Customer Delivery Reliability Scorecard

Identify the constraint. Release the performance.

A 15-statement, self-scored assessment across the five stages of the Release Logic™ framework — SEE, ALIGN, EVALUATE, ACT, MEASURE. Score honestly, add up each dimension, and use the results to see where the constraint actually sits.

Release Logic™

How to use this Scorecard

Read each of the 15 statements below and score it honestly from 1 (strongly disagree) to 5 (strongly agree), based on how your business actually operates today — not how you intend it to operate.

There are three statements for each of the five framework stages. Add the three scores in each dimension for a dimension total out of 15, then add all five dimension totals for an overall score out of 75.

The 15 Statements

SEE Visibility

Statement					
We trust the planning signals we're working from.	1	2	3	4	5
Forecast changes are reconciled, not just noted and left unreviewed.	1	2	3	4	5
Supply constraints are visible to us before they cause a delay.	1	2	3	4	5

ALIGN Alignment

Statement					
It's clear who is accountable across Commercial, Finance, and Operations — not something each function assumes is someone else's job.	1	2	3	4	5
Customer delivery priorities stay consistent across the week, rather than shifting under pressure.	1	2	3	4	5
Commercial, Finance, and Operations agree that reliable delivery means meeting the promised date, in full, without needing to expedite.	1	2	3	4	5

EVALUATE Decision Quality

Statement					
Decisions get made quickly when a delivery risk appears.	1	2	3	4	5
Supply planning overrides are rare, not a routine workaround.	1	2	3	4	5
Trade-offs — more stock vs. more risk, speed vs. cost — are made deliberately, not by default.	1	2	3	4	5

ACT Execution Discipline

Expediting is the exception here, not the rule.	1	2	3	4	5
Our capacity keeps pace with actual demand.	1	2	3	4	5
We meet our delivery commitments week to week, without last-minute surprises.	1	2	3	4	5

MEASURE Outcome Management

Management spends more time on strategy than on firefighting.	1	2	3	4	5
We know why things go wrong, not just that they did.	1	2	3	4	5
We track delivery performance over time, and when a recurring problem shows up, we put corrective actions in place — not just monitor the number.	1	2	3	4	5

Score Your Results

Add your five dimension totals together for an overall score out of 75, and find your band below.

15–29	Reliability at Risk
30–45	Constraint Emerging
46–60	Constraint Identified but Not Fully Removed
61–75	Reliable Operation

Dimension Scores

Record each dimension total below. A dimension score below 10 out of 15 is what activates the pattern interpretations on the following pages.

SEE	ALIGN	EVALUATE	ACT	MEASURE

What Your Results Mean

If one or more of your dimension scores falls below 10 out of 15, the pattern(s) below are likely showing up in how your business operates. Patterns are not assigned — they are recognised through practitioner interpretation of operational behaviour.

Planning Signal Decay

Triggers when SEE and/or ALIGN scores below 10/15

Definition: Critical information loses clarity as it moves from demand planning through suppliers, logistics, and execution teams.

Your Visibility and/or Alignment scores suggest execution roles aren't clear on what's critical to meet customer delivery expectations. Forecast changes aren't reconciled, and supply constraints aren't visible before they cause a delay — the planning signal itself can't be trusted. Demand planning and supply planning haven't agreed on what delivery reliability actually means, so priorities shift under pressure instead of holding steady across the week. Supply planning still prioritises with manufacturing and distribution — but against its own assumption, not a shared target that protects customer delivery and business growth.

Governance Gap Operating Model

Triggers when ALIGN and/or EVALUATE scores below 10/15

Definition: Plans exist and metrics are reported, but accountability for execution outcomes remains unclear or unowned.

Your Alignment and/or Decision Quality scores suggest accountability for delivery decisions sits with operations and supply chain by default, not by agreement. Commercial and Finance only step in once revenue or working capital is affected — and once a decision is made, or assumed to have been made, accountability for customer delivery reliability stays with operations regardless. So when a delivery risk appears, decisions don't move quickly, supply planning overrides become routine instead of rare, and trade-offs between stock, risk, speed, and cost get made without Commercial or Finance at the table. The gap isn't information. It's ownership of the decision, not the outcome.

Reactive Expediting Loop

Triggers when EVALUATE and/or ACT scores below 10/15

Definition: Repeated reliance on intervention, escalation, and premium freight to protect customer commitments.

Your Decision Quality and/or Execution Discipline scores suggest customer commitments are protected through intervention, escalation, and premium freight, not through the plan. Operations and supply chain carry the expediting itself — Commercial and Finance see it only as a cost or a delivery save, not as evidence the upstream decision was never made. Supply planning overrides have become routine, not the exception. Expediting meets this week's commitment, but the trade-off that made it necessary was never made deliberately — it was made by default.

Capacity Absorption Pressure System

Triggers when ACT and/or MEASURE scores below 10/15

Definition: Inventory, labour, and management effort continuously used to absorb instability rather than resolve root causes.

Your Execution Discipline and/or Outcome Management scores suggest the same problems keep returning because they're being absorbed, not fixed. Expediting is the rule here, not the exception, and capacity doesn't keep pace with actual demand — so delivery commitments get met through last-minute effort instead of a steady plan. Management spends more time firefighting than working on strategy, and recurring problems get noticed without anyone knowing why they happened or putting a corrective action in place. Inventory, labour, and management time take the strain instead of the root cause being addressed.

Want to talk through what this means for your business?

A Reliability Constraint Review is a short, no-obligation conversation to walk through your results and identify where the constraint actually sits — not a sales pitch.

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