

YPO Argentina University
Buenos Aires, Argentina

The “DNA” of
Turbocharging Your Business

May 3, 2006

By

Bill Bean



Bill Bean, Chairman, Strategia, Inc.

www.StrategiaOnline.com

info@StrategiaOnline.com

BBean@StrategiaOnline.com

760-787-0900 (o), 760-787-0999 (f)

YPO Argentina University
Buenos Aires, Argentina

***THE “DNA”
OF TURBOCHARGING
YOUR BUSINESS***

Table of Contents

	Page
Introduction to Turbocharging Your Business	3
I. Ten Turbocharging Principles	5
II. Seven Steps of Strategic Planning (The Short Forms)	15
III. The Monthly Implementation Process: Making It Happen	33

The “DNA” of Turbocharging Your Business

“Introduction to Turbocharging Your Business”

- “Turbocharging” comes from inside 100’s of companies.
- Solid planning can be done without undue time, money, and energy.
- This Presentation:
 - Quickly touches upon the 10 underlying principles – the conceptual framework.
 - Mainly dwells on the 7 steps to build and implement the plan:

Turbocharging Your Business!

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

The Governing Principles of Turbocharging Your Business

Observation: The Degree to Which You Have Each of All These Traits Is Your Company’s Degree of Turbocharging!

<u>Order</u>	<u>Principle</u>	<u>What It Means</u>	<u>Score</u> <u>0 – 10*</u>
1	Convergence	Translate Analysis to Results	_____
2	Simplification	Plan and Do Target Results, Goals, Actions	_____
3	Accu-Speed	Observe, Orient, Decide, Act	_____
4	Completeness	Addressing All Categories Wisely	_____
5	Alignment	Right People Translates Data Into Results	_____
6	Deployment	Choreograph Priorities, Scheduling and Resources	_____
7	Concurrency	Simultaneous Keys Done Well	_____
8	Compression	Complete More Goals Sooner	_____
9	Acceleration	Optimize Higher and Sooner Profitable Growth	_____
10	Sustainability	Infrastructure, Expansion, Optimization, Perpetuation	_____

*Key: “0” = No Evidence Whatsoever; “10” = Complete Manifestation

<u>Notes:</u>		<u>Action Plans:</u>		
#	Description	Person. Resp.	Due Date	
1	_____	_____	___/___/___	
2	_____	_____	___/___/___	

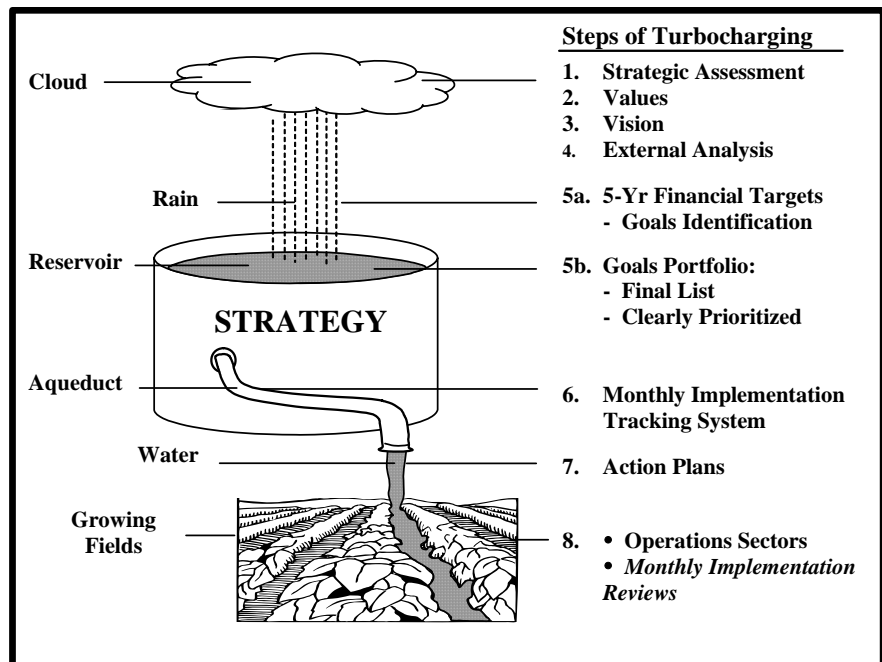
The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles

1. The Principle of Convergence

- The Turbocharging process is analogous to nature’s cycle.
- The cloud and reservoir water do no good unless they reach the growing fields!

Water needs first to be collected in one place, then a channel to reach the fields, and then needs to be regularly distributed across them in order to make produce grow. Leadership teams need to analyze key strategic aspects to form one plan with goal priorities, and to set and complete action plans, which are tracked by monthly implementation meetings, so that results are made across the business.



THE GOAL: *Convergence!*

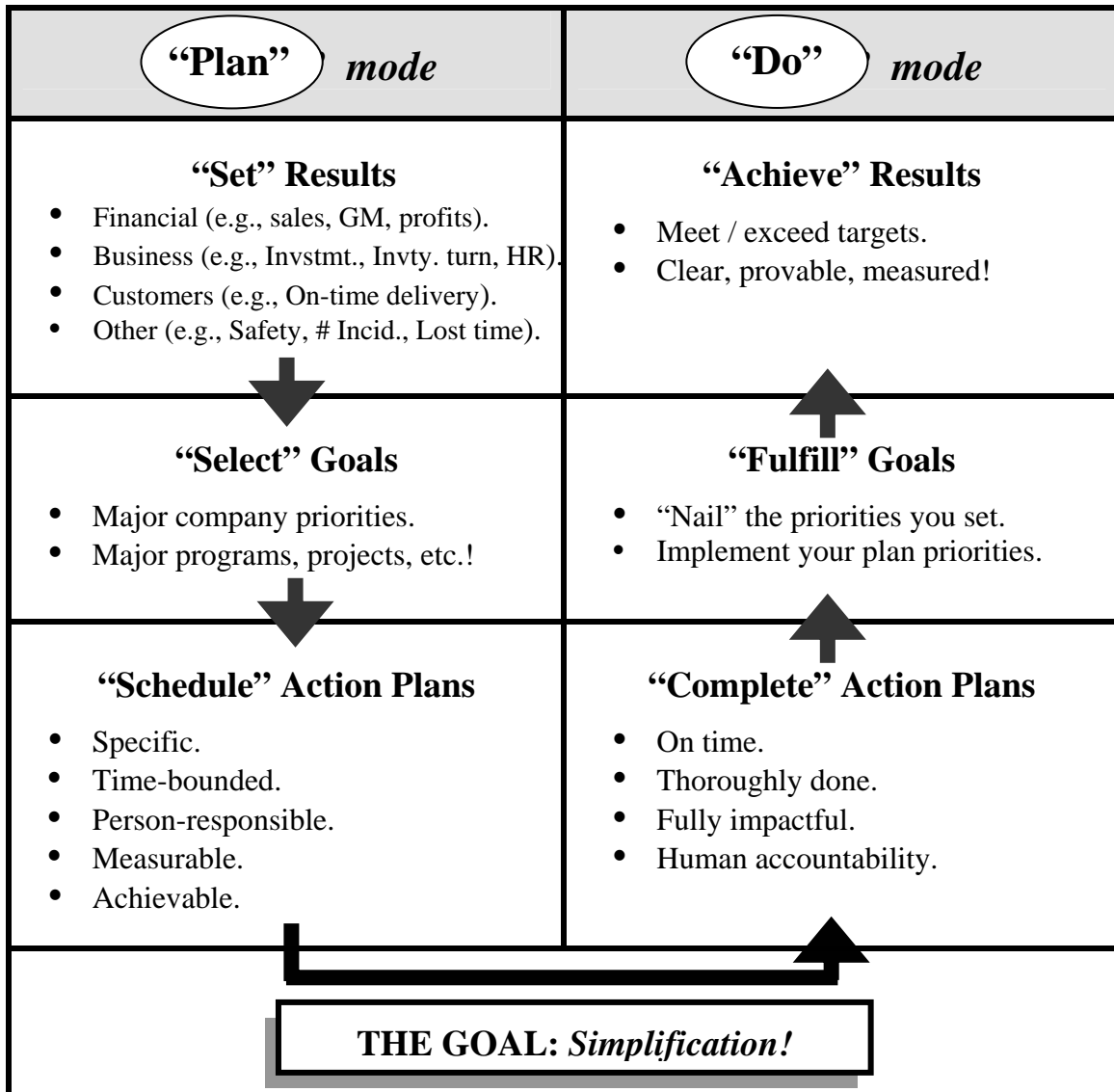
<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

2. The Principle of Simplification

- Strategic Planning should be simplified in concept: “*Plan and DO*”!
- Turbocharging is certainly not “rocket science,” but it is rocket fuel!



