

# Relativity Growth Index™

## Directional Self-Assessment

Stress test your commercial system in fifteen minutes

## Has your growth stalled, and you can't see why?

Uneven results across regions or business units that nobody can fully explain. Major initiatives that absorb investment and deliver less than the business case promised. Strategic moves that take too long, cost too much, and somehow still leave the same problems sitting underneath. A nagging sense that the commercial system is no longer working the way it used to, but no clear view of where the structural friction sits.

If any of that lands, the problem is usually not strategy. It is the underlying clarity of the commercial system itself. Whether leadership, functions, and the AI layer that increasingly depends on it can actually see how the business works.

**This is what the Relativity Growth Index measures.**

### What this is

A fifteen-minute compounding growth stress test your leadership runs together. Sixteen dimensions, five stages per dimension, observable conditions rather than opinion. It will not diagnose your business, it will tell you, quickly and without commitment, whether the structural friction is severe enough that you should look at it properly.

It is the bounded version of the full Relativity Growth Index. Same instrument, lighter use.

### How to use it

**Do it as a leadership team.** The stress test is most useful when each member of the senior commercial team completes it independently, and the results are then compared. Where your answers agree, you have a shared view. Where they diverge, one leader marking a dimension *Reactive* where another marks it *Integrated*, that disagreement is itself the most valuable finding the test produces. It usually points exactly to where the structural friction sits.

**It is for senior commercial leaders.** CEO, CCO, CMO, CSO, or a senior commercial transformation lead anyone with a cross-functional view of how the business actually works, rather than a single-function vantage point.

**It takes about fifteen minutes.** Each of the sixteen dimensions presents five short statements describing five stages. For each, mark the single statement that best describes your organisation *as it actually operates today*. Not as it is described in strategy documents, and not as you would want it to be.

**Honesty is the point.** The stress test is only useful if the answers reflect operating reality. There is no benefit in marking a higher stage than the one your organisation actually operates at. The profile this produces is for your own recognition, not anyone else's.

## The assessment

Sixteen dimensions, three layers. For each dimension, tick the one statement that best matches how your organisation operates today.

### Layer 1 – Structural dimensions

The eight structural conditions that determine whether the commercial system is legible. Mark one stage per dimension – the statement that best describes how your organisation actually operates today.

#### 1 Decision Rights & Authority Clarity

*Who decides what across the commercial top table, and whether decisions hold.*

- Reactive** – Commercial decisions are made by whoever is in the room; the same decisions get reopened repeatedly.
- Aligned** – Decision rights are documented, but in practice they are still contested and slow.
- Integrated** – Decision rights are codified and mostly respected across the commercial top table.
- Compounding** – Decision rights are codified, instrumented, and consistently used across global, regional and local.
- Adaptive** – Decision rights adjust deliberately as the commercial system changes, without reverting to ambiguity.

#### 2 Incentive Alignment

*Whether incentives across commercial functions pull toward or against the strategy.*

- Reactive** – Incentives across commercial functions pull in different directions and the conflicts are unmapped.
- Aligned** – Incentive conflicts are known but have not been resolved.
- Integrated** – Incentives are broadly aligned with commercial strategy across the main functions.
- Compounding** – Incentives are aligned and reviewed as strategy evolves, so conflict does not re-accumulate.
- Adaptive** – Incentive design is a deliberate lever, adjusted ahead of strategic shifts rather than after them.

#### 3 Process & Handoff Integrity

*Whether commercial process runs end-to-end or breaks at the joints between functions.*

- Reactive** – Commercial process is documented in functional fragments; handoffs fail informally and repeatedly.
- Aligned** – Process is mapped per function, but the handoffs between functions still break.
- Integrated** – Commercial process runs end-to-end with handoffs that are explicit and owned.
- Compounding** – Handoff failures are measured and remediated as a discipline, not as exceptions.
- Adaptive** – The commercial process self-corrects at the joints as conditions change.

#### 4 Capability & Knowledge Distribution

*Whether the system carries the commercial work, or individuals carry it.*

- Reactive** – Critical commercial knowledge sits with individuals; their departure would disrupt the system.
- Aligned** – Key-person risk is recognised but not structurally addressed.
- Integrated** – Critical knowledge is documented and distributed across the commercial functions.
- Compounding** – Knowledge distribution is maintained as a discipline; the system carries the work, not heroes.
- Adaptive** – Capability builds ahead of need; the system learns faster than individuals leave.

## 5 Commercial Coherence

*Whether pricing, channel, revenue and margin logic align or contradict each other.*

- Reactive** – Pricing, channel, revenue and margin decisions are made in silos and contradict each other.
- Aligned** – The contradictions are visible but not resolved.
- Integrated** – Pricing, channel, revenue and margin logic is broadly unified across the commercial functions.
- Compounding** – Commercial logic is unified and governed; coherence holds as the system grows.
- Adaptive** – Commercial coherence adjusts deliberately to market shifts without fragmenting.

