



Performance Letter Instructions

1. Date the letter December 31, 2011. If your fiscal year does not end in December, you may refer to that business period. Create a vivid description of your company at that point in time - where you are, how you arrived there, and why you chose your particular path. Also describe how you've grown as a leader.
2. Write about the main elements of your business:
 - * Financial - Revenue, profits, ROA (E), growth rates, etc.
 - * Strategic - Products, markets, distribution channels, competitors, etc.
 - * Operational Processes - Marketing & sales, operation and service
 - * Organizational - Key people, org design changes, your leadership
3. Include a section on your personal growth and development and your plan to achieve those goals.
4. Include your long-term vision and how your one-year letter fits into your plan.
5. Include details as much as possible - more details mean greater likelihood of success.
6. Read your letter often and assess where you are in relation to it on a quarterly basis; develop a scorecard to track your results and be willing to adjust your direction depending on what comes up during the year.

Questions to Ask Yourself

1. Am I pushing my own growth curve? Is there at least one thing that takes me to a new level of growth?
2. Does the letter focus on the things that I can impact? Is there anything missing?
3. Does the letter include specific measurable goals and objectives?
4. Are the goals realistically achievable in this time frame?
5. Does this letter align my long-term vision and objectives?
6. Am I including others and how they will help me attain the goals outlined?