

YPO Presidents University

Buenos Aires, Argentina

Top 25 Best Business Practices

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By

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Top 25 Best Business Practices

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Top 25 Best Business Practices

Bill Bean's 2 Seminars
At YPO Buenos Aires University
—How They Interrelate—

Output

A Wide Collection of Business Insights and Tools.

Best Business Practices Seminar

PLANNING

- Your Organizational Diagnostic / Benchmarking (*my #2 Ranked of 25*).
- 3 Overarching Principles.
- The Master Planning Cycle.
- 3 Distinct Agendas.
- The "IP" Bouillon Cube.

IMPLEMENTING

- 2 Governing Principles.
- The Master Practices. (*my #4 Ranked of 25*).
- The Secret: "Systematic Conversion."
- Prerequisites for a Real Action Plan.
- Effective Implementation Rule.

TRACKING

- 3 Practical Principles.
- The Tracking Secret (*my #1 Ranked of 25*).
- Plan Updating.
- Key Indicator Components.
- Best Parking Lot Solution.

LEADING

- A Critical Lever.
- Vision and Values Audit.
- Culture Killer AP (*my #5 ranked of 25*).
- Proven People Keys.
- Proven People Practices.

OPTIMIZING

- Utilization Key.
- Energy Key.
- Time Key.
- Meeting Key Ingredients.
- Best Weekly Communications Tool (*my #3 ranked of 25*).

PLANNING

IMPLEMENTING

TRACKING

Analysis and Goals Development

Action Plans Development

Monthly Tracking

Steps and Tools

Steps and Tools

Steps and Tools

Turbocharging Your Business Seminar

Output

Complete Strategic Business Plan and Implementation

Top 25 Best Business Practices

“Introduction to Best Business Practices”

- “Turbocharged” companies:
 - Are usually not built by a rare formula.
 - But consistent execution of key basics.
- These 25 observed Best Practices include:
 - Particularly powerful processes.
 - Unusually effective practices.
 - Extremely practical tools and forms.
- This hour is to give an aerial overview of what this toolkit gives.
 - All of which can be executed back in your company.
- Let’s start with a quick assessment of where you feel your company has any weaknesses.

Top 25 Best Business Practices



- **Your Organizational Diagnostic / Benchmarking (my #2 Ranked of 25).**
- **3 Overarching Principles.**
- **The Master Planning Cycle.**
- **3 Distinct Agendas.**
- **The “IP” Bouillon Cube.**

Top 25 Best Business Practices

I. Planning

A. Your Organizational Diagnostic and Benchmarking

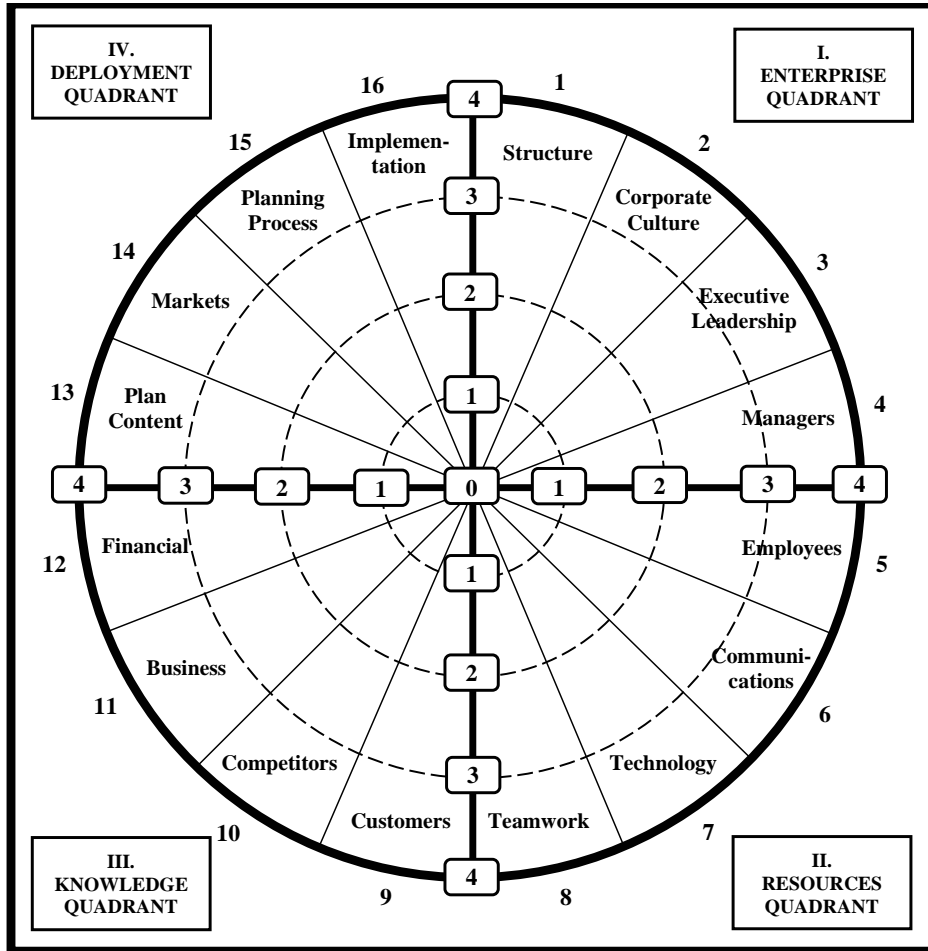
<i>Strategia's Strategic Enterprise Assessment</i>	Key:				
Directions: Indicate the extent of your agreement regarding how your organization is performing in each of the following areas by circling the most accurate number.	0	1	2	3	4
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Agree</i>	<i>Agree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