## 6 Customer Model Alignment

*Whether commercial functions operate from one customer model or several.*

- Reactive** – Sales, Marketing and Customer Success operate from incompatible views of the same customer.
- Aligned** – The customer model has been agreed on paper but drifts apart in practice.
- Integrated** – One customer model is used operationally across the main commercial functions.
- Compounding** – Customer model fidelity is monitored and maintained across functions over time.
- Adaptive** – The customer model evolves deliberately as the market changes, staying coherent throughout.

## 7 Strategy to Execution Translation

*Whether strategic intent survives contact with operating decisions.*

- Reactive** – Strategy is signed off and then quietly reinterpreted in every operating forum.
- Aligned** – Strategy is communicated, but it does not survive contact with operating decisions.
- Integrated** – Strategy cascades into operating reality through most of the commercial system.
- Compounding** – Strategy translates cleanly into execution and is not re-debated once settled.
- Adaptive** – Strategy and execution stay coupled as the strategy itself evolves.

## 8 Measurement & Learning Discipline

*Whether what gets measured drives what gets decided.*

- Reactive** – KPIs are reported reliably but do not drive the decisions they were meant to inform.
- Aligned** – Measurement is in place but reporting and decision-making are not connected.
- Integrated** – What gets measured shapes what gets decided across the commercial system.
- Compounding** – Measurement drives decisions and lessons compound across commercial cycles.
- Adaptive** – The measurement system itself adapts as the commercial questions change.

### Layer 2 – Outcome dimensions

The four commercial outcomes that compound when the structural dimensions advance. Mark one stage per dimension.

## 9 Revenue Compounding Rate

*Whether revenue growth builds on prior cycles or restarts each year.*

- Reactive** – Revenue growth restarts each year; little carries forward structurally.
- Aligned** – Growth is achieved but does not build on the prior cycle.
- Integrated** – Some structural advantage carries cycle to cycle.
- Compounding** – Revenue growth visibly builds on prior cycles.
- Adaptive** – Revenue compounds and the rate itself improves as the system matures.

**10 Margin Durability**

*Whether margin is a structural property or an annual recovery exercise.*

- Reactive** – Margin is recovered each year under pressure; erosion is structural.
- Aligned** – Margin holds in aggregate but the underlying composition is fragile.
- Integrated** – Margin is defended at customer and segment level with some discipline.
- Compounding** – Margin durability is a structural property, decoupling from market-cycle volatility.
- Adaptive** – Margin strengthens structurally as the commercial system matures.

**11 AI Investment Return Multiplier**

*Whether AI investment compounds or produces isolated wins.*

- Reactive** – AI investments produce isolated wins; the structural return is elusive.
- Aligned** – AI returns in specific use cases but does not compound.
- Integrated** – AI investment returns are measurable and broadly defensible.
- Compounding** – AI investment compounds because the demand-side is legible.
- Adaptive** – AI return improves cycle over cycle as legibility deepens.

**12 Organisational Shock Absorption**

*Whether the commercial system absorbs disruption or resets under it.*

- Reactive** – Disruption forces strategic resets; the system does not absorb shock.
- Aligned** – The system survives shocks but degrades operationally under them.
- Integrated** – The system absorbs routine disruption without strategic reset.
- Compounding** – Shock absorption is a structural property; disruption is handled without degradation.
- Adaptive** – The system grows stronger through disruption rather than merely surviving it.

**Layer 3 – Adaptive capacities**

The four leadership capacities that determine whether structural work compounds into outcome. Mark one stage per dimension.

**13 Leadership Courage**

*Whether leadership acts on what diagnostics reveal.*

- Reactive** – Hard truths are acknowledged but rarely acted on; sacred cows are protected.
- Aligned** – Leadership acts on some hard truths but inconsistently.
- Integrated** – Leadership reliably acts on what diagnostics reveal.
- Compounding** – Leadership courage is a consistent property of the team, not of individuals.
- Adaptive** – Leadership seeks out hard truths ahead of pressure rather than waiting for it.

**14 Sponsorship Continuity**

*Whether commercial initiatives survive leadership transitions.*

- Reactive** – Major initiatives depend on single individuals; transitions end them.
- Aligned** – Sponsorship is recognised as a risk but not structurally protected.
- Integrated** – Sponsorship mostly survives leadership transitions.
- Compounding** – Sponsorship continuity is structural; transitions do not disrupt commercial work.
- Adaptive** – Sponsorship is designed for continuity ahead of transitions.

### 15 Organisational Learning Velocity

*How fast the organisation converts experience into retained practice.*

- Reactive** – The organisation repeats mistakes; experience is not retained.
- Aligned** – Lessons are captured but slowly and inconsistently applied.
- Integrated** – The organisation converts experience into retained practice at reasonable speed.
- Compounding** – Learning velocity is high; the system improves faster each cycle.
- Adaptive** – The organisation learns faster than its environment changes.

### 16 Change Absorption Capacity

*Whether the organisation can absorb the change it is asked to carry.*

- Reactive** – Cumulative change overwhelms operational capacity; initiative fatigue is visible.
- Aligned** – Change load is recognised as a problem but not managed.
- Integrated** – Change is scheduled against absorption capacity.
- Compounding** – Change absorption capacity is tracked and protected as a strategic resource.
- Adaptive** – The organisation expands its absorption capacity deliberately ahead of need.

