

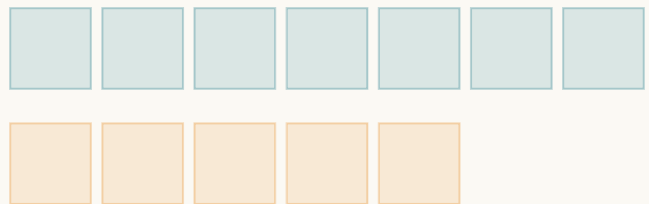


A FREE ARDENT WORKSHOP TOOL

People-Ops Readiness Scorecard

Twelve questions, weighted and ranked — and the workbook that closes your biggest gaps

[A free tool](#)



Score it in twenty minutes

Twelve statements, one per workbook in this kit. Rate each 0 to 3 for how true it is of your team today. The scorecard weights each one by how much it costs a small team to get wrong, computes the gap, and ranks what to fix first — so your rollout starts where your risk is, not at file 01. The spreadsheet does the arithmetic and the ranking for you; this page is for the version of the conversation that happens round a table.

TWO COLUMNS, TWO DIFFERENT SUMS — DON'T MIX THEM

Wt × Score is your weight times your score. Add that column up and you have your readiness total out of 81. **Gap × Wt** is your weight times the gap — that is 3 minus your score. You do not add that column up; you look for the single biggest number in it, and that row is where you start.

	Rating	What it means
3	Strong	True today, written down somewhere everyone can find, and kept current. Nobody would be surprised by the answer.
2	Adequate	Mostly true, mostly current. It exists but it lives in one person's head, one person's laptop, or one stale file.
1	Weak	Partly true, or true for one team and not the others. You would have to go and ask people to answer it.
0	Absent	Not true, not written down, or nobody could answer it without guessing.

THE ONE RULE

Score it honestly. An optimistic scorecard sends you to the wrong workbook, and the whole point is to stop you opening twelve files in file-name order.

The twelve questions

Rate each statement 0 to 3. Fill **Wt × Score** (weight times your score) and add that column up for your total. Then fill **Gap × Wt** — weight times (3 minus your score) — and the single largest number there is where you start. The weights lean toward the dimensions whose absence is expensive and invisible until it bites; change any that does not match your business.

Is this true of your team today?	Wt	Score	Wt × Score	Gap × Wt	Rank
We have written down what "good" looks like in each role — the actual competencies and levels, not a job advert.	2				
I could show you, on one grid, which of my people can do which of those things and how well.	3				
For anything that needs formal training, I know who is signed off, at what level, and who is qualified to train others.	2				
This year's training spend was decided from a prioritized list of real gaps, not from who asked or what was on offer.	2				
If any one person were out for two weeks tomorrow, I know exactly what would still get done and what would not.	3				
I have a written list of the seats that would genuinely stall this business, with a named potential successor against each.	3				
We have had a structured conversation about who is performing, who could grow, and where development should go — and recorded it.	2				
Every new hire gets a written plan for their first 30, 60 and 90 days, with someone checking in at each mark.	2				
Every person has a regular one-on-one, and last meeting's actions are visible at the start of the next one.	3				
Everyone could tell you their two or three goals for this quarter and how they will be measured.	2				
Our review ratings are calibrated across managers before they are finalized, not decided one manager at a time.	2				
When I have to write difficult feedback, I have language to reach for instead of staring at a blank box.	1				

Total — add the Wt × Score column [] out of 81 · Your #1 fix is the biggest number in Gap × Wt; look that row up on the next page · Date scored [] · Re-score on []

What each answer points at

Every question maps to one workbook, because every gap has a specific thing that closes it. This is the list the spreadsheet ranks for you.

Wt	The workbook that closes it	What it costs you while this is missing
2	Competency-Matrix Framework Builder	Every score downstream becomes an opinion. Two managers rating the same person disagree because they are silently rating against different standards.
3	Skills Matrix	You staff by memory. Work goes to whoever you thought of first, gaps stay invisible, and the answer to "can your team do this" is a guess.
2	Training / ILUO Matrix	Training records live in a folder nobody opens. In a regulated or audited environment this is the finding that stops the audit.
2	Training-Needs Analysis (TNA) Workbook	The budget goes to the loudest request. The gaps that actually constrain the team stay open for another year.
3	Cross-Training & Coverage Planner	Every vacation, illness, and resignation is a scramble. You find out where the thin cover is at the worst possible moment.
3	Succession Planning & Key-Person Risk Workbook	One of the four heaviest-weighted gaps on this list, and the last one anyone notices. A resignation letter becomes a crisis instead of a plan.
2	9-Box Talent Grid	Development goes to whoever asks. Quietly strong people get overlooked and eventually leave.
2	Onboarding / 30-60-90 Plan Workbook	New hires take months longer to become productive, and early attrition is usually decided long before anyone raises it.
3	1:1 Meeting & Goal-Tracking Workbook	One of the four heaviest-weighted gaps here, and the one that recurs most often. Without carry-forward, the same conversation happens every month and nothing moves.
2	OKR & Goal-Setting Workbook	Effort spreads thin across whatever came up. At review time there is nothing objective to point at.
2	Performance-Review & Calibration Workbook	A rating comes to depend on which manager someone reports to. That is a common route to an outcome you cannot defend.
1	Performance-Review Phrasing & Feedback Wording Bank	Reviews get written late, vaguely, or too kindly to be useful. The lowest-weight item here — but the one that most often causes the whole cycle to run late.

A worked example

The spreadsheet ships pre-filled with a fictional 14-person business — a team that runs its production floor well, keeps almost nothing written down about its office roles, and has never once talked about what happens if its part-time finance person leaves. Here is what its scorecard produces, computed straight from the data in the file.

The example's readiness

Weighted score 38 out of a possible 81

People-ops readiness 47%

Dimensions rated Absent or Weak 7

What the ranking tells this company to do first

Priority	The workbook to open	Weighted gap
1	Succession Planning & Key-Person Risk Workbook	9
2	Performance-Review & Calibration Workbook	6
3	Competency-Matrix Framework Builder	4

And then?

This scorecard names the workbook. It does not contain it — and that is the honest limit of a free tool.

The **HR Manager Toolkit Bundle** is the twelve workbooks themselves, each a complete product that sells on its own, plus the full People-Ops Command Center this scorecard is one tab of: a 90-day rollout whose every target date computes from a single cell, an annual cadence calendar that flags a slipped cycle before you notice it, a shared team roster with a verified per-workbook paste guide, a toolkit map, and a live dashboard — for one price, once.

OWN IT, DON'T RENT IT

Everything opens in Excel, Google Sheets and LibreOffice, and you buy the files once. [See the HR Manager Toolkit Bundle >](#) or [browse the whole Team & Talent line >](#)

A note on what this is. A self-assessment and a planning aid, not HR, legal, or professional advice. The pre-filled example is fictional. A score or band is a prompt for a conversation, never a verdict on a person and never a basis on its own for a pay, promotion, discipline or termination decision. Free to use; please don't resell or redistribute. © Ardent Workshop LLC.