Top 25 Best Business Practices

I. Planning (continued)

A. Your Organizational Diagnostic and Benchmarking (continued)

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	_____	_____	__/__/__

Top 25 Best Business Practices

I. Planning (continued)

A. Your Organizational Diagnostic and Benchmarking (continued)

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	_____	_____	__/__/__

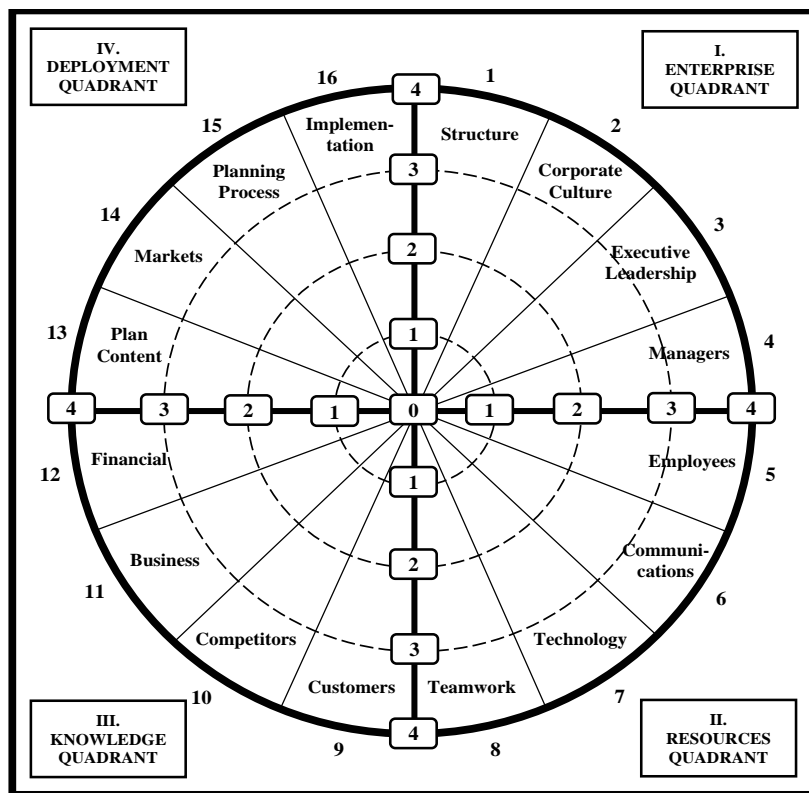
Top 25 Best Business Practices

I. Planning (continued)

B. Three Overarching Principles

1. The Completeness Principle

- Yes, focus 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	_____	_____	__/__/__