## Your profile at a glance

Your sixteen selections render here automatically as you complete the assessment. The shape of the profile across the three layers, not a single score, is the directional read.

Organisation

Date

Assessor(s)

DIMENSION		STAGE 1 REACTIVE	STAGE 2 ALIGNED	STAGE 3 INTEGRATED	STAGE 4 COMPOUNDING	STAGE 5 ADAPTIVE
L1 – STRUCTURAL LEGIBILITY	1 Decision Rights & Authority Clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2 Incentive Alignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3 Process & Handoff Integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4 Capability & Knowledge Distribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	5 Commercial Coherence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	6 Customer Model Alignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	7 Strategy to Execution Translation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	8 Measurement & Learning Discipline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L2 – OUTCOMES	9 Revenue Compounding Rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	10 Margin Durability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	11 AI Investment Return Multiplier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	12 Organisational Shock Absorption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L3 – CAPACITY	13 Leadership Courage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	14 Sponsorship Continuity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	15 Organisational Learning Velocity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	16 Change Absorption Capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Read the profile, not the score

- **Limiting dimension:** the lowest-stage dimension typically constrains compounding more than the average stage predicts. It is usually where engagement work should sequence first.
- **Layer 3 signal:** any Layer 3 capacity at Stage 1 or 2 is a structural engagement qualification signal. Discuss explicitly before proceeding.
- **Cross-layer variance:** high Layer 1 with low Layer 3 predicts engagement difficulty even if structural conditions look favourable.

## Building your directional profile

Once every dimension is marked, give each one a value from 1 to 5. Reactive is 1, Adaptive is 5. Then build the profile shape. For each of the three layers, count how many dimensions fall into each band: foundational (values 1–2), developing (value 3), and advancing (values 4–5). The shape of the profile across the three layers — not a single number — is the directional read.

## Reading your directional profile

### If most of Layer 1 sits in the foundational band

The commercial system is structurally illegible, decisions, customer model, process and commercial logic are fragmented in ways that prevent growth from compounding. This is the most common starting point, and it is not a failing. It is the structural explanation for why transformation work has not produced the compounding gain it promised: the structural conditions were never made legible, so the work operated on the wrong layer.

### If Layer 1 is advancing but Layer 2 is not

The structural conditions are in reasonable shape, but the outcomes have not yet compounded. This is often a timing signal, Layer 2 outcomes lag Layer 1 advancement. But it can also indicate that Layer 3 adaptive capacity is too weak for the structural advancement to translate into outcome. Look at the Layer 3 profile to tell which.

### If Layer 3 sits in the foundational band, the most important read

Layer 3 is the determining layer. Leadership courage, sponsorship continuity, organisational learning velocity and change absorption capacity are the adaptive capacities that decide whether structural work compounds into outcome. An organisation can advance Layer 1 substantially and still produce no compounding gain if Layer 3 is weak, because the structural advancement is not being converted. If your Layer 3 profile is mostly foundational, that is the most important finding in the assessment. More important than any individual Layer 1 dimension. It indicates that structural commercial work would need to be paced and sequenced carefully, and that the readiness conversation matters before any engagement begins.

### What the profile does not tell you

The directional profile shows you the shape of the structural friction in your commercial system. It does not tell you precisely where the friction sits, why it is there, or what closing it would require. It is self-assessed, it reflects one vantage point rather than evidence triangulated across the organisation. Two senior leaders in the same organisation may produce different directional profiles, and that difference is itself a useful signal. The profile is the beginning of the conversation, not the end of it.

## From self-assessment to Discovery

If the directional profile has produced recognition, a sense that the structural friction it points to is real the natural next step is to understand it properly. That is what Discovery does.

### What Discovery does that this self-assessment does not

- Assesses the full Growth Index against detailed observable conditions, rather than single directional statements.
- Anchors every assessment in evidence, document review, stakeholder conversations and specific operational observations rather than in a single self-assessed vantage point.
- Maps the structural picture across six axes, data, technology, functions, data truth, leadership and organisational structure.
- Produces the Discovery Output, a decision-grade document showing what your organisation looks like and what it would need to look like to compound.
- Surfaces the Layer 3 qualification honestly, so the readiness question is answered before any larger commitment is made.

Discovery is a standalone engagement and a structural qualification in its own right. It produces a clear picture of where the commercial system sits and what addressing it would require and it does so before any decision about the full Relativity engagement. The directional self-assessment shows you where to look; Discovery is the rigorous, evidence-anchored version of looking.

## The conversation

The most useful next step is a short, structured conversation about what your directional profile shows.

It runs for thirty minutes. It is not a sales call. It is a structured reading of your profile, what the shape of it suggests, where the structural friction appears to sit.

Bring your completed self-assessment, ideally the comparison across your leadership team, since the points where your team's answers diverge are often the most revealing. There is no obligation, and nothing to prepare beyond the assessment itself.

### Book your thirty-minute review

No sales, no obligation. A structured reading of your profile.

<https://calendar.app.google/dBMpjojmZuuEwU8Q7>

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