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Rating scales measure many activities, from consumer satisfaction to staff work, academic results and medical progress. Creating a rating scale provides you with a quick assessment tool that will apply to your business. Using rating scales provides information about how your business functions, fails or succeeds. Crucial to creating or using a rating scale is to determine exactly what you want to measure. Determine what you want to measure. This is usually expressed in the gradations of behavior: always, often, sometimes, rarely, never. You can use this scale to collect tough behavioral data from observations: the rate at which nursing students wash their hands when moving between patients, the frequency of open questions asked by teachers, or the departures of customer service representatives from the company's service scripts. You can adapt the scales to quantify behavior: one to five times an hour, the frequency of reordering of customers, self-reported pain, experiencing on medication, or customer satisfaction with delivery, packaging, resolution complaints or product quality. Identify the population you want to estimate. This can range from two income families of multi-dog owners to minority teenagers under the age of 15. The closer your population relates to the questions you ask, the clearer the information you will produce. Check your rating scale for a sample of the population before widespread use. Testing can show that questions are difficult to answer, lead defendants on a tangent or do not give the information you need. Knowing that customers are reporting frequent difficulties with using the product doesn't tell you anything specific about the difficulties: you may need an easier-to-remove cover design, better applicator or better directions to use. The number of questions on your rating scale can be so high that either administrators or respondents get bored or confused: I told you so.; If you re-order more than 3 times a year, how many times do you reorder? Some scales need an N/A category (not one for me); women can buy men's cologne, but cannot answer the question of how often their partners use it. Thirteen-year-olds love to play video games, but probably aren't family members who can afford to buy it. Use sample data to tighten the focus of your scale. If you've already chosen a survey population from product users, the answer never matters. The questions that give unpredictable answers in your sample may need clarification or removal. Results can't provide information that is really useful. Use a re-sample to its rating scale on the necessary information. Set population criteria that are large enough to get the information you want. Recognize that many people find surveys or scale ratings something they don't want to participate in. The questions a product sample can slow them down long enough to get your information. Much as you want to know the income level of your customers, they can treat tightly focused issues as overly intrusive. Older people who have repeatedly warned about dishonest phone lawyers can hang up without listening to what you want. Make your population large enough to ensure some non-participation. January 31, 2018 4 min read Opinions expressed by Entrepreneur Contributors are their own. I'm always asked, What's the best way to scale my business? even my business coaching clients. Based on my experience, scaling the business through values will help achieve sustainable growth in any industry. Value companies need to start by understanding their core values and how to scale those values before worrying about how the company itself will grow. Related: 9 steps to increase the cost of your BusinessFailure to scale these values causes all sorts of problems when the company starts to scale. Your main message is lost. Your team's motivation is diminishing. The lack of a strong corporate culture leads to a lack of production. Don't lose your values. Losing sight of the values that make up your company's culture makes organizations less successful, efficient, and more efficient. It may even cause the company to fall apart. Do not undermine or underestimate the values or mission of your company. Research has shown the impact that focusing on a company's values has on activity. According to Deloitte research, mission-driven companies have a 30 percent higher level of innovation and a 40 percent higher retention rate. Companies with happy employees who match their core values are also 20 percent ahead of their competitors, Gallup found. Related: This successful entrepreneur shares how you can build a high-prepared company by staying true to your valuesSet stage. When new interns start working in our company, we tell them that we do not teach to work in sports. We teach only four things, the four core values of our company: gratitude, empathy, accountability, and effective communication. In order to align everything, we strengthen these values in all three stages of scaling our business, and we use different strategies to instill them. Invest in the learning phase. Understand that your new employee is an investment in your company, not a privilege. You invest in a person's professional growth, and for those who have a business based on values, you also invest in their personal growth. The learning phase is a place where you will tell stories and share content that will allow your be in line with your core values. Find people who represent the values you seek to follow and tell your stories. Give examples of people who succeed with these values. Also, share times failures that occur when people do not live up to standards Your team has to follow. Related: How to get employees through your company Vision StatementDon't perform messenger. The next step is the fulfillment phase, where our team members mature through these core values and eventually become profitable. The execution stage is when an employee learns to balance the company's