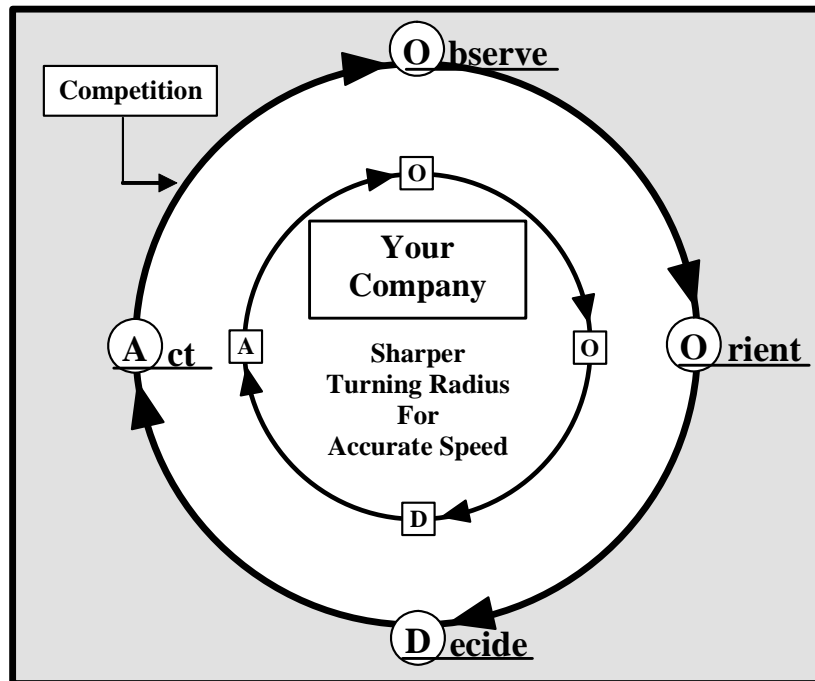
<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

3. The Principle of Accu-Speed

- This graphic shows that “accurate speed” is achieved by *performing* what Col. John Boyd (Marines) calls the *O-O-D-A Loop faster* than others.
- You gain the benefit of attaining a sharper turning radius.
- This even *allows you more trial and error*—ultimately giving you the competitive edge.
- Not “ready-fire-aim” or “ready-aim-aim-aim” but “*ready-aim-fire-faster.*”



THE GOAL: ACCU-Speed!

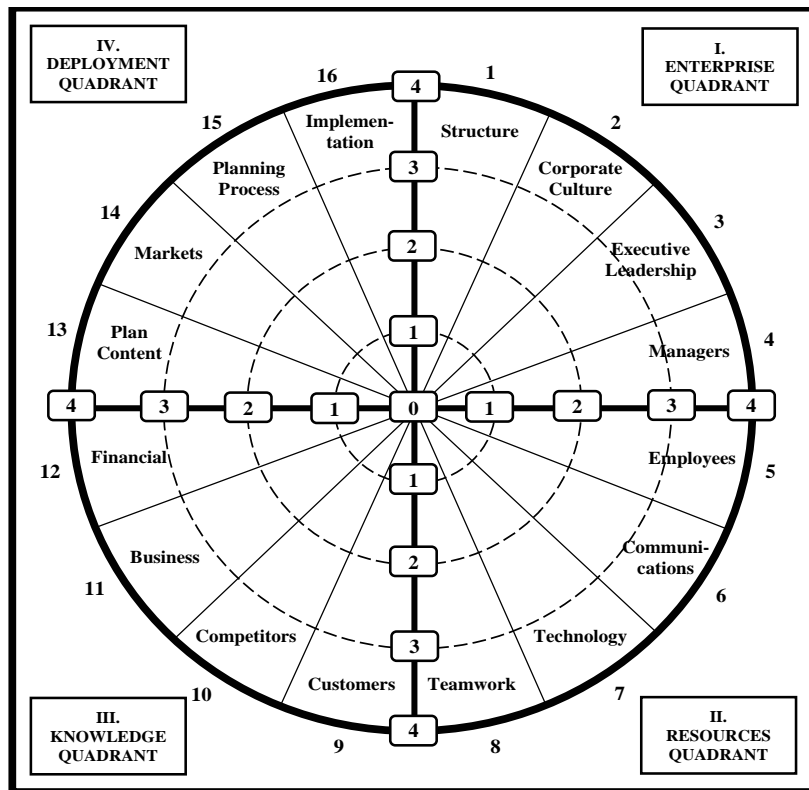
<u>Notes:</u>	<u>Action Plans:</u>		
	#	Description _____	Person. Resp. _____
	1	_____	_/_/_
	2	_____	_/_/_

The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

4. The Completeness Principle

- Yes, focusing on a few priorities is important.
- But a complete “radar screen” is critical first.
- Then, prioritize according to needs.



THE GOAL: *Completeness!*

<u>Notes:</u>	<u>Action Plans:</u>		
	# Description _____	Person. Resp.	Due Date
	1 _____	_____	_/_/_
	2 _____	_____	_/_/_

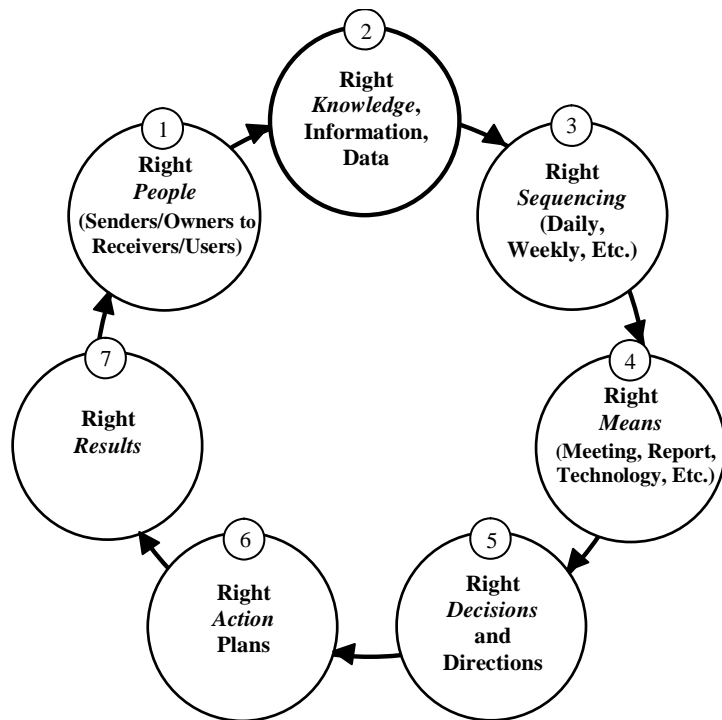
The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

5. The Principle of Alignment

- *Effective communication* is often identified as one of the least effective traits in an organization.
- There are those who have information (*owners*) and those who use information (*users*).
- *The principle of “NO VICTIMS”* – if you need information ask and get it; if you have information, consider who needs it and send it to them!
- The following chart shows that *communications is a matter of alignment*.

Aligning the “Rights”
For Excellent
Communications



THE GOAL: Alignment!