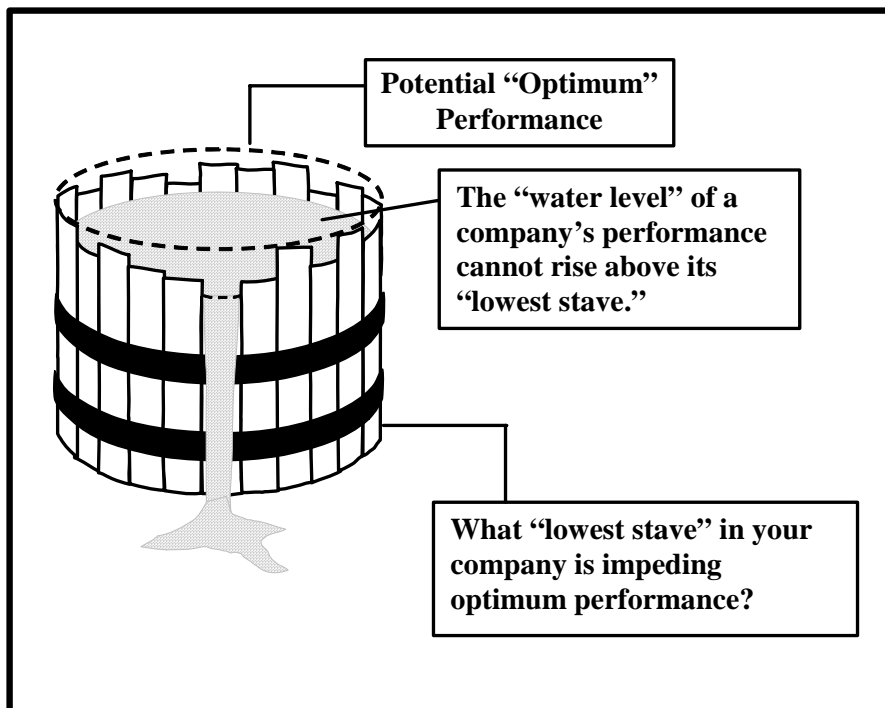
Top 25 Best Business Practices

I. Planning (continued)

B. Three Overarching Principles (continued)

2. 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!*

Notes:

Action Plans:

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

Top 25 Best Business Practices

I. Planning (continued)

