**Gauge Your Network Operating Model’s Effectiveness**

Use the checklist below to determine whether it might be time to consider revamping your network’s operating model.

<table>
<thead>
<tr>
<th></th>
<th>...at our national office</th>
<th>...at each of our affiliates</th>
<th>...across our network</th>
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</thead>
<tbody>
<tr>
<td>Choose one: Strongly agree, agree, disagree, strongly disagree</td>
<td>Choose one: Strongly agree, agree, disagree, strongly disagree</td>
<td>Choose one: Strongly agree, agree, disagree, strongly disagree</td>
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1. We differentially focus on and invest in the areas that drive the most impact...
2. We perform at high levels on the three to five most critical capabilities...
3. We make high quality, timely decisions...
4. We consistently listen and respond to changes in performance, environment and need...
5. We execute programs and operations efficiently, balancing speed, quality and cost...
6. We attract and energize the leadership and talent to be successful...
7. We generate and sustain the revenue we need to be effective...

*Source: The Bridgespan Group*

While a substantial undertaking, revamping a network’s operating model can position it for the next major leap in impact. BGC has been adapting elements of its operating model for nearly seven years (with some pauses along the way to observe and adjust). Throughout the process, leaders realized that “we grossly underestimated in some areas what it was going to take,” conceded Clark. But the results have been sufficiently encouraging for BGC to go forward with Great Futures 2025, extending its commitment to strengthening affiliates and creating the best possible club experience for young people. Clark expressed optimism about the outcome: “What we are doing basically lays a foundation for the next 50 years.”