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description _____	Person. Resp. _____	Due Date _____
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

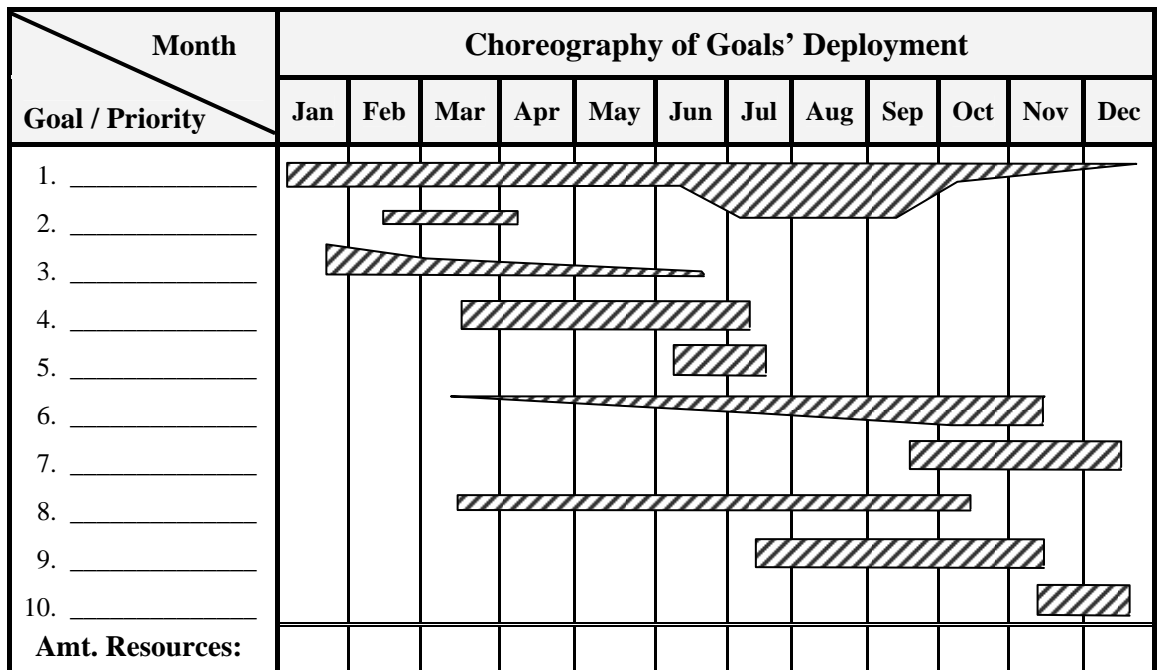
The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

6. The Principle of Deployment

- Approximately 10 goals are selected for a new year.
- Leadership has 3 leverage tools to *synchronize* (hence, choreograph) plan implementation.
 - The *priority* you have given a goal.
 - The *month* you elect to start, the span, and the targeted end-date.
 - The *resources* that you give to each goal in each month.

These blocks show the amount of resources (height of blocks: e.g., number of people assigned, etc.) and duration (width of blocks) of the project.



THE GOAL: *Deployment!*

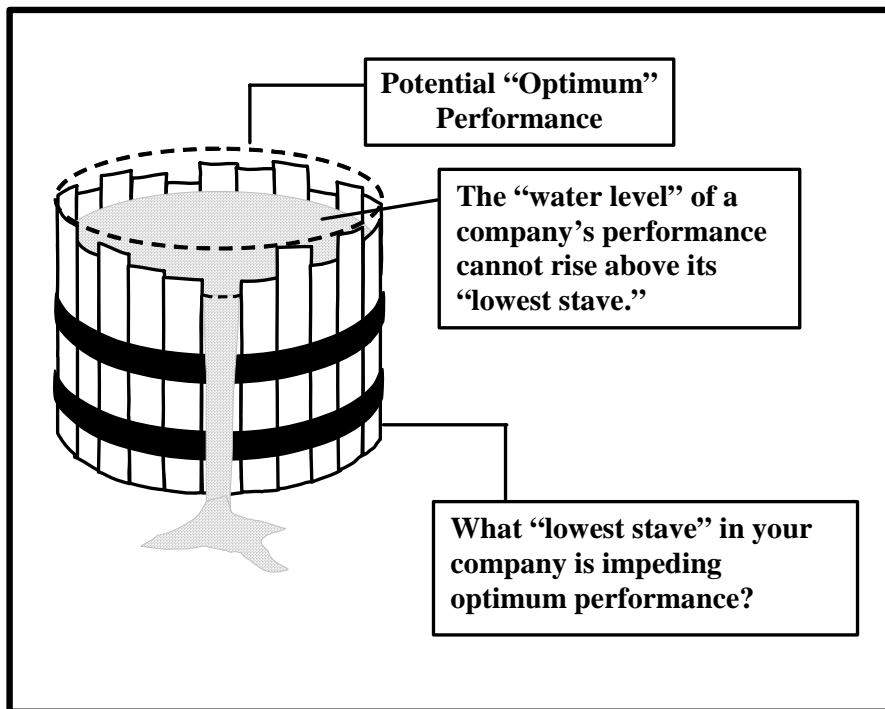
<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

7. The Principle of Concurrency

- As a strategic assessment is an annual snapshot...
- So all the key organizational elements must perform simultaneously well during the year.



THE GOAL: *Concurrency!*

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description _____	Person. Resp. _____	Due Date _____
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

8. The Principle of Compression

- When you plan, build in a monthly tracking process.
- Doing so can deliver twice the results in half the time.

	Annual Planning, Implemented Sporadically	Complete Planning, Implemented Monthly
# Goals Set	10	10
# Months	12	6
# of Goals Done	3.5 / 10	7 / 10
	Status Quo Results: Twice As Long... Half As Much	Turbo-Results: Half As Long... Twice As Much
	4:1 “Impact Ratio”	

- This stat is a Strategia “before and after” measurement of many companies.

THE GOAL: *Compression!*

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

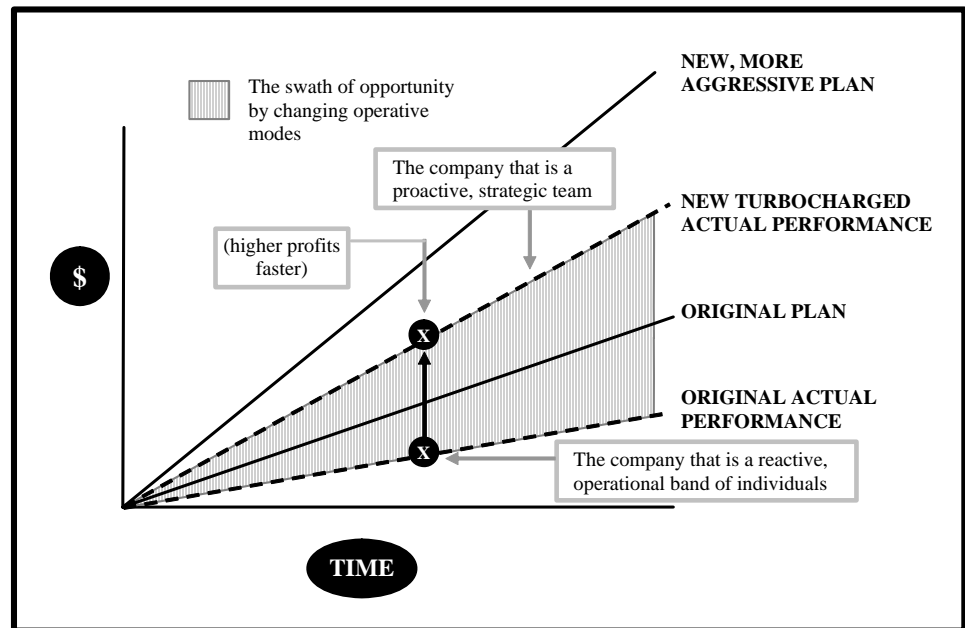
The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

9. The Principle of Acceleration

- Disciplined Turbocharged companies’ “*new actuals*” are routinely *higher* than the “*old plans.*”
- This swath is literally “on the table” for the taking!
- *The secret is timely, completed Action Plans via Monthly Tracking!*

This graphic’s data, based on sales, margins, profits, productivity, etc., shows what the disciplined Turbocharging process does.