values while maintaining the profitability of the company. The availability of an appropriate compensation package is key at this stage. The important thing is that there is a learning phase that we as employers invest, a execution phase that leads to profitability, and then a share capital phase where we share our company assets through 401 (k) options, warrants or even investments from our employees. Stage equality: Save and reward. The equity or partnership stage allows your company to scale and prosper while maintaining a connection with core values. Equity or partnership rewards employees who have demonstrated commitment to your company and culture over a long period of time. It is important to establish an appropriate timeline for the transition from employee to partner. People need to know that there is light at the end of the tunnel. Related: How the creation of core values drives SuccessSAS shows how to scale. Some of the largest companies have been able to grow and scale thanks to their commitment to their culture. Billionaire Jim Goodnait's company, SAS, is one of many companies that operate on a value-based basis or mission. They are committed to a holistic approach, providing core values, support and appreciation to their employees. They consider themselves authentic, accountable, curious and passionate and contribute to everything they do. Related: Scale the right way: Founders Chopt, Dos Toros and Dig Inn Share Your SecretsLive Your Core Values. If you are still firmly rooted in your core values and principles, you can not only bring monetary success to your company, but also personal success for yourself, your employees, your community and the people you interact with every day. Remember that no one can succeed without inspiration. Show them how to give, how to be in service and how to succeed. Empower them with values that will change their personal and professional lives. Inspire other companies to follow your example by adhering to your core values and working to give others the opportunity to be successful. It's a familiar saga in dot-comland. The startup receives funding. The startup is growing fast. The startup is growing very fast. The founders of a startup, having no experience, can not understand the complexity of larger business. Systems that were slapped together creaking and then crashing. The huge amount of work far outweighs the influx of new talent. Chaos The startup is exploding. Now consider the approach taken by Netigy Corp., a little-known e-commerce service provider that wants to become a big company. Very, very big. Very, very fast. Of course, of course. Cheap. What's compelling about Netigy is how its leaders think of hypergroves: If you want to be a big company, they say act like one from the start. Based in San Jose, California, Netigy may have fewer than 650 employees now, but it invests and hires as if it has 30 times as much. Netigy CEO Gary Moore, a former EDS executive, doesn't just hope he'll have 20,000 employees in five years - his strategy depends. And every big decision made in Netiga supports his vision. The way he builds the company, jokes Moore, 50, is either very gutsy or very silly. Originally called Enterprise Systems Networking Inc. (ENS), the company started out as a network integrator, but reinvented itself as an architect of electronic infrastructure. In fact, Netigy is committed to developing solutions to the problems that plague websites with inadequate infrastructure. Such sites are overloaded with traffic, slow down or crash. They can't do transactions without crashing. It's like buying a bullet train and running on an old track, says Chris Williams, 40, Netigy's chief marketing officer. Netigy wants to dominate its market - to become the next great global service provider. And that means moving faster than anyone else. Moore came in as CEO in August 1999, when the company was still known as ENS. By January of this year, he had assembled an executive team. By March, ENS had changed its name to Netigy. By June, the company had to launch accounting, knowledge and sales management systems, systems that are complex enough to be the envy of any blue-chip company. A quick start, really. But more than quickly, the company was smart. Moore didn't hire just any executives to run the show. He hired a management team that knows how to build a power plant quickly because its members have done it before - at EDS, as well as on Arthur Andersen, Charles Schwab, Sun Microsystems, and Western Digital Corp.These top managers realize that scaling the organization doesn't just magically happen. The scale is because employees have abundant talent and drive because the infrastructure is reliable and because there is enough money to be able to get things accomplished. This is because the company is making an extraordinary amount of planning forward. Companies hit the growth ceiling because they didn't think things through, said Will Clark, 46, president and chief operating officer of Netigy. We have. Consider the Netigy org, developed primarily by Jeff Rushton, 38, a senior vice president of operations and a dedicated drug addict process. His diagram details who does what, who tells whom and what impact on what compensation - for current Netigy employees, as well as for those who are expected to join the company in the months or years ahead. Compared to the standard skeletal orgsch chart Netigy Netigy Encyclopedia. I came from a big company and we didn't have that level of thought or detail, says Daston Williams, 42, former CFO of Western Digital and current CFO of Netigy. The chart ensures that each employee contributes to the types of company-wide goals that contribute to growth: gross income, profit, backlog, customer satisfaction, and market leadership. The next step is to make sure that everyone in the organization understands the bigger picture of the company's strategy, as well as its more immediate features - and how the two ideas are related. Rushton, who has worked