B. Three Overarching Principles (continued)

3. 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.

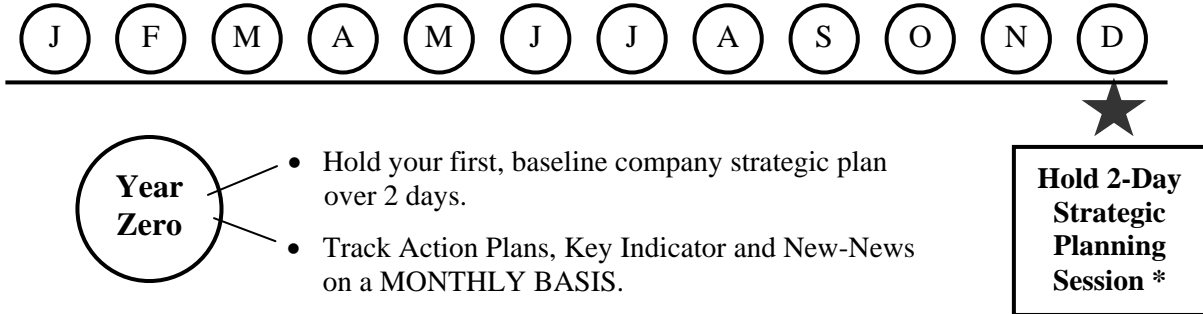
THE GOAL: *Compression!*

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

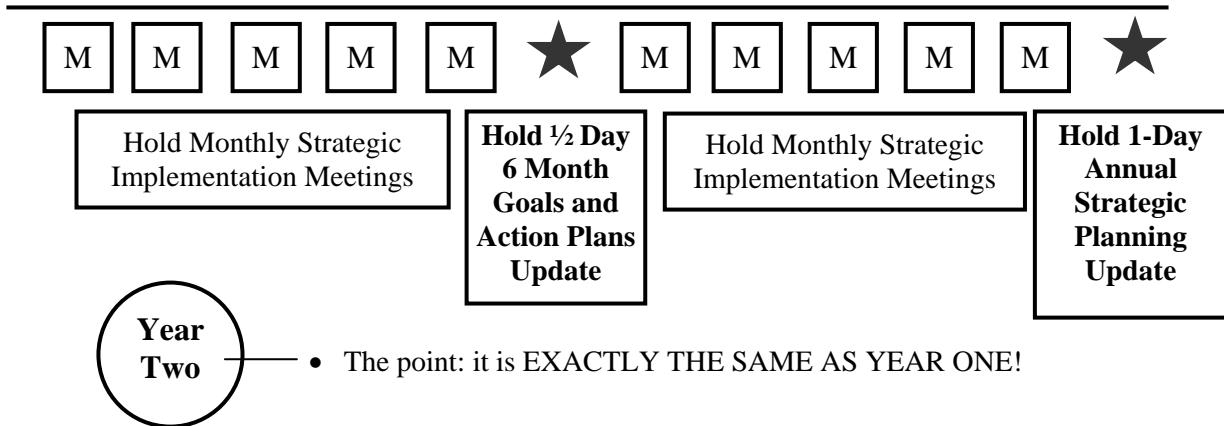
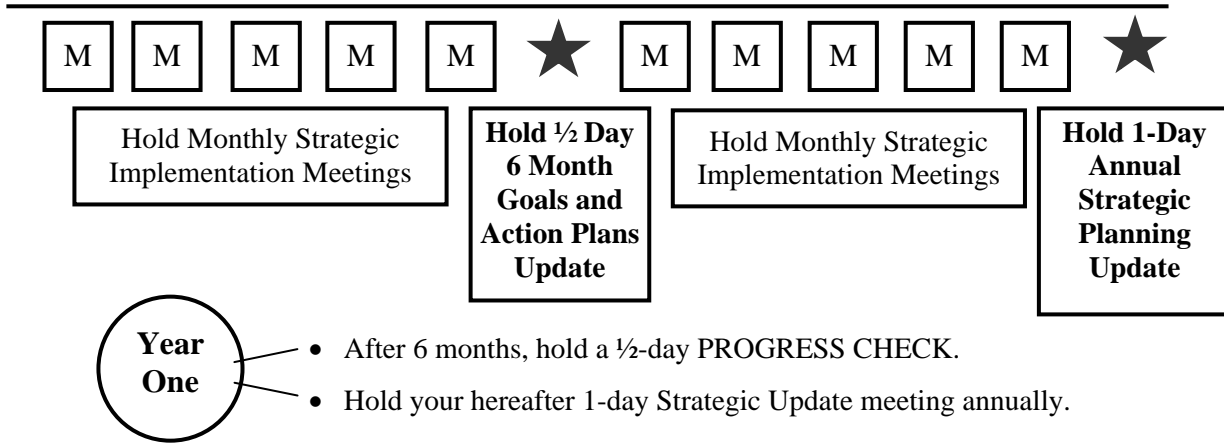
Top 25 Best Business Practices

