The 8 Hats Self-Check

Scan it in sixty seconds. Reward the greens. Address the yellows and turn the reds around before they compound.

G Green means the function is delivering and needs nothing from you.

Y Yellow means it has drifted far enough that you ask about it.

R Red means it needs you now.

Function	Key Metric	If it takes over	If no one wears it	Who wears this hat?	Light
Finance	Honest Cash Visibility	you will never have enough money.	you will run out of cash.		G Y R
Fulfillment	Stakeholder Recommendation	you will never say no to a customer.	you will break your core promise.		G Y R
HR	Employee Engagement	you will never hit your goals.	you will lose your best people.		G Y R
Legal	Risks Proactively Identified	you will never sign a contract.	you will get blindsided by a fatal risk.		G Y R
Marketing	Warm Introductions	you will never have the right product.	you will remain invisible.		G Y R
R&D	New Value Created	you will never finish anything.	you will become obsolete.		G Y R
Sales	Resources Secured	you will never make a profit.	you will starve for resources.		G Y R
Technology	Systems Enable Work	you will never get real work done.	you will fight your own systems.		G Y R

Three questions

1. Which of the eight functions is currently receiving the most attention?
2. Which function feels weakest or ignored?
3. Is every one of the eight hats placed on a specific head, and does that person know it is theirs?



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