

# The seven-part business health check.

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Owners assess their business generously where they're comfortable and look away where they're not. This scores the whole business on one scale, weights the parts the way they matter, and asks the hard question: could you actually prove each score, or do you just feel it?

Seven domains, weighted: **commercial 0.20** · strategy · financial · operations · people 0.15 each · systems · owner alignment 0.10 each.

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## Score honestly. Then weight, and check your evidence.

Rate each domain from 1 (weak) to 5 (strong). Tick the evidence box only where you could actually prove the score with data, not just feel it. The domains are not equal: commercial performance carries the most weight, because it's the engine everything else runs on, and owner alignment is included because for an owner-led business the fit between the owner's goals and the business's trajectory is often the real constraint.

Your weakest domain is rarely your lowest raw score. It's the **low score that carries the most weight**, because that's where lifting your score buys the most health. And a high score you can't evidence is a likely blind spot, usually sitting exactly where your identity is most invested.

| DOMAIN                                                                                                                                      | SCORE (CIRCLE) | EVIDENCE? |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------|
| <b>Strategy &amp; Direction</b> 0.15<br>Strategic clarity, positioning, goal alignment, turning intent into action.                         | 1 2 3 4 5      | Y / N     |
| <b>Financial Performance</b> 0.15<br>Cash generation, margins, controls, investment readiness.                                              | 1 2 3 4 5      | Y / N     |
| <b>Commercial Performance</b> 0.20 · heaviest<br>Winning profitable customers reliably, revenue quality, concentration risk, growth engine. | 1 2 3 4 5      | Y / N     |
| <b>Operations &amp; Delivery</b> 0.15<br>Delivery capability, process maturity, capacity, scalability.                                      | 1 2 3 4 5      | Y / N     |
| <b>People &amp; Leadership</b> 0.15<br>Leadership capability, team structure, talent, culture as a driver.                                  | 1 2 3 4 5      | Y / N     |
| <b>Systems &amp; Visibility</b> 0.10<br>Technology, data, reporting, reliable sight of what's happening.                                    | 1 2 3 4 5      | Y / N     |
| <b>Owner Alignment</b> 0.10<br>Whether the owner's goals and the business's trajectory still point the same way.                            | 1 2 3 4 5      | Y / N     |

Work out your weighted health score:

(score × weight) added up, across all seven domains

That gives a number out of 5. Multiply by 20 for a score out of 100.

Then find your **biggest weighted opportunity**: for each domain work out **weight × (5 – score)**, and the largest is where lifting your score moves the number most. And list your **blind spots**: any domain scored 4 or 5 where you ticked evidence "N".

## **A mirror flatters. An independent read doesn't.**

Score it live with the interactive tool, then a Commercial Assessment scores the same seven domains on evidence, which is the only reliable way to see past the blind spots a self-score can't.

Score it live → [apg.partners/tools/business-health-check](https://apg.partners/tools/business-health-check) · Start with a Commercial Assessment → [apg.partners/commercial-assessment](https://apg.partners/commercial-assessment)

General information for owner-led businesses, not financial advice. A self-assessment is a prompt for a harder look, not a verdict. The domains interact; a weakness in one often shows up as a symptom in another. © 2026 APG Partners.