THE GOAL: *Acceleration!*

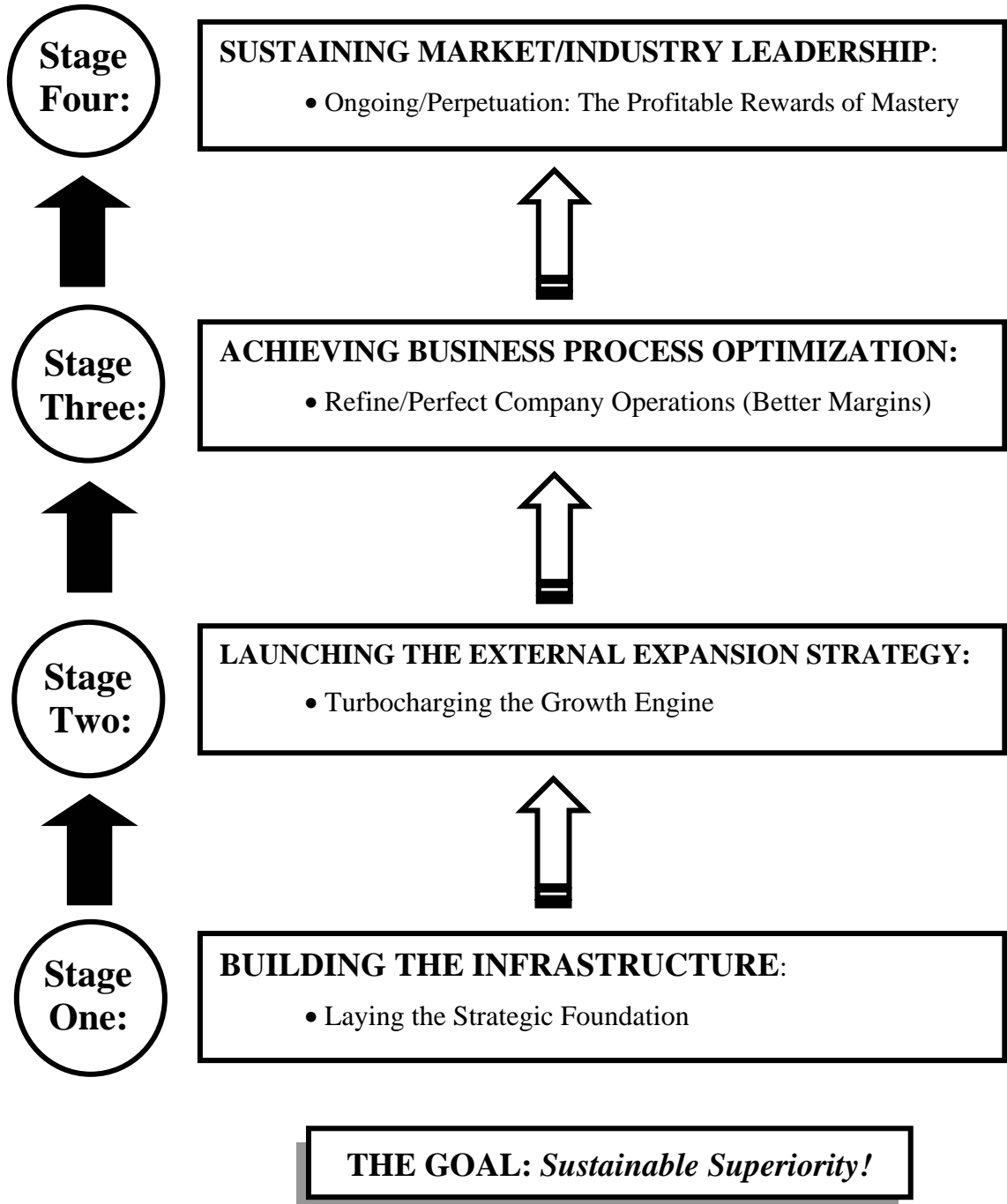
<u>Notes:</u>	<u>Action Plans:</u>	Person.	Due
	# Description _____	<u>Resp.</u>	<u>Date</u>
	1 _____	_____	_/_/_
	2 _____	_____	_/_/_

The “DNA” of Turbocharging Your Business

I. Ten Turbocharging Principles (continued)

10. The Principle of Sustainable Superiority

While not mutually-exclusive time-wise, these four stages are general stages, or capability benchmarks, for companies systematically working optimization over several years:

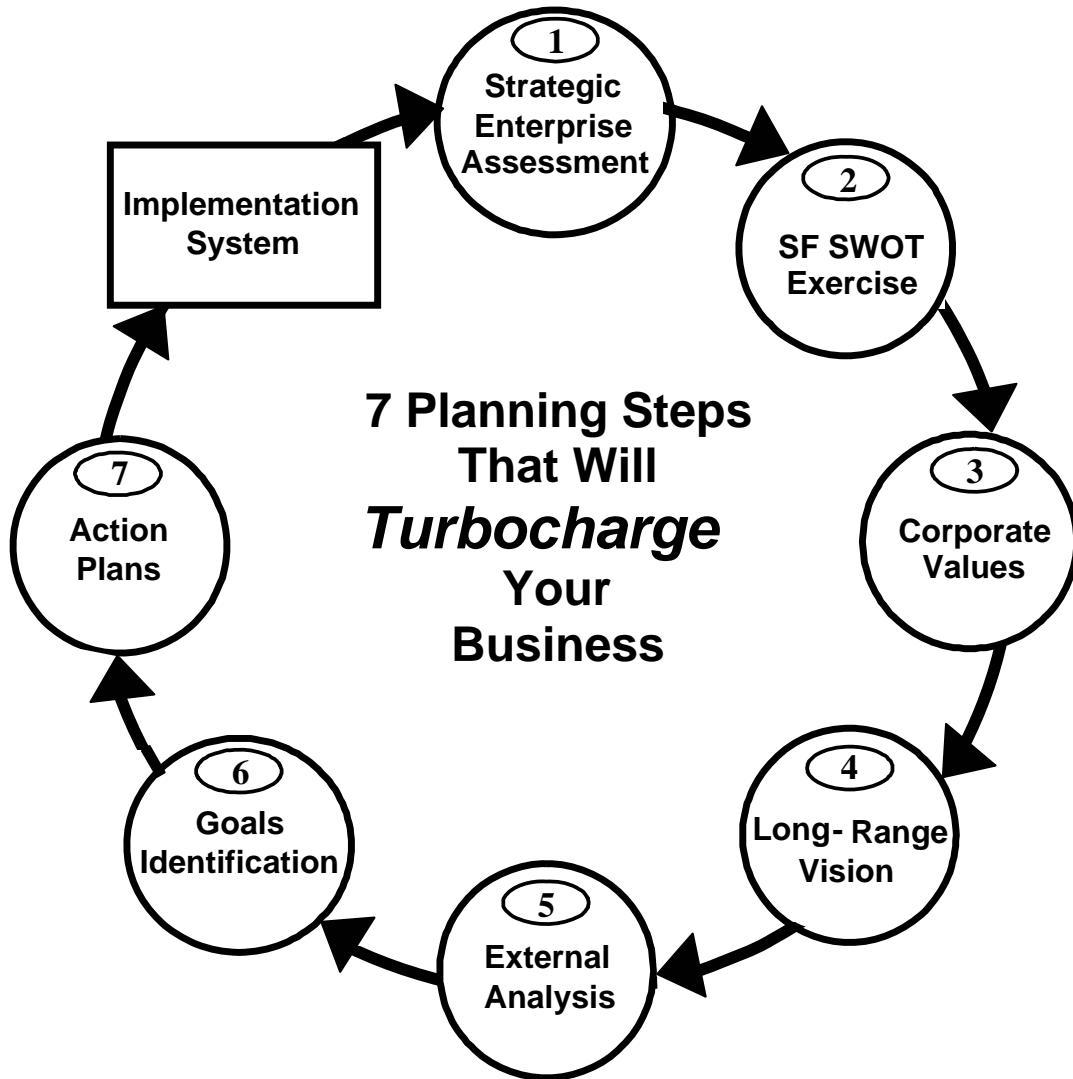


<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning

This circle chart has the 7 steps of strategic planning, along with the implementation system that must follow these 7 planning steps.



