure.	1 2 3 4 5
2. Leaders review commitments consistently instead of relying on memory.	1 2 3 4 5
3. Missed standards are addressed with clarity, fairness, and documentation.	1 2 3 4 5
4. Strong performance is recognized in a way that reinforces the right behaviors.	1 2 3 4 5
5. Tasks and projects are visible enough that nothing important disappears.	1 2 3 4 5

Category Total: / 25

STRONG SIGNAL

People trust that expectations matter because leaders inspect and reinforce them consistently.

RISK SIGNAL

The same issues keep returning because ownership is vague and follow-up is optional.

Daily Execution & Process Control

CATEGORY 7 OF 7

How reliably the business executes the right behaviors during normal pressure.

Circle one score for each standard. 1 = weak / absent, 5 = systemized and repeatable.

Operational Standard	Score
1. Each day has a clear operating rhythm for readiness, rush execution, and reset.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
2. Checklists are useful, current, and connected to real leadership follow-up.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
3. Bottlenecks are identified by observation and data, not only opinion.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
4. The team has simple systems for preventing repeated mistakes.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
5. Continuous improvement is a normal rhythm, not a reaction to crisis.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Category Total: / 25

STRONG SIGNAL

Your operation has a repeatable rhythm that creates calm, consistency, and better decisions.

RISK SIGNAL

The business feels busy but not controlled, and leaders spend the day reacting.

Score Summary & Diagnosis

Transfer each category total below, then add your overall score. Use the diagnosis bands to identify the health of your current operating system.

Category	Score
Training Systems	____ / 25
Leadership Development	____ / 25
Cleanliness & Presentation	____ / 25
Communication & Alignment	____ / 25
Customer Experience	____ / 25
Accountability & Follow-Through	____ / 25
Daily Execution & Process Control	____ / 25

Overall Operations Health Score

____ / 175

Diagnosis Bands

150-175	Scalable Operation	Strong systems. Your next move is refinement, leader multiplication, and expansion.
120-149	Strong Foundation	Healthy core. Your biggest opportunity is consistency across leaders, shifts, or locations.
85-119	Leader-Dependent	Results happen when strong people are present. Build repeatable systems that survive pressure.
35-84	Reactive Operation	Execution is mostly informal. Start with standards, ownership, and a simple review rhythm.

30-Day Action Plan

Choose the two lowest-scoring categories. Then build a simple execution sprint around one standard at a time. The goal is not a perfect plan. The goal is visible ownership and weekly improvement.

LOWEST CATEGORY 1

Category _____

Why it matters _____

LOWEST CATEGORY 2

Category _____

Why it matters _____

Build the Sprint

Action	Owner	Measurement	Review Date

Weekly Review Rhythm

- What improved this week?
- What standard still slipped?
- Who needs coaching or recognition?
- What will we inspect before the next review?

Need a second set of eyes?

Bring this completed scorecard into a Lucent mini operational review and identify the first system to fix.

LUCENT



Clarity creates consistency.

Use this scorecard to stop guessing, identify the system behind the symptom, and build a business that performs even when pressure rises.

Lucent Services

Training Systems | Leadership Development | Operational Assessments | Coaching

Train the standard. Lead the standard. Execute the standard.