



vision

Business performance and management capability are significantly improved through simplified business planning, open management, and disciplined strategy execution over the course of a single year.



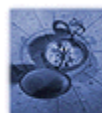
mission

Performance against mission through streamlined planning and disciplined execution



objectives

- Build a complete, multi-division business plan in one month
- Align vision, mission, objectives, strategies and action plans across business units
- Reduce operational planning and management complexity, cost and time
- Increase managers' business planning skills and executive perspective
- Build accountability throughout the management team
- Engage the entire workforce in mission-oriented strategies and activities
- Communicate business plan and status to selected stakeholders and staff
- Increase planning effectiveness and successful execution
- Improve company performance and profitability



strategies

- Simplify business planning and execution with one page plan and online tracking
- Align planning across divisions through a consistent planning process and format
- Create accountability through continuous alignment, communication and meetings
- Improve management skills through ongoing coaching and mutual support
- Reduce costs of planning/execution by simplification, technology and monitoring
- Create an open management culture with results focus and technology
- Engage staff with easy to understand plans and access to progress reports
- Demonstrate performance to stakeholders with clear reports and timely data



action plans

- (week 0) CEO commits to streamlined planning/disciplined execution/open mgmt
- (week 1) CEO completes company one page plan
- (week 2) CEO/consultant conduct kickoff planning meeting with managers
- (weeks 2-4) Consultant coaches managers to develop business unit one page plans
- (week 4) Management team aligns all business unit plans with company plan
- (weeks 5-7) Consultant coaches CEO and managers on measurement and reporting
- (week 8) Plan owners update individual Scorecards and Status Reports online
- (week 8) Management team meets to review performance against plan
- (monthly) Record progress and conduct alignment/progress tracking meetings
- (year-end) Evaluate and demonstrate company performance against plan

The Situation

- Only 11% of executives say their strategic plans are worth the effort (HBR)
- Long-term strategic plans are barely useful in current volatile environments
- Lack of clarity, transparency, discipline and accountability lead to poor performance
- Modest plans, well executed, create more value than failed execution of a brilliant strategy

The Need

- Evidence-based management, greater transparency and accountability, lower planning cost, faster and clearer feedback and progress reporting – and *predictable performance*

The Solution

- Simple – one page format forces clear thinking and explicit language for objectives and strategies
- Clear – one page format is easily communicated to and understood by stakeholders
- Accountable – clear objectives and monthly progress reporting ties to individual managers
- Transparent – plans and monthly progress posting available for all to see in real time
- Integrated – all business units are aligned with and progress measured against overall plan
- Cost-saving – focused management and fast feedback terminates ineffective strategies
- Disciplined – independent and objective advisor dampens office politics to assure progress

Implementation

- Develop single business plans for company, division or project in several sessions in 30 days
- Develop and align executive and management team plans across company within 30-45 days
- Add tracking, communication and reporting software (optional) to completed plans within a week
- Provide monthly support for executives and managers on a one-year term of a plan
- Include annual management planning and execution performance for one-year plans

Investment

From \$3,000-\$50,000, ranging from development of a single plan for one executive in 30 days to one-year of planning, alignment, execution management and performance evaluation, including tracking and reporting software for one executive and eight direct reports (usually divisions, branches or functions). Additional consulting for performance measurement, Baldrige assessments or other diagnostics, quality management, executive and management coaching and process improvement are available on hourly or retainer basis.

Return on Investment

The One Page Business Plan pays for itself just on the reduction in time required for planning and reporting (the one year plan reduces time spent by managers on report development, communication, management feedback and alignment with other managers by 60%).

Additional returns on investment include:

- Increases **accountability** and documentation on how each manager and business unit performs
- Gives faster **feedback** on lagging performance and insights on where strategy needs to be adjusted
- Transforms management **culture** into an “open book” and transparent organization
- Encourages **executive thinking** by managers and shows how their performance affects others
- Communicates clearly to **stakeholders** a company’s purpose and performance 24/7.