<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description _____	Person. Resp. _____	Due Date _____
	1	_____	_____	___/___/___
	2	_____	_____	___/___/___

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

1. The Strategic Enterprise Assessment

a. The SEA Form

<i>Strategia’s Strategic Enterprise Assessment</i>	Key:				
Directions: Indicate the extent of your agreement regarding how your organization is performing in each of the following areas by circling the most accurate number.	0	1	2	3	4
	<i>Strongly</i>		<i>Partly</i>		<i>Strongly</i>
	<i>Disagree</i>	<i>Disagree</i>	<i>Agree</i>	<i>Agree</i>	<i>Agree</i>

1. Our <i>organizational structure</i> , roles, and responsibilities are clearly defined and effective.	0	1	2	3	4
2. Our <i>company culture</i> is empowering, uplifting, pleasant, refreshing, and healthy.	0	1	2	3	4
3. Our <i>executive/leadership</i> team is knowledgeable, capable, and effective.	0	1	2	3	4
4. Our <i>management/supervisory</i> team is knowledgeable, capable, and effective.	0	1	2	3	4
5. Our <i>employee/associate team</i> is knowledgeable, capable, and effective.	0	1	2	3	4
6. Our <i>communications</i> in all directions (up, down, across, in, out) are efficient and effective.	0	1	2	3	4
7. Our <i>technology</i> (all office machinery, software, etc.) is helping us be productive and cost-effective.	0	1	2	3	4
8. Our <i>teamwork</i> among departments, functions, offices, work groups, and teams is smooth and effective.	0	1	2	3	4
9. Our <i>customer</i> knowledge, service, needs-understanding, and actions are timely and effective.	0	1	2	3	4
10. Our <i>competitor</i> , plans, responses, and actions are timely and effective.	0	1	2	3	4
11. Our <i>business</i> knowledge and action concerning our expertise, industry, trends, economy, and global situation is adequate.	0	1	2	3	4
12. Our <i>financial</i> knowledge and action concerning sales, costs, profitability, banking, financing, cash flow, and equity is adequate.	0	1	2	3	4
13. Our strategic and business <i>plan content</i> is clear, complete, written down, and communicated.	0	1	2	3	4
14. Our <i>market strategies</i> , including product plans, services plans, geographic and sales plans, are clear, complete, and communicated.	0	1	2	3	4
15. Our strategic and business <i>planning process</i> is clear, complete, smooth, and effective.	0	1	2	3	4
16. Our strategic and business plan <i>implementation</i> is timely/effective.	0	1	2	3	4

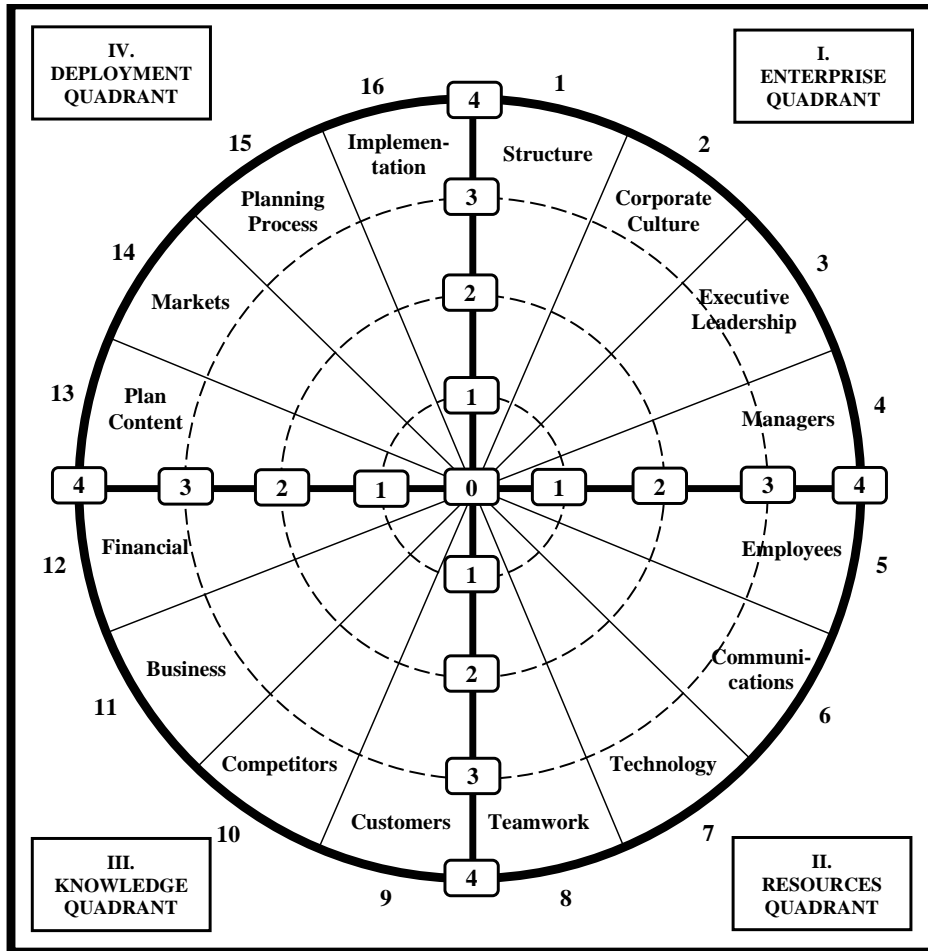
<u>Notes:</u>	<u>Action Plans:</u>			
	#	<u>Description</u>	<u>Person.</u> <u>Resp.</u>	<u>Due</u> <u>Date</u>
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

The "DNA" of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

1. The Strategic Enterprise Assessment (continued)

b. The Strategic Enterprise Assessment Wheel



What does your spider chart above look like? Describe in one word.

- Where are you strong? _____
- Where do you need to improve? _____
- All things considered, of the 16 categories, these are your priorities for focus at this time: 1) _____
2) _____
3) _____

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

1. The Strategic Enterprise Assessment (continued)

c. SEA Benchmarking Data

SEA Benchmarking Data

Number of Reports	256	131	125	
Quadrant / Category	Average ALL	Average 1st / Only's	Average 2nd's - 12th's	Diff. Prior 2 Columns
I. Enterprise				
Structure	2.59	2.47	2.71	0.24
Corporate Culture (I)	2.65	2.61	2.70	0.09
Executives	2.79	2.63	2.97	0.34
Management	2.70	2.57	2.84	0.27
Quadrant Average	2.68	2.57	2.81	0.24
II. Resources				
Employees	2.64	2.54	2.76	0.22
Communications (I)	2.29	2.23	2.35	0.12
Technology	2.55	2.44	2.67	0.23
Teamwork (I)	2.43	2.32	2.54	0.22
Quadrant Average	2.48	2.38	2.58	0.20
III. Knowledge				
Customers (E)	2.73	2.70	2.77	0.07
Competitors (E)	2.54	2.50	2.58	0.08
Business	2.71	2.56	2.87	0.31
Financial	2.82	2.68	2.96	0.28
Quadrant Average	2.70	2.61	2.80	0.19
IV. Deployment				
Planning Content	2.50	2.32	2.68	0.36
Markets (E)	2.41	2.32	2.50	0.18
Planning Process	2.37	2.18	2.56	0.38
Implementation (I)	2.29	2.09	2.50	0.41
Quadrant Average	2.39	2.23	2.56	0.33
Totals, All Categories	2.56	2.45	2.69	0.24

(I) = Internal Index (Culture, Communications, Teamwork, Implementation).

(E) = External Index (Customers Competitors, Markets).

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

1. The Strategic Enterprise Assessment (continued)

d. SEA Team Summarization Form

Directions: Summarize the results of the SEA for multiple members of your team. A) Collect up to 10 team members' scores and record them below; B) Total scores for each SEA Category (rows 1-16); C) Divide the resulting total for each row by the total number of team members scoring the SEA and place the outcome in the second to the last column (Avg.)—Figure to one decimal point (e.g., 2.7); D) Rank the 16 SEA categories from 1st to 16th by resulting averaged scores (treat "ties" like PGA golf tournament placing); F) Plot the averaged scores on the SEA wheel graph on the following page.

SEA Category ↓ Names ⇒ Title ⇒	TEAM MEMBERS										Total	Div. By #	Avg.	Rank
1. Structure														
2. Culture														
3. Executive														
4. Managers														
5. Employees														
6. Communi- cations														
7. Technology														
8. Teamwork														
9. Customers														
10. Compet- itors														
11. Business														
12. Financial														
13. Plan Content														
14. Marketing														
15. Planning Process														
16. Implemen- tation														

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

1. The Strategic Enterprise Assessment (continued)

e. Analyzing Your SEA Results

Directions: Review and discuss your SEA scores and develop agreement on initial answers to the following questions: 1) **Why** these scores? (What are we seeing here? What should be noted and addressed? What is most critical? Why?); 2) **What** steps could we consider to address the issues or opportunities here discovered?

SEA Cat. #	Why these scores?	What steps could be considered (possible goals)
<input type="checkbox"/>	_____	_____
	_____	_____
	_____	_____
<input type="checkbox"/>	_____	_____
	_____	_____
	_____	_____
<input type="checkbox"/>	_____	_____
	_____	_____
	_____	_____
<input type="checkbox"/>	_____	_____
	_____	_____
	_____	_____
<input type="checkbox"/>	_____	_____
	_____	_____
	_____	_____

<u>Notes:</u>	<u>Action Plans:</u>		
	#	Description	Person. Resp.
	1	_____	_____
	2	_____	_____

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

2. SF SWOT Exercise

Directions: Identify key lists for the following categories of this “Strategic SF SWOT” form.