for large multinational companies and is itself a consultant, has seen many organizations stumble from a lack of clarity in executing a business model. Growth problems almost always come back to the fact that employees don't understand fundamental things about a company's strategy or how their role fits into that strategy, he says. You have to spend time getting these parts right. For Netigy, this means incorporating its methodology into the intranet - and holding an extensive road show to train its staff on the ground. It's still early days, but so far Moore's build-on-scale strategy has been marking success. The private company does not publish revenue data, but executives boast that quarterly revenue has doubled for two consecutive periods. Fifteen of his customer deals totaled more than $200,000 each - more than any previous deal - with four of them topping $1 million. In addition to its London office, it plans to open offices in Asia, Australia and Europe later this year. Guts or stupid? For Netigy, hypergroves are just the only viable way. We could take it to be a good little 500 person operation, but I certainly don't subscribe to that future, says Clarke, another eds graduate. We are trying to become a market leader. It's a race. Big companies need big brainsWhy aren't more startups to build on scale? First, infrastructure is not a priority at first. Frazzled leaders are too consumed with customer registration to stop and identify job titles in a meaningful way or to outline sales and delivery methodology. These details may not seem urgent, but Netigy officials believe they play a key role in accelerating the company's growth. Attention to detail keeps employees aligned, so everyone knows how to get their job done. Another reason why startups don't build complex systems is that they lack bucks. Infrastructure is not cheap, and Netigy has spent several million dollars on it. Few companies have this kind of cash at hand, or have the freedom to spend the money they have. And and companies are becoming public, they are burdened with meeting quarterly forecasts. Netigy, which expects to go public later this year, has no problem. Last year, after being sued by several VC outfits, he received $104 million in funding from Benchmark Capital, Cisco Systems, and Trinity Ventures. It was the third-largest funding total in Silicon Valley in 1999.Armed with such wealth, Julie Mickelson, Netigy's chief knowledge officer, didn't develop a knowledge management system for several hundred employees - she designed one for 20,000 because that's how big she's taking pictures of Netigy will be. Mickelson, 39, came from Arthur Andersen, where she built a knowledge system for 15,000 consultants. Shortly after Mickelson joined Netigy, Moore went to her office and wrote his vision on a 20,000-person board. Global now. He said the company would not succeed if there were islands of information or expertise. At the moment, the Mickelson system allows nearly 650 employees in 30 offices across the United States and Europe to work smarter, faster, and more focused. It's not just a feat where 80 percent or more of the staff is new. Netigy offers ready-made solutions and pre-configured templates to streamline the way you do things - links to useful tools, presentations, contacts, customer references, and in some cases a list of questions customers need to ask. The point is to provide more than content, says Mickelson - it's to provide content with context. This leads to consistency. If you're a multi-place customer, you can be 100% sure that Netigy's implementation will be the same, regardless of whether it's happening in Cape Town or San Francisco, says Mickelson.Speed is another knowledge management advantage. People find everything they need when they need it - whether it's a specific solution or a technical expert. In early April, Netigy caught a large company in the wind looking for help in its broad network. By the time Netigi learned of the possibility, it was only four days before the deadline for the job offer. Working at night and on weekends, a team of consultants, account managers and managers has accumulated documentation and best practices from similar projects and has put together a 50-page proposal. Netigy was named one of two finalists, beating rivals who had over a month to prepare. Regardless of whether netigy is selected for this project later this year, says Brendan Keegan, 31, senior vice president of global sales, their teamwork has demonstrated that a fast company is capable. There are other ways in which Netigy accelerates. When The account evaluates the attraction of clients, consulting managers do not take the time to call to find out who is qualified and who is available for this work. Managers consult on knowledge management that tells them everything they need to know: technical certificates of consultants, previous experience, current status and travel preferences. Based on the qualifications of consultants, the system evaluates them by assigning 1,000 to 10,000 points, so that managers can easily distinguish candidates. With this information, managers may decide to replace the consultant with existing work in order to release the expert. Thus, Netigy not only reduces downtime between sales and delivery, quickly identifying an affordable team, but also assembles the most qualified team. We believe that if we are staffed by the right people with the right knowledge to do the right job, and if we ensure that they deliver consistently, then our customers will be happy, says Mickelson.To continue to grow, Netigy must continue to improve their solutions and services. This won't happen if employees get smarter and learn faster. It is not enough for them to share what they already know with their colleagues - they need to come up with new ideas. But where is the innovation? Not just in the research lab, Mickelson says, but also in the field and in group discussions. Netigy Knowledge Managers extracted online