People: Function Accountability Chart (FACe)

SCALING UP
A GAZELLES COMPANY

1. Name the person accountable for each function
2. Ask the four questions at the bottom of the page re: whose name(s) you listed for each function
3. List Key Performance Indicators (KPIs) for each function
4. Take your Profit and Loss (P/L), Balance Sheet (B/S), and Cash Flow accounting statements and assign a person to each line item, then derive appropriate Results/Outcomes for each function

Functions	(1) **Person Accountable**	(3) **Leading Indicators** (Key Performance Indicators)	(4) **Results/Outcomes** (P/L or B/S Items)
Head of Company			
Marketing			
R&D/Innovation			
Sales			
Operations			
Treasury			
Controller			
Information Technology			
Human Resources			
Talent Development/Learning			
Customer Advocacy			
Heads of Business Units • _____ • _____ • _____ • _____			

(2) **Identify: 1. More than 1 Person in a Seat; 2. Person in more than 1 seat; 3. Empty seats; 4. Enthusiastically Rehire?**

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