Definition: SF = The Successes and Failures that have happened in the enterprise during the last year or so. COMPANIES NEED MORE THAN “SWOT” ANALYSIS! WHAT ABOUT THE PAST? THAT IS WHY WE ADD 2 CATEGORIES. *Question:* What have you attempted to do in the business *over the past year* that either was successful (you accomplished what you were aiming for) or was unsuccessful (you did not meet your expectations), hence failures, or at the least, you “can do better?”

SUCSESSES (Past Positive Actions)

- _____
- _____
- _____

FAILURES (Past Negative Actions)

- _____
- _____
- _____

Definition: SW = The Strengths and Weaknesses of the organization. Here we are not looking at events but current conditions, characteristics. Like a financial balance sheet, this measures the various “assets” and “liabilities” of the organization as it exists at this present time. *Question:* What resources, personnel, unique market advantages, products, services, and so forth, are a part of your business situation and are either strengths (which you can build with) or weaknesses (which you can strengthen or resolve)?

STRENGTHS (Present Positive Conditions)

- _____
- _____
- _____

WEAKNESSES (Present Negative Conditions)

- _____
- _____
- _____

Definition: OT = The Opportunities and the Threats that confront the organization. Here we are looking into the future. These are factors that are not really under your control but must still be taken into account as you develop your strategy. *Question:* What factors or conditions of your business environment pose opportunities (which you can take advantage or capitalize on) or threats (which must either be transformed into opportunities or be avoided by the enterprise)?

OPPORTUNITIES (Future Positive Possibilities)

- _____
- _____
- _____

THREATS (Future Negative Possibilities)

- _____
- _____
- _____

Notes:

Action Plans:

#	Description	Person. Resp.	Due Date
1	_____	_____	__/__/__
2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

3. Corporate Values

a. Values Prioritization

Directions:

FIRST



Select five values from the following list that you feel best characterize what this enterprise should always aspire to and pursue. Spaces are provided if you have your own word or phrase other than those listed.

SECOND



After selecting these five values, order them in the following manner:

Write in **5** points for your highest choice.

Write in **4** points for your second choice.

Write in **3** points for your third choice.

Write in **2** points for your fourth choice.

Write in **1** point for your fifth choice

Master Values List			
Accuracy		Financial	Recognition
Achievement-Oriented		Growth-Oriented	Reliability
Best Investment		High-Energy	Respect for Individual
Best Products		High Market Perception	Respectability
Cohesive		High Spirited	Responsiveness
Commitment		Highest Value	Results-Oriented
Compassion		Highly Specialized	Rewarding
Consistency		Industry Pioneer	Safe-Choice Provider
Cooperation		Industry Standard	Social Responsibility
Cost-Effective		Innovation	Solution-Oriented
Creativity		Integrity / Honesty	Special Expertise
Credibility		Leadership	State-of-the-Art
Customer-Oriented		Loyalty	Success-Oriented
Customer Service		Market Leader	Supportive
Decisive		Most Competitive	Teamwork
Dependability		Most Efficient & Effective	Technology-Driven
Discipline		Performance Driven	Trustworthy
Empowerment		Proactive	Unique
Enthusiasm		Profitability	Visionary
Entrepreneurial		Progressive	_____ (Your Own)
Excellence		Quality	_____ (Your Own)

Your Top Five Values According To Your Point Assignments			
#1 _____	(5 pts.)	#4 _____	(2 pts.)
#2 _____	(4 pts.)	#5 _____	(1 pt.)
#3 _____	(3 pts.)		

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description _____	Person. Resp. _____	Due Date _____
	1	_____	_____	___/___/___
	2	_____	_____	___/___/___

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

3. Corporate Values (continued)

b. Values Prioritization Team Summary Form

Directions: Summarize the Values Prioritization exercise for up to 10 members of your team on the following form. A) For each person, collect top 5 values and place them in left column (Selected Values) and record number of votes below that person's name; B) If a subsequent person votes for the same value put it in the row following that term and below the person's name. If it's a new value add to the Selected Values list and write in the number of votes for that item; C) Determine if any values are synonyms and combine. Transfer votes. D) Add up total votes for each value category, and then rank values according to Total Votes score. E) Extra credit: audit each of the team's top values regarding how well each value is being lived out in the company [0-10 where 0 = "no evidence of that value" and 10 = "walking the talk"].

Selected Values ↓ Names ⇌	TEAM MEMBERS' VOTES										Transfer Votes*	Total. Votes	Rank	Audit
1.														
2.														
3.														
4.														
5.														
6.														
7.														
8.														
9.														
10.														
11.														
12.														
13.														
14.														
15.														
16.														

* This column is in the event that you want to combine one value and the votes with another; you add votes from the other in this column. Example: Say “Integrity” has had several people select and vote for it. Then one person has “Honesty” and another has “Trustworthy.” These are not exact synonyms, but you don’t want 16 company values either! So you combine these 3 values under “Integrity” and transfer the votes given for “Honesty” and “Trustworthy” in the “Transfer Votes” column!

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

4. Long-Range Vision

a. Forming the Vision Statement

Directions: A vision or mission statement can be broken down into 3 basic parts of 5 – 10 words each to form a succinct message in 25 words or less. First there are “Based upon” principles or values upon which your company rests. Second, there is a “we provide or we deliver” / “our vision of what we do” kind of statement. Third, there is a “resulting in” phrase, or conclusion – that, if you fulfill this vision of what you are trying to do, what will be the results? Benefits? Outcomes?

The following is a simple means of building a basic vision statement; develop a brief, simple phrase for each of 3 parts:

1. What values, principles, are we based upon, are driving our company?

Ideas:

- _____
- _____

Final “Based upon” phrase (e.g., “Dedicated to heighten experiential and take-home value...”).

Now, your 5 to 10 words:

2. What is your company’s function, your aspiration to be and do?

Ideas:

- _____
- _____

Final “What we do” phrase (e.g., “We will deliver highly informative and impactful education programs.”).

Now, your 5 to 10 words:

3. What do you want to have occur, or result from what you deliver?

Ideas:

- _____
- _____

Final “Resulting in” phrase (e.g., “creating meaningful experiences and memories for each participant.”)

Now, your 5 to 10 words:

4. Your Vision Statement Draft: Now put the three phrases you have come up with and form one coherent statement. If you read the three “e.g.,’s” above, you will see one sentence of 25 words! It can be done, and better than this example!

The Final Vision Draft (approximately 25 words):

Notes:

Action Plans:

#	Description	Person. Resp.	Due Date
1	_____	_____	__/__/__
2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

4. Long-Range Vision (continued)

b. Vision and Values “Walk the Talk” Audit

EXAMPLE: Vision and Values “Walk the Talk” Audit

- The following is an example of how a company takes its Vision and Values statements and breaks them into key phrases in order to assess how well the company is living out its vision and values every day.
- **Vision Statement:** *“We design, manufacture and deliver the highest quality hobby railroad products through outstanding employees to loyal customers.”*
- **Company Values:**
 - *Respect for Individual.*
 - *Integrity.*
 - *Innovation.*
 - *Industry Leader.*
 - *Customer-Driven.*
 - *Profitability.*
- **Walk the Talk Audit:** Answer for each of the following: “On a scale of 0 (no evidence) to 10 (total evidence), to what degree does our company manifest, exhibit, and demonstrate the following attribute or characteristic every business day?”

Vision Element:

	Person:	Respondent Inputs (from 0 to 10)					Avg. (0 - 10)	Rank
		1	2	3	4	5		
1) "Design of Hobby Railroad Products"		5	6	4	5	5	5.0	6
2) "Manufacture"		9	8	9	7	9	8.4	2
3) "Deliver"		7	5	4	6	6	5.6	5
4) "Highest Quality"		10	8	10	9	8	9.0	1
5) "Outstanding Employees"		7	6	9	7	7	7.2	3
6) "Loyal Customers"		5	7	7	8	6	6.6	4

—→ **Insight:** "Designing" and "Delivering" of products needs to be assessed and improved.