discussions where employees ask questions about specific technologies. They also work with field consultants to identify new ideas or best practices and then disseminate that information in emails or by adding it to the curriculum. New knowledge leads to higher billing rates, higher margins and higher income. We can't charge more if our people know more and a way to help them learn more, to educate them and give them access to the world of ever-changing information, says Mickelson. Knowledge management is glue. Infrastructure also manages the strategy. Since consultants in this area can update the system with the latest payment information, the company avoids the kinds of financial surprises that turn CFOs into insomnia. Incoming revenue is becoming predictable, which will be crucial for Netigy after the IPO, says Duston Williams. Because sales managers know how many offers and client projects are in the works, they can compare this information with the company's revenue and profit goals, and then adjust it accordingly. They can tell which services or sectors are likely to be more profitable than others. This kind of information transparency helps Netigy avoid staffing problems. For example, if an account manager is in the final stages of negotiating for 1,000 hours of security work that requires certain skills that are not enough, recruiters can focus on recruiting people needed to work or moving existing ones in this job.Netigy sees his infrastructure as a competitive advantage that reminds Williams of something that he remembers Warren Buffett saying saying Successful companies: They are building a moat around their market. I look at every dollar we spend on scalability as we build more and more moat, Williams says. This is more and more a barrier to entry into our competition. Requires employees: 19,350 or MoreNetigy can't scale just with infrastructure. She needs people - particularly more than 19350 - to achieve Moore's goal. Jack Van Berkel, Vice President of Human Resources, has the unenviable task of finding these people. The hard part is that we're looking for people who don't exist, says Van Berkel, 40. That is, consultants who have 10 years of experience in the field of electronic infrastructure. So Netigy does the next best thing: He hires the right types of people and trains them. Keegan, who recently made 36 hires in just 100 days, comes after experienced account managers who can scale the business immediately. They have PalmPilots full of potential customers and they know how to make a quota. I'm looking for people who have relationships with top officers in well-known companies, he said. Our focus is to be a trust consultant for clients and it is a permanent relationship. The company's aggressive growth strategy, in turn, attracts the very people netigy needs to carry out their plans - a virtuous circle. Keegan was able to sign the best performers from companies like Hewlett-Packard and Lucent Technologies because Netigy's senior management is high-caliber because the company's pockets are deep, and because the market opportunity - not to mention the upcoming Netigy IPO - is compelling. I've had people take less money or shares to come here because they feel as if it's going to be the place to be in seven years, Keegan says.Netigy doesn't have his rapid growth figured out completely. Concerns about the influx of new staff led Mickelson, Rushton and Van Berkel to develop a rich orientation program. They want to create a strong sense of community and personal connection, even though their number of employees is rapidly increasing to thousands. They are determined to maintain a hard-charging culture, but they want to avoid burnout by employees. Anyone who thinks you can avoid the growing pain of the mind, says Clark. Is everything in place? Not yet. But there are materials. Why do Netigy executives have a fixation with 20,000 employees? I wanted people to think about being a top-notch world leader in service, Moore says. Think of McKinsey. Think of Bane. Think of companies that require respect at the board level. The idea, Rushton adds, is to have ambitious goals that employees can rally around. And they have to unite. But Moore is already rethinking his arithmetic. What to do if Netigy Grow? What if his vision is good? What then? Honestly, he says, Twenty Twenty Twenty likely to be low. Chuck Salter (salter@fastcompany.com) is a fast company senior writer. Visit Netigy Corp. online (www.netigy.com). Netigy has poured millions of dollars and months into the systems that define its infrastructure. Here's what other startups can learn Netigy.By people for people. Before Julie Mickelson, Netigy's Chief Knowledge Officer, was able to set up a knowledge management system, she had to figure out what her users wanted. She sent out an eight-page questionnaire to 76 staff members to find out how they would use it. The questionnaire asked which features would be useful and which would not. One big surprise: the importance of offline access. So Mickelson made sure that field staff could access the system on the hard drive of their laptops. Then, when they return to the system later, it automatically updates the files. Make learning a habit. Almost daily, Mickelson sends Knowledge per minute, the entire company's emails. It contains Netigy news as well as information tailored to the interests of users. The difference is in the details. Netigy's sales methodology is very structured because the relationships that Netigy is trying to build with its customers require discipline and attention to detail. For example, a sales plan reminds employees to bring a gift to a customer meeting - not a mug of coffee with the Netigy logo, but a gift that has some value, such as white paper or top consultant. No one likes to meet just to meet, said Brendan Keegan, senior vice president of global sales. If you don't bring something of value, you probably won't be invited back a second time. It's time. graphic rating scale definition pdf