I. Planning (continued)

C. The Planning Master Cycle



* The process can be started at any time; this is shown for concept simplicity.



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

Top 25 Best Business Practices

I. Planning (continued)

D. Three Distinct Agendas

* Strategic Planning Steps	2-Day Initial Strategic Plan Development – Agenda –	1-Day Annual Strategic Plan Update – Agenda –	½-Day 6 Month Goals and Action Plans Update – Agenda –
[0] <i>Review Prior Year's Goals Results</i>		✓ Individual Goals % Complete, % On Time, % Impact	✓
[1] <i>Strategic Enterprise Assessment</i>	✓	✓	
[2] <i>SF SWOT Analysis</i>	✓	✓	
[3] <i>Vision and Values</i>	✓ Develop	✓ Walk-the-Talk Audit (later in package)	
[4] <i>External Analysis</i>	✓ Develop	✓ Review / Update	
[5] <i>5-Year Financial Plan</i>	✓ Develop	✓ Review / Update	
[6] <i>Major Goals Identification</i>	✓	✓	
[7] <i>Major Goals Prioritization</i>	✓	✓	✓ Progress check, Adds
[8] <i>Major Action Plans Development</i>	✓	✓	✓
[9] <i>Monthly Implementation Process</i>	✓ Develop	✓ Review / Refine	✓ Review / Refine

✓ Means this step is a part of the particular meeting agenda.

* The CD you received and the website (www.StrategiaOnline.com) has the DNA of Turbocharging Your Business containing all detailed steps and worksheets. Key worksheets are used in this package to explain / expand critical parts of I that made the Top 25 list.

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

Top 25 Best Business Practices

I. Planning (continued)

E. The “IP” (Strategic Plan Intellectual Property) Bouillon Cube:”SF SWOT”

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*)

- _____
- _____
- _____
- _____
- _____

Top 25 Best Business Practices



- **2 Governing Principles.**
- **The Master Practices. (*my # 4 Ranked of 25.*)**
- **The Secret: “Systematic Conversion.”**
- **Prerequisites for a Real Action Plan.**
- **Effective Implementation Rule.**

Top 25 Best Business Practices

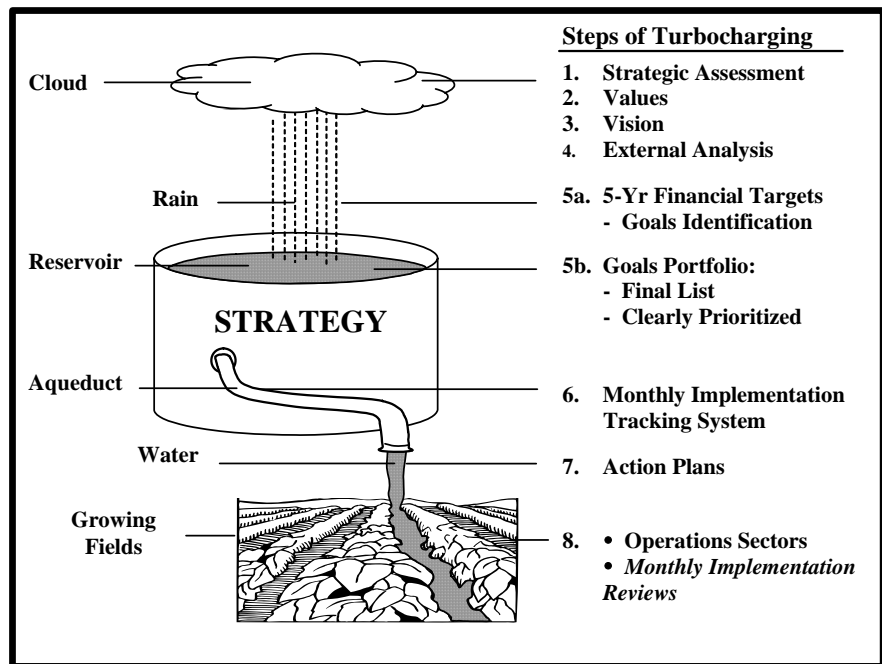
II. Implementation

A. Two Governing 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!*

Notes:

Action Plans:

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

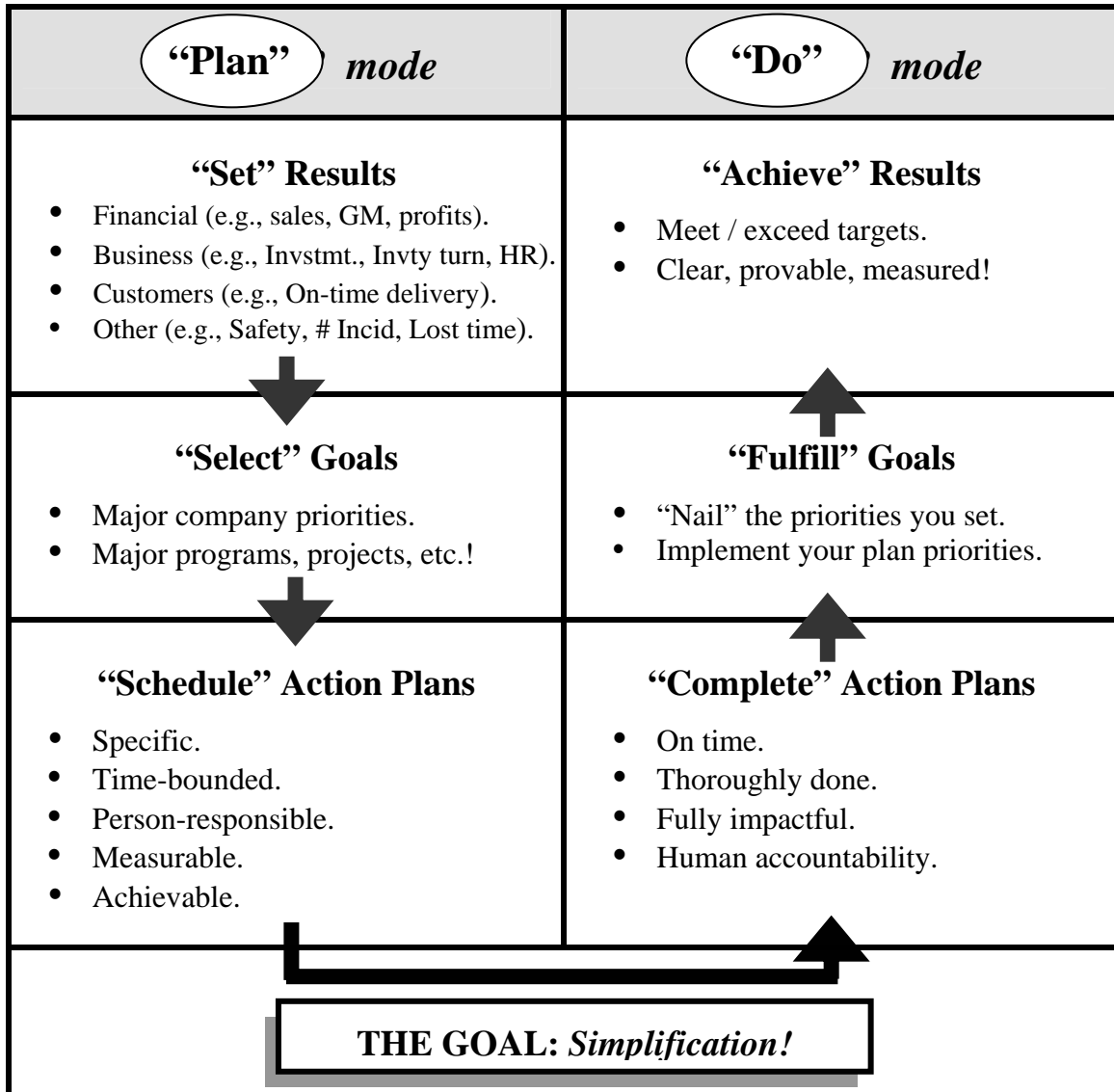
Top 25 Best Business Practices

II. Implementation (continued)

A. Two Governing 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	_____	_____	_/_/_

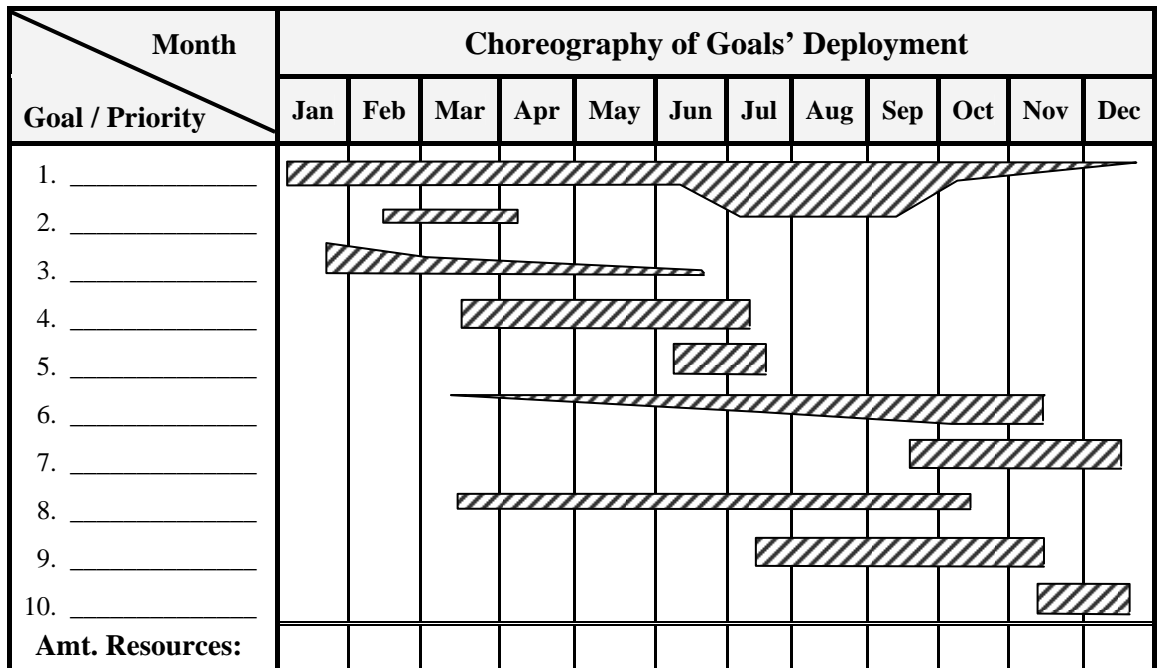
Top 25 Best Business Practices

II. Implementation (continued)

B. The Master Practice – Choreograph Your 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	_____	_____	_/_/_

Top 25 Best Business Practices

II. Implementation (continued)

C. 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. Please note that the next Best Practice (II. D.) details the key components needed in order to make great action plans.

EXAMPLE:

Goal Name: Goal Description:
Branding: 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	__/__/__	__/__/__

