**SMARTtools for Leaders™**

**Scorecard for the role:** CHIEF EXECUTIVE OFFICER (CEO)

**CEO Scorecard: Marking scorecard : Coach**

**Rating and Comments (A,B,C):**

**MISSION: :** The mission for this role is to double the revenues of the group from € 30m to €75m by the end of 2025.

To provide leadership to the business and to be able to clearly articulate a vivid vision and strategic direction of the company which ensures understanding and engagement to all stakeholders.

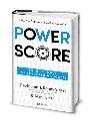
To ensure the business ( and all employees ) conducts itself a manner which is lawful and ethical and in line with the values of the organisation.

**OUTCOMES:**

|  | **OUTCOMES** | **RATING and COMMENTS** |
| --- | --- | --- |
| 1 | **LEADERSHIP:** Can firstly demonstrate a clear capability of “leadership” based on self awareness and personal attributes in line with the companies core values.   * Deliver a Vivid Vision for the company through to December 2025 * Living reinforcing and aligning the team around the Core Values. * Provide a leadership role in the furniture industry. |  |
| 2 | **PEOPLE SKILLS:** Essential that the CEO candidate has above average people skills in all areas of :  **Hiring the right team**  *A proven track record of hiring “A players” and appreciating the future needs of the organisation. 75 % of senior team are A players and other 25% have A player potential*  **Coaching**  *The ability to aspire and grow the competence and confidence of the team to create autonomy in decision making. Instill a Can Do Culture and ensure that there is a good team of leaders and managers who can take the company to the next level.*  **Performance management**  *Is equally capable of dealing with any people issues in a proper and efficient manner – one that instils respect rather than fear.*  **Company Structure**  *To put in place the right company structure to ensure the organisation has the right talent and the right roles in place to achieve its growth ambitions.* |  |
| 3 | **RESULTS DRIVEN:** Shows a clear understanding of all business metrics and is focused on delivering results, in a timely manner – reporting those metrics to the board that are accurate and meet the operational and financial expectations of the business, including but not limited to:-  Attain Gross Revenue of:  € 40m turnover by end of 2023. EBITDA € 4.0m 10%  € 56m turnover by end of 2024 EBITDA € 5.6m 10%  € 75m turnover by end of 2025. EBITDA € 7.5m 10%  Attain 28% Gross Margin by end of 2023  Ultimately the CEO should be focused on growing the Enterprise Value of the organization in line with shareholder expectations.  Goal to achieve a 8x multiple of EBITDA by 2025 = €60m  Work alongside Finance Lead and General Managers to ensure all business KPI and “dash board” measures that are of value and support decision making processes are in place. |  |
| 4 | **SALES & MARKETING :** Creating new opportunities within the market and playing a key role in the nurturing and development of Strategic Customers   * SCS * DFS * Furniture Village * Support Account Managers with Strategic business development opportunities across Europe and the rest of the world. * PR ( profile ) – ensure a personal profile that is in line with the business and values.   Engaging when dealing directly with customers ( at any level ) or supporting the sales function in hosting prospective new clients or visiting their premises in order to create confidence and rapport that will lead to new business opportunities. Leading at Trade shows around the world. |  |
| 6 | **STRATEGY**  : To build on the Vivid vision and put in place a three year Strategic plan designed to achieve the financial outcomes, while also taking advantage of trends in the market, customer positioning, new product development and innovation.   * Ensure that each year there is a robust planning process and One Page Strategic plan to drive the next 12 months execution priorities. |  |
| 6 | **ACQUISITION STRATEGY:**   * Create a playbook that will inform the company’s Acquisition strategy * De risk any future acquisitions   Identify and Build out strong relationships with targeted companies that maybe looking to sell in next 5 years |  |
| 7 | ACCOUNTABLE: Demonstrates a personality that takes accountability for the result, not an excuse maker. Looks to promote the successes with the team yet will willingly take on responsibility for under performance / failure. Is conscientious and has a “can do” attitude that will spread to those around him. |  |
| 8 | COMMUNICATOR: Can demonstrate excellent means of communication , whether written or verbal , in a manner which inspires others around them – excellent presentation ( speaker ) skills – portrays energy and enthusiasm when addressing others. Needs to be able to take on the role of “Chief Story Teller.” |  |
| 9 | PERSONAL ATTRIBUTES: Shows energy and enthusiasm in everything they do – clear leadership capabilities , ideally has activities outside of work that support this ( such as sporting / social responsibilities or participation )  A personality of “drive & ambition” – but not at the expense of others around him  Self confidence and belief  A willingness to be challenged and challenge others in an appropriate manner  Has a trusting nature with a high degree of emotional intelligence  Excellent communicator – whether 1-2-1 or in larger groups  A Bastion of the core values |  |

**COMPETENCIES:**

| **PRIORITIES** | **WHO** | **RELATIONSHIPS** | **TECHNICAL** |
| --- | --- | --- | --- |
| Brainpower/learns quickly | Hires A players | Organisation and planning | Finance and budgeting |
| Analysis skills | Develops people to become A players | Integrity/honesty | Top grading |
| Strategic thinking/visioning | Removes underperformers | Calm under pressure | **Intact** |
| Creative/innovative | Network of talented people | **Customer Service** | Information Technology |
| Sets high standards and goals | **Industry Leader** | Moves fast | **Systems and Processes** |
| **Holds people to Account** |  | Follows through on commitments | **Process Accountability** |
|  |  | Attention to detail | **Reporting Skills** |
|  |  | Enthusiasm/ability to motivate others |  |
|  |  | Persistent |  |
|  |  | Proactivity/takes initiative |  |
|  |  | Work ethic |  |
|  |  | Treats people with respect |  |
|  |  | Flexible/adaptable |  |
|  |  | Listening skills |  |
|  |  | Open to criticism and others’ ideas |  |
|  |  | Written communications |  |
|  |  | Oral communication |  |
|  |  | Teamwork |  |
|  |  | Persuasion |  |
|  |  |  |  |



**COMPETENCIES:**

| **PRIORITIES** | **WHO** | **RELATIONSHIPS** | **TECHNICAL** |
| --- | --- | --- | --- |
| Aggressiveness | Cultural fit | Organization and planning | Engineering |
| Energy | Network / Connections | Integrity/honesty | Operations |
| High Expectations | Develops and motivates others | Calm under pressure | Supply Chain |
| Resilience | Hires A players | Moves fast | Finance |
| Wider business knowledge |  |  | Marketing |
| Written communications |  | Follows through on commitments |  |
| Oral communication |  | Attention to detail |  |
|  |  | Enthusiasm |  |
|  |  | Persistent |  |
|  |  | Proactivity/takes initiative |  |
|  |  | Work ethic |  |
|  |  | Treats people with respect |  |
|  |  | Flexible/adaptable |  |
|  |  | Listening skills |  |
|  |  | Open to criticism and others’ ideas |  |
|  |  | Teamwork |  |
|  |  | Persuasion |  |
|  |  | Holds people accountable |  |
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