

Portfolio Strategy Audit

Diagnostic for Product Leaders and Founders

By [Elena Luneva](#) | CPO, Advisor, Coach

The 60-Second Portfolio Health Diagnostic

Rate each statement from 1-5 (1 = Never, 5 = Always happens):

Impact vs. Activity

- Our teams work nights and weekends but our key metrics remain flat ____
- We celebrate shipping features more than we celebrate business results ____
- When asked "What moved the needle last quarter?" we struggle to answer ____

Subtotal: ____/15

Innovation Accountability

- Our innovation projects have vague success criteria like "learning" or "exploration" ____
- We can't articulate how our experimental work will generate revenue ____
- Our innovation team has been "almost ready to ship" for over 6 months ____

Subtotal: ____/15

Priority Discipline

- Customer complaints immediately become roadmap priorities ____
- Strategic initiatives get pushed to "next quarter" during planning sessions ____
- We react to competitor features instead of following our own strategy ____

Subtotal: ____/15

Revenue Connection

- We can't draw a clear line from our major initiatives to business outcomes ____
- Our team doesn't understand how their work impacts company revenue ____
- We measure everything the same way regardless of timeline or purpose ____

Subtotal: ____/15

Customer Focus

- Enterprise customers need completely different features than SMB customers ____
- We're building different products for different customer segments ____
- Our sales team struggles to explain who our ideal customer actually is ____

Subtotal: ____/15

Your Total Score: ____/75

Score Interpretation & Action Plans

15-25: Healthy Portfolio Discipline

Status: You have strong portfolio fundamentals in place.

Immediate Actions:

- Document your current decision-making framework to ensure consistency as you scale
- Establish quarterly portfolio reviews to maintain discipline
- Create metrics dashboards that distinguish between Horizon 1, 2, and 3 initiatives

Next 30 Days:

1. Map your current initiatives to the three horizons
2. Validate that your resource allocation matches your strategic priorities
3. Set up success metrics specific to each horizon

Watch Out For:

- Complacency as you grow - portfolio discipline often breaks down during the growth stage
- New leadership bringing different priorities without updating the framework

26-40: Warning Signs Emerging

Status: You're starting to lose portfolio focus. Time for strategic intervention.

Immediate Actions (This Week):

- Audit your current initiatives: Which ones actually drive business outcomes?
- Identify the top 3 "zombie projects" that consume resources without clear ROI
- Establish exit criteria for all Horizon 3 investments

Next 30 Days:

1. **Portfolio Triage:** Kill or dramatically refocus underperforming initiatives
2. **Metrics Overhaul:** Create different success metrics for different horizons
3. **Communication Reset:** Ensure every team member can explain how their work connects to revenue

Strategic Focus Areas:

- **Revenue Modeling:** Start translating product work into business outcomes
- **Horizon Discipline:** Stop measuring 12-month bets with 3-month metrics
- **ICP Clarity:** Define who you serve best and build everything around that customer

41-60: Portfolio Crisis

Status: Your portfolio strategy is broken. Immediate intervention required.

Emergency Actions (This Week):

1. **Leadership Alignment:** Get executive team aligned on what success looks like
2. **Resource Reallocation:** Recalibrate initiatives around your vision and the appropriate horizons
3. **Team Communication:** Address the disconnect between activity and impact

Next 60 Days - Portfolio Reconstruction:

Week 1-2: Assessment

- Map all current initiatives to business outcomes
- Identify resource drain vs. revenue drivers
- Assess team capacity vs. commitments

Week 3-4: Realignment

- Kill zombie projects and consolidate overlapping efforts
- Establish clear success criteria for each horizon
- Create revenue models for all major initiatives

Week 5-8: Implementation

- Launch horizon-specific metrics and reviews
- Establish quarterly portfolio discipline rituals
- Train teams on connecting work to business outcomes

Critical Success Factors:

- **Executive Protection:** Senior leaders must protect strategic initiatives from quarterly firefighting and getting scuttled for the projects that need to be complete this quarter
- **Clear ICP:** Stop building different products for different customer segments without a clear understanding of how they fit together and who is your ICP
- **Financial Discipline:** Connect every major initiative to P&L impact

60+: Danger Zone

Status: Portfolio strategy overhaul required. Your current approach is unsustainable.

Immediate Crisis Management (Next 48 Hours):

1. **Stop the Bleeding:** Halt all new feature development until you establish vision and strategy
2. **Emergency Leadership Meeting:** Get CEO, CPO, and CFO aligned on portfolio reality
3. **Resource Audit:** Calculate exactly how much you're spending on initiatives

Get Expert Help

Elena Luneva works with executive and founding teams to diagnose portfolio chaos and build sustainable discipline. Her advisory approach combines:

- **Portfolio diagnostic and realignment**
- **Horizon planning implementation**
- **Revenue modeling and P&L thinking for product leaders**
- **Building sustainable portfolio discipline**

Contact Elena for Strategic Advisory:

- Email: elit716@gmail.com
- Subject: "Portfolio Strategy Advisory"
- Include: Your audit score and biggest portfolio challenge

Learn More:

- Substack: [Elena's Letters](https://elenasletters.substack.com) (elenasletters.substack.com)
- Course: [Develop CPO-Level Skills](#)
- [Work With Me](#)
- [LinkedIn](#)

This audit is based on Elena's work with executive teams and as CPOs at companies from early-stage startups to Fortune 500 enterprises. The framework combines insights from strategic portfolio management research and real-world implementation experience.

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