

BOI SYSTEM

BUSINESS OPERATING INTELLIGENCE

The OQ Score, built to hold up.

How the Operating Quotient measures a business, how the score is calculated, and why each design choice was made, including the ones that carry a cost.

61 items 4 pillars 4 dimensions 5 maturity bands

WHAT IT MEASURES

Growth 18 items

Finding, winning, and keeping customers.

Delivery 18 items

Executing what was sold, to standard.

Operations 19 items

HR, finance, and IT: the engine room.

Resilience 6 items

How the business absorbs the unexpected.

Growth, Delivery, and Operations are each read through four dimensions: **Team, Process, Tools, Insight**.

HOW THE SCORE IS BUILT

1 Item

The owner picks the anchor that matches today: 1 to 5.

2 Pillar

Simple mean of its scored items, none weighted.

3 OQ Score

Mean of the four pillar scores, 25% each.

4 Band

Set on the displayed score, so number and label agree.

Started

1.0 – 1.4

Managed

1.5 – 2.4

Refined

2.5 – 3.4

Integrated

3.5 – 4.4

Mastered

4.5 – 5.0

FOUR DESIGN DECISIONS, DEFENDED

Behavioral anchors, not a Likert scale.

Agreement scales and 1–5 ratings invite owners to score intentions. Each OQ item offers five concrete descriptions of how the work actually runs: a behaviorally anchored rating scale (Smith & Kendall, 1963).

Resilience counts as much as Growth.

Pooling all items would shrink Resilience to about 10% of the score; equal pillar weights hold it at 25%. The stated cost: each Resilience answer carries about 3× the influence, so facilitators require evidence.

No extra weight for advanced items.

Heavier weights on Level 4–5 items would reward aspirational answers and assume an unproven link to performance. A Foundation-First flag catches advanced scores that outrun their foundation instead.

The label always matches the number.

Scores display to one decimal, and bands are set on that displayed value, so a 4.5 is always Mastered. The decimal tracks progress; it is not a claim of precision.

INTEGRITY CHECKS, BUILT IN

- **Consistency:** a reverse-coded item in each operating pillar; a 2.0+ gap raises a flag.
- **Response pattern:** near-uniform answers in any pillar (std. dev. under 0.25) raise a flag.
- **Foundation-First:** Level 4–5 items 1.0+ above Level 2–3 raise a flag.
- **Validated:** two or more leaders score independently, then reconcile. One rater is Provisional. Only Validated scores enter the benchmark.

Flags annotate the score. They never change it.

WHAT WE DON'T CLAIM YET

- Not yet validated against revenue, profit, or exit value. It is descriptive, not predictive.
- Reliability statistics publish once the Validated benchmark reaches adequate size.
- No industry calibration: every business answers the same anchors.
- The Mastered cutpoint is provisional, to be reset to the benchmark's top decile.

A mirror, not a leaderboard.

The OQ Score is the instrument. The 12-month implementation plan is the product.

Smith, P. C., & Kendall, L. M. (1963). Retranslation of expectations: An approach to the construction of unambiguous anchors for rating scales. *Journal of Applied Psychology*, 47(2), 149–155. <https://doi.org/10.1037/h0047060> · Method: BOI System v3.3 · Over50Pros · boisusa.com