Values Element:

	Person:	Respondent Inputs (from 0 to 10)					Avg. (0 - 10)	Rank
		1	2	3	4	5		
1) Respect for Individual		10	10	9	8	10	9.4	1
2) Integrity		7	9	8	10	7	8.2	2
3) Innovation		4	6	3	4	5	4.4	6
4) Industry Leader		8	6	8	5	7	6.8	4
5) Customer-Driven		8	7	6	5	8	6.8	3
6) Profitability		4	5	6	4	6	5.0	5

—→ **Insight:** Like "Design" in the Vision section, lack of “Innovation” is the greatest concern. The next is “Profitability.”

Notes:

Action Plans:

#	Description	Person. Resp.	Due Date
1	_____	_____	__/__/__
2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

4. Long-Range Vision (continued)

b. Vision and Values “Walk the Talk” Audit (continued)

Please note that if you have a “Mission Statement” or “Company Principles” it’s the same process. Simply break down your statements into auditable pieces.

Vision and Values Audit												
Vision Statement:	_____											

Company Values:	•	_____	•	_____								
	•	_____	•	_____								
	•	_____	•	_____								
Vision Element: Scale: “10” for “Complete manifestation, achievement of,” “(0)” for “No evidence at all.”												
	<u>Respondent:</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>Avg.</u>	<u>Rank</u>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
Values Element:												
	<u>Respondent:</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>Avg.</u>	<u>Rank</u>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>
•	_____	—	—	—	—	—	—	—	—	—	<input type="checkbox"/>	<input type="radio"/>

<u>Notes:</u>	<u>Action Plans:</u>		
	#	Description	Person. Resp.
	1	_____	_____
	2	_____	_____

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

5. External Analysis – Products and Services Portfolio

Directions: Analyze and summarize your portfolio of products and services on the following form. Discuss each team member's analysis for each existing and future product or service and develop a quick working consensus score for each. Record the results of this discussion below. Finally, if useful and insightful, rank each item's perceived importance (overall, with all things considered) within the portfolio based upon the result this analysis.

Analysis Aspect ⇔ Product or Svcs. ↓	% of Total Sales Dollars	% of Total Gross Profit Dollars	% of Leadership Time (CEO's & Dir. Rpts.)	Quality Grade (0-10) to Customer	Price Grade (0-10) vs. Competition	The Market's Attractiveness (0-10) for Market Growth & Share Incr.	Your Mkt. Power (0-10 0=none 10=total)	Your Capital Ease (0-10 0=very costly 10=none)	Portfolio Rank [Last Step]
INSIGHTS TO BE DERIVED:	(Higher Margins % to Sales % with Relatively Little Executive Time is the Best Situation.)			(Higher Quality Compared to Price Gives You Higher Value and Power.)		(Gain Market Growth and Increased Share.)	(Driving? Influencing? Or Following?)	(More Capital Means Lower Score)	(All Things Considered, What's Rank?)
EXISTING:									
1.	%	%	%						○
2.	%	%	%						○
3.	%	%	%						○
4.	%	%	%						○
5.	%	%	%						○
6.	%	%	%						○
7.	%	%	%						○
TOTALS:	100%	100%	100%						
FUTURE:									
1.	X								○
2.	X								○
3.	X								○

Notes:	Action Plans:		
	#	Description _____	Person. Resp. _____
	1	_____	_____/_____/____
	2	_____	_____/_____/____

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

6. Goals Identification

a. Identifying your company goals:

- Have a .5 to 1.5 – hour brainstorming session.
- Ask this question to the planning team: “WHAT DO YOU FEEL SHOULD BE IDENTIFIED AS MAJOR COMPANY GOAL CANDIDATES?”

b. Goals Identification Form – Example:

- The following example shows how brainstorming for major goals can be done simply: list the goal, include key elements:

Goal:	Includes:
1 Marketing	New Ads, Brochures, Branding
2 Distribution	New Warehouse, Holiday Hires, OT Reduction
3 Technology	Teleconferencing, New Software Installs
4 Financial	New Line of Credit, Monthly Measurements
5 Sales	New Field Structure, Hiring, Retention
6 International	Open London Office, Open Philippines Plant
7 Manufacturing	LEAN Projects, ISO, Audit, Benchmarking
8 Communication/Teamwork	Mo. Strategic Implementation Mtg., 1/1 Lunches, Monthly E-Letter
9 Suppliers	Vendor Incentives, Exec. Visits
10 New Products	Millennium Project, R&D Priorities
11 HR	New Hire Orientation, Mgmt. Training

c. Blank Goals Identification Form Worksheet

Goal:	Includes:
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

6. Goals Identification (continued)

d. Prioritizing the Identified Goals: Step-By-Step Directions

- *Post your brainstorming list of goals on the conference wall.*
- *Rewrite your goals list, keeping it legible by writing just the key word.*
- *Number them in the order written, in this case, from 1 – 11.*
- *Tell the team each of them has 30 votes he/she can cast across the 11.*
- *Cast no more than 10 votes on any goal.*
- *It is totally fine not to vote on any items they deem unworthy of a vote!*
- *Give the group at least 10 minutes in “library quiet” to allocate their 30votes on their own writing pad – 30 votes across 11 goals; no more than 10/per.*
- *Each planning team member casts their votes with this thought in mind: “Wearing my company hat (not a parochial departmental narrow view), and from whatever angles I deem important (internal or external, long-term or short-term, strategic or operational) what should the priorities of this company be, all things considered?”*
- *When everyone has completed their private allocation of votes, start with goal #1. Go around the room and ask each person for their number of votes for that item. Voice votes are important because they need to take ownership for voting!*
- *Once you have the vote total, write it in the space to the right of the goal name. Go through the entire goals list in this same fashion to completion.*
- *Do a sanity test to see how accurate people were in casting their votes. For example, if 10 people voted at 30 votes each, the total votes cast is 300. If you are off 2 or 3, no big deal. If someone under-voted and 2 goals are tied with the same number of votes, have that person cast the last vote and break the tie!*
- *Now, in the far-right column, rank the goals from (here, from 1 to 11). These prioritized, ranked numbers now become the goal number, to remind the team all year on each goal’s ranking. To avoid confusion, black out the original pre-vote numbers assigned merely to make the voting process simple.*
- *Open the meeting for discussion on how well the aggregate priorities match their own. Any disconnects? What is the executive summary, the headline?*

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

6. Goals Identification (continued)

e. Example of the Prioritization Worksheet

GOALS PRIORITIZATION WORKSHEET

Original Goal #	Summarized 1 – 2 Word Major Goal Name	Total Votes	Priority Final Goal Number
1	Marketing	41	2
2	Technology	13	10
3	Sales	22	8
4	Manufacturing	33	4
5	Suppliers	9	11
6	Human Resources	26	7
7	Distribution	38	3
8	Financial	10	9
9	International	51	1
10	Communications & Teamwork	30	5
11	New Products	<u>27</u>	6
Total Votes Cast: Ten People x 30 Votes Each Equals:		300	

f. Blank Prioritization Worksheet

Original Goal #	Summarized 1 – 2 Word Major Goal Name	Total Votes	Priority Final Goal Number
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
Total Votes Cast: ___ People x 30 Votes Each Equals:			

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description _____	Person. Resp. _____	Due Date _____
	1	_____	_____	___/___/___
	2	_____	_____	___/___/___

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

7. Action Plans

a. The Secret: Systematic Conversion from Each Goal Into Action Plans

The following is an *example* of how to convert a *goal* into *action plans*, followed by a *blank form* for your use in your company.

