Prompts – questions to explore capability

1. Develop Vision & Strategy

Criterion: Strategic objectives drive actual resource allocation decisions.

Audit evidence prompts

- Show where strategic objectives are explicitly referenced in recent capital, budget, or workforce allocation decisions.
- Provide examples where funding or priorities were changed due to a shift in strategy.
- Demonstrate how underperforming strategic initiatives were modified, defunded, or stopped.

Red flags

- Strategy decks without corresponding investment movements
- "Business as usual" budgets despite strategic change

2. Develop & Manage Products & Services

Criterion: Offerings move predictably from concept to market using a repeatable lifecycle.

Audit evidence prompts

- Describe the standard lifecycle used to take products/services from idea to launch.
- Provide evidence that this lifecycle has been applied consistently across multiple initiatives.
- Show forecast vs actual performance for time, cost, and launch outcomes.

Red flags

- One-off success stories
- Different teams using incompatible approaches

3. Market & Sell Products & Services

Criterion: Demand can be forecast and influenced with reasonable accuracy.

Audit evidence prompts
- Provide demand forecasts and corresponding actual outcomes over multiple periods.
- Demonstrate how marketing or pricing actions changed demand patterns.
- Show how forecast accuracy is reviewed and improved.

Red flags
- Forecasts produced but not trusted or used
- Sales described as "unpredictable by nature"

4. Deliver Products & Services

Criterion: Customer commitments are met reliably without extraordinary effort.

Audit evidence prompts
- Provide performance data showing on-time, in-full delivery against customer commitments.
- Show how delivery performance is monitored and exceptions handled.
- Demonstrate that reliability does not depend on informal escalation or heroics.

Red flags
- Reliance on key individuals to "save" delivery
- Frequent emergency workarounds

5. Manage Customer Service

Criterion: Customer issues are resolved in a way that reduces future demand for service.

Audit evidence prompts
- Show how customer issues are categorised, analysed, and tracked over time.
- Provide evidence of root-cause fixes and subsequent reduction in repeat issues.
- Demonstrate linkage between service insights and upstream process improvements.

Red flags

- High activity with no reduction in repeat contacts
- "Closing tickets" mistaken for learning

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6. Develop & Manage Human Capital

Criterion: The organisation can reliably put the right skills in the right roles when needed.

Audit evidence prompts
- Provide workforce plans aligned to strategic and operational needs.
- Show time-to-fill data for critical roles and evidence of succession coverage.
- Demonstrate how skills gaps are identified and proactively addressed.

Red flags
- Chronic vacancies in key roles
- Capability gaps discovered only after failure

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7. Manage IT & Knowledge

Criterion: Information systems and data can be depended on for critical business decisions.

Audit evidence prompts
- Identify which systems and data are relied upon for key business decisions.
- Show evidence of data quality controls and system reliability for those decisions.
- Demonstrate that leadership uses these systems without parallel "shadow" tools.

Red flags
- Critical decisions made outside core systems
- Widespread spreadsheet reconciliation

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8. Manage Financial & Physical Resources

Criterion: Capital is allocated and reallocated based on performance and expected value.

Audit evidence prompts
- Provide examples of investment decisions adjusted due to performance outcomes.
- Show how expected value or return was assessed before allocation.
- Demonstrate that underperforming assets or initiatives are actively corrected or exited.

Red flags

- Budget roll-forwards regardless of results
- Inability to stop failing investments