(*) = Team Leader

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

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

Top 25 Best Business Practices

II. Implementation (continued)

D. Elements of a Complete 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	_____	_____	_/_/_

Top 25 Best Business Practices

II. Implementation (continued)

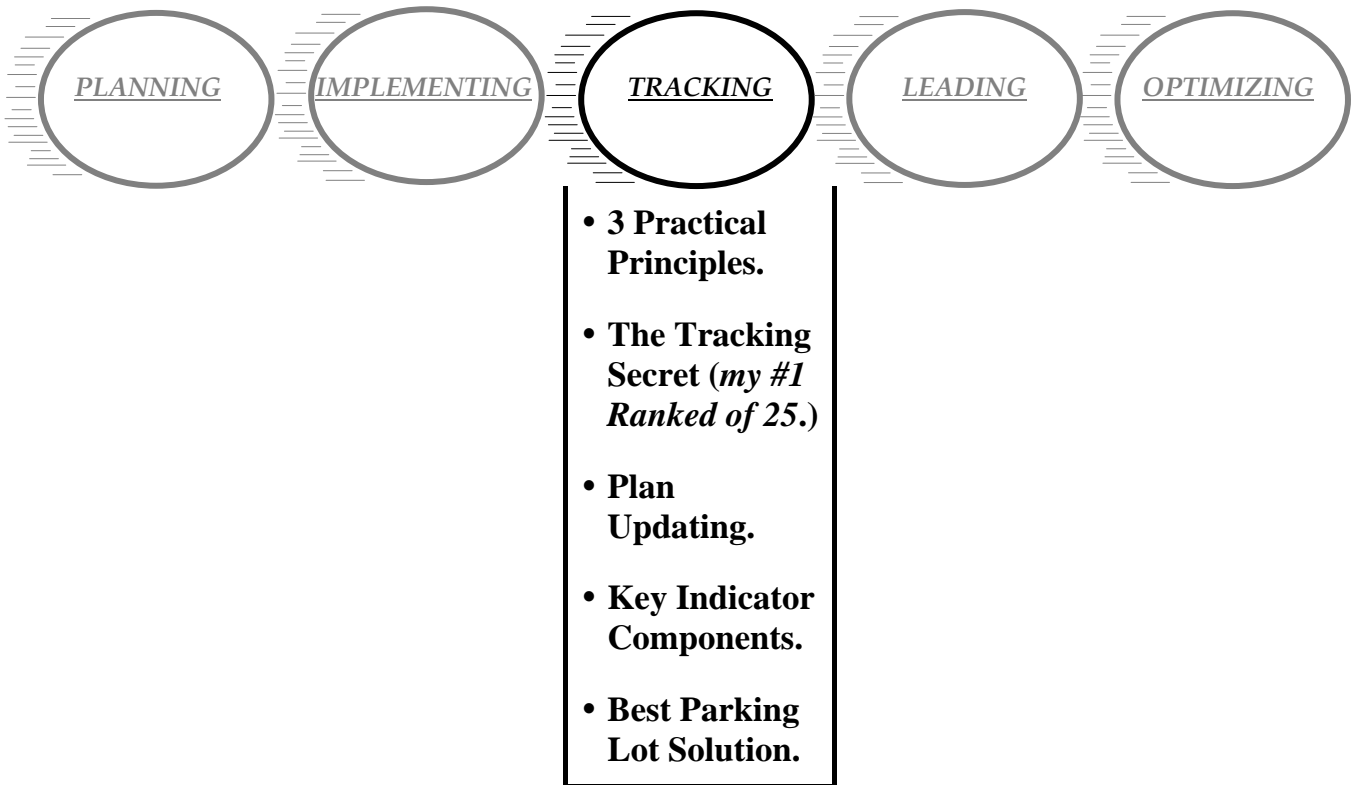
E. The Effective Implementation Rule

The Principle of Maximum Reasonable Stretch:

- You never want “*sand-bagging*” where they are not giving their best.
- You never want *heroic over-commitment* where someone wants to do it sooner but cannot given other workloads or complexities.
- So *Maximum Reasonable Stretch means* the persons responsible are stretching out of their comfort zone but still have a very high (80%) or more sense or confidence factor, that it will be done well by the due-date.
- The Golden Benchmark is:
 - *80% or more of all action plans should be completed on-time* or early for a given month and Year-to-Date.
 - *80%* is a challenge, but the best-disciplined companies do it!
 - A reschedule is a miss unless it was absolutely due to an outside factor he / she 100% could not have controlled / anticipated.
 - Institutionalize this principle and this measure by making it one of your key indicator / balanced, scorecard / dashboard items.

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

Top 25 Best Business Practices



Top 25 Best Business Practices

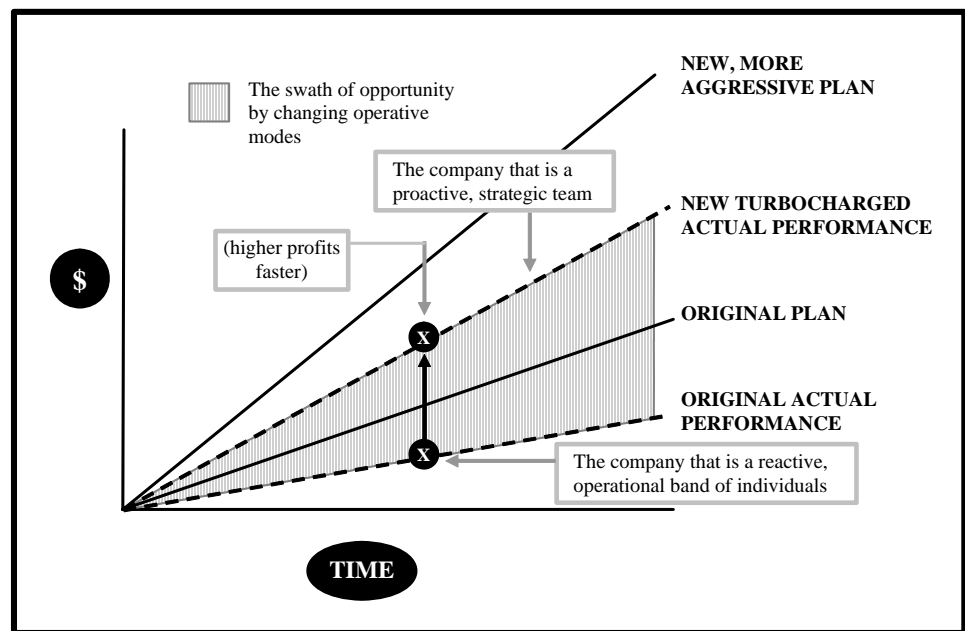
III. Tracking

A. Three Practical Principles

1. 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, based on sales, margins, profits, productivity, etc., data, shows what the disciplined Turbocharging process does.



THE GOAL: Acceleration!

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

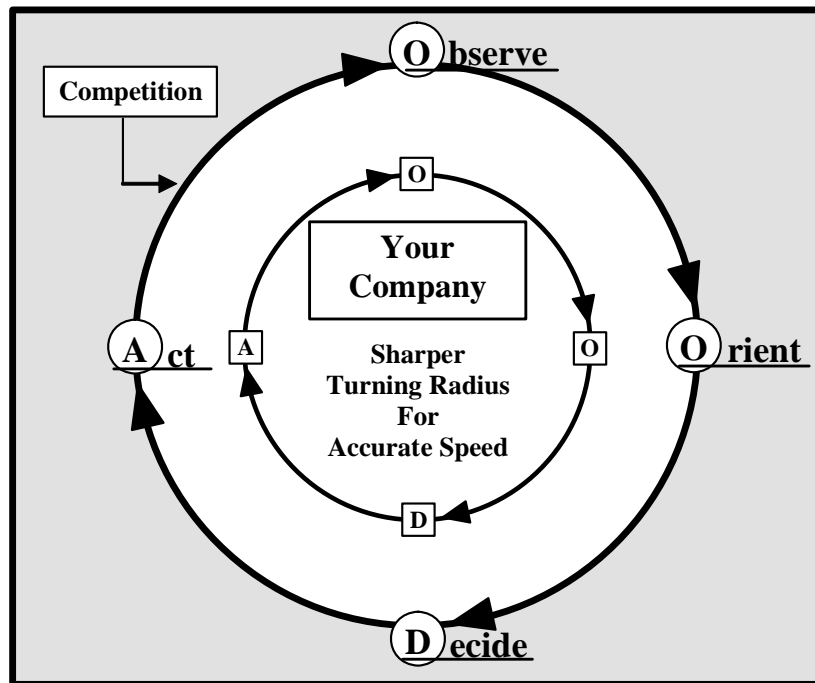
Top 25 Best Business Practices

III. Tracking (continued)

A. Three Practical Principles (continued)

2. 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.	Due Date
	1 _____	_____	_/_/_
	2 _____	_____	_/_/_

Top 25 Best Business Practices

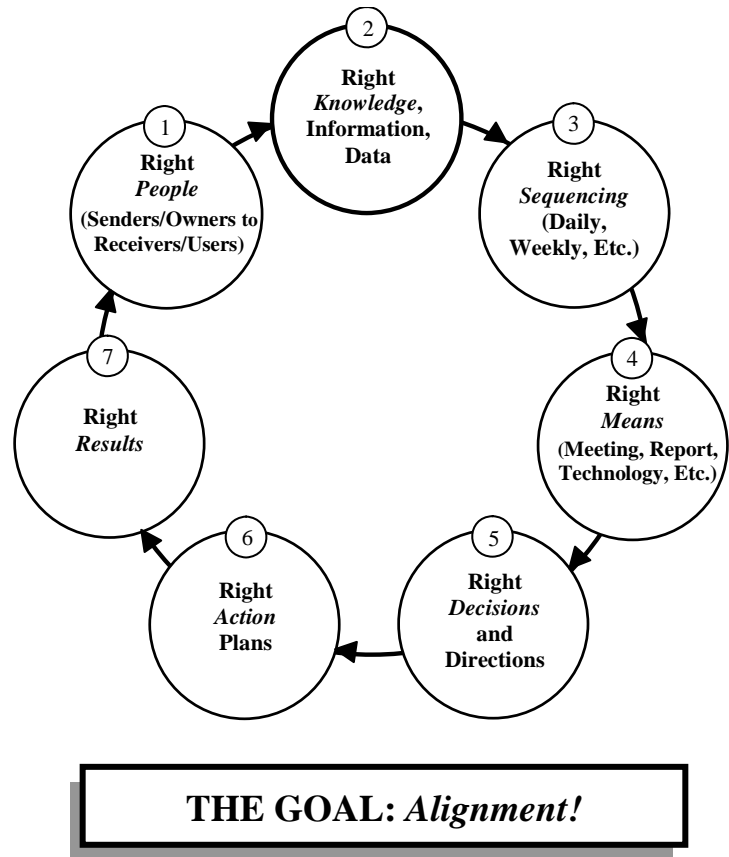
III. Tracking (continued)

A. Three Practical Principles (continued)

3. 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



Notes:

Action Plans:

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

Top 25 Best Business Practices

III. Tracking (continued)

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

1. 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.

2. Setting the Monthly Meeting Time and Schedule:

- a. *Week of Month:* _____ (e.g., third week of month).
- b. *Day of Week:* _____ (e.g., Monday of that week).
- c. *Start Time:* _____ am / pm
- d. *Block Until:* _____ am / pm

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

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

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

- f. 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.
	1	_____	_____
	2	_____	_____

Top 25 Best Business Practices

III. Tracking (continued)

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

3. Monthly Meeting Agenda:

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

- a. *Key Indicators* (Quantitative Operations).
- b. *Action Plans Review*.
- c. *New-News Discussion /Closure* (Parking Lot Items).

4. 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	_____	_____	__/__/__

Top 25 Best Business Practices

III. Tracking (continued)

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

5. Administration: Data Responsibilities and 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.]

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

1. 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 	○	☑	○	○	☑	○	☑	☑	