EXAMPLE:

Goal Name: *Branding*
Includes: *Overall Strategy and Priorities*
Goal Acronym: *BRD (Branding)*

(*) = Team Leader

Action Plan #	Action Plan Description	Person(s) Responsible *	Due Date	Revised Date	Actual Date
BRD-01	Complete development of brand the strategy.	Larry, Margaret	5/15/06	__/__/__	__/__/__
BRD-02	Develop new corporate logo.	Jenny	6/15/06	__/__/__	__/__/__
BRD-03	Update logo on all promotional materials / web.	Jenny	7/15/06	__/__/__	__/__/__
BRD-04	Develop new “About the Company / Products and Services” brochure.	(*) Margaret, Peter	8/16/06	__/__/__	__/__/__

Goal Name: _____ Includes: _____ Acronym: _____

Action Plan #	Action Plan Description	Person(s) Responsible *	Due Date	Revised Date	Actual Date
____-01	_____	_____	__/__/__	__/__/__	__/__/__
____-02	_____	_____	__/__/__	__/__/__	__/__/__
____-03	_____	_____	__/__/__	__/__/__	__/__/__
____-04	_____	_____	__/__/__	__/__/__	__/__/__

(*) = Team Leader

Notes:	Action Plans:	Person. Resp.	Due Date
	# Description _____	_____	__/__/__
	1 _____	_____	__/__/__
	2 _____	_____	__/__/__

The “DNA” of Turbocharging Your Business

II. Seven Steps of Strategic Planning (continued)

7. Action Plans (continued)

b. Prerequisites for a Real Action Plan

- The purpose of Action Plans is to implement the goal!
- Completed, effective **action plans** achieve the **goals** and produce the **results**.
- The Action Plan has 4 absolutely critical parts;

①	②	③	④	
A / P # PUR – 01	Action Plan Description Buy first 10 new parts from the Philippines	Responsible (*) Jim L., Graham	Due-Date 1/15/06	Act'l Date _/_/_

- ① **A/P#:** The Action Plans’ number system:
 - Typically an “alpha” tag of 3 letters, with a number. (01, 02, 03, etc.).
 - Examples: PUR for Purchasing, FIN for Financial, ENG for Engineering, SAL for Sales, etc.
 - So the first action plan for Purchasing is PUR-01.
 - For every new action plan that comes during the year add Pur-02, Pur-03, Pur-04, etc.
- ② **Action Plan Description** should be succinct, clear, simple, strong action to achieve goal.
- ③ **Responsible:** the asterisk (*) is that if more than one name, there must always be *one* person accountable, designated by the asterisk.
- ④ **The Due-Dates and Actual Dates:** The Due Date as (mm/dd/yy) establishes a “stroke of midnight” accountability for time lines. The Actual Date is when it’s done!
 - *Lessons:*
 - *A slid Due-Date counts as a “late” and hurts goal progress.*
 - *The manager should know well in advance if an item is late.*
 - *A surprise is a process failure.*
 - *These action plans / strategic plan duties must be tied into his / her performance appraisal, weighted along side daily operation tasks.*

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

The “DNA” of Turbocharging Your Business

III. The Monthly Implementation Process – Making It Happen

1. The Master Practice: The Monthly Strategic Implementation Meeting:

a. Overview:

- While Action Plans make Strategic Goals practical...
- It is the Monthly Strategic Implementation Meeting that ensures Action Plans are done well and on time.
- This Master Practice sets forth the key ingredients of this Monthly Meeting.

b. Setting the Monthly Meeting Time and Schedule:

Week of Month: _____ (e.g., third week of month).

Day of Week: _____ (e.g., Monday of that week).

Start Time: _____ am / pm

Block Until: _____ am / pm

Note: This is so no one leaves a meeting prematurely in the event a meeting goes longer than usual.

2006 / 2007 Schedule: (List meeting dates month by month.)

__/__/__	__/__/__	__/__/__	__/__/__
__/__/__	__/__/__	__/__/__	__/__/__
__/__/__	__/__/__	__/__/__	__/__/__

It is very important for attendees to book these meetings far in advance in order to not miss one. *Attendance should be mandatory. It is your most important meeting!* People can call in from the road via speaker phone.

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description _____	Person. Resp. _____	Due Date _____
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

III. The Monthly Implementation Process – Making It Happen (continued)

1. The Master Practice: The Monthly Strategic Implementation Meeting: (continued)

c. Monthly Meeting Agenda:

Excellent monthly implementation meetings include these *three vital sections*:

Key Indicators (Quantitative Operations).

Action Plans Review.

New-News Discussion /Closure (Parking Lot Items).

d. Meeting Facilitation Responsibilities:

Note:
These segments are covered later in this section.

Agenda Element	Facilitator	Administrator
Overall		
Key Indicators		
Action Plans Review		
New-News Review		

Choose your best facilitator to run the meeting (try for other than CEO).

The CFO typically covers the Key Indicators.

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

III. The Monthly Implementation Process – Making It Happen (continued)

1. The Master Practice: The Monthly Strategic Implementation Meeting: (continued)

e. Administration: Data Responsibilities & Input/Output Deadlines:

Administrative Management	Deadline:	Administrator:
a. Data inputs for Key Indicators:	Tues., Noon, Prior	
b. Team / Goal Leader meetings handout:	Tues., Noon, Prior	
c. Minutes distributed after meeting:	Mon., Noon, After	

[Assumes the monthly meeting is held on a Friday.]

2. Key Monthly Meeting Element #1: Key Indicator Measurements:

Key Indicators: Generic Form:

Indicator Type	Curr. Month Indicator			Year-To-Date			Prior Year Actual	
	Plan	Actual	Var.	Plan	Actual	Var.	Cur./Mo.	YTD
<ul style="list-style-type: none"> • Financial (Sales, Profits, etc.) • Business <ul style="list-style-type: none"> – Inventory Turns – AP, AR Days – % Action Plans On-Time • Quality <ul style="list-style-type: none"> % Defective, Scrap, etc. • Customers <ul style="list-style-type: none"> – e.g., On-Time Shipments • Safety <ul style="list-style-type: none"> – Incidents – Lost Time 	○	<input checked="" type="checkbox"/>	○	○	<input checked="" type="checkbox"/>	○	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<div style="border: 1px solid black; padding: 10px; background-color: #f0f0f0;"> <p style="text-align: center; margin: 0;">Monthly Neglected Measurements</p> <ul style="list-style-type: none"> • Many companies mainly measure financial actuals. • But Non-Financial Business, Quality, Customer Categories need to be tracked as well! • And plans / budgets are needed for all Key Indicators, as well as actuals. </div>								

= Typical indicators tracked by companies are financial actuals.

○ = The Importance of *Plans and Budgets* as well as tracked Actuals must be understood / plans frame actuals – how strong or weak they are.

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

The “DNA” of Turbocharging Your Business

III. The Monthly Implementation Process – Making It Happen (continued)

3. Key Monthly Meeting Element #2: Monthly Action Plans: Tracking, Updating, and Adding New Ones

Summary of How To Do Action Plans’ Review:

We have covered how goals are converted into action plans.

Then the monthly meeting is set up and you start having them!

All the action plans that have come due over the past calendar month are then reviewed in a given month.

As Action Plans are completed month to month, goals are gradually achieved!

Sequence	Type of Action Plan	Review Modality / Outcome
①	• Past-Due Action Plans	• <i>Done Yet?</i> / Review and Close Out.
②	• Currently-Due Action Plans	• <i>Done?</i> / Review and Close Out.
③	• Next Month’s Action Plans	• <i>On-Track?</i> / Pursue and Do or Mid-Course Correct (early warning).
④	• New Action Plans? (From: Key Indicators; 2-Minute Drills; Action Plan Review, or New Topics.)	• <i>Write Up / Add</i> to Chronological Action Plan List.

<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	__/__/__
	2	_____	_____	__/__/__

The “DNA” of Turbocharging Your Business

III. The Monthly Implementation Process – Making It Happen (continued)

4. Key Element #3: Converting New-News / Parking Lot Items into Action Plans:

a. As we have covered, the Monthly Strategic Implementation Meeting – The Tracking Meeting for your strategic business plan, has three parts on the agenda:

-- *Key Indicator Measurements* [covered].

-- *Monthly Action Plans Tracking* [covered].

-- *New-News / Parking Lot* [here].

b. For this section, at the end of the meeting go around the room and ask each Leader if they have a New-News item that they have held until now (if it has not already been raised and posted on the Parking Lot page earlier). Post a list of items. Then “mini-agenda” them and work through them as shown below.

5. New Matters / Address New Issues Summary:

- ① • **New-News Items ID’d during:** Key Indicators
Action Plan review
New-News / Parking Lot Review Section
- ② • **Held ‘til now. This means collecting items into the parking lot for discussion at the end of the meeting.**
- ③ • **Prioritized order and minutes. Example:**
 - 1st Item – 10 min.
 - 2nd Item – 5 min.
 - 3rd Item – 5 min.
 - 4th Item – 5 min.
- ④ • **Closure:** “No Action Required,” or
“Make New Action Plan” (and you know how now!)

<u>Notes:</u>	<u>Action Plans:</u>	<u>Person.</u>	<u>Due</u>
	# <u>Description</u> _____	<u>Resp.</u>	<u>Date</u>
	1 _____	_____	_/_/_
	2 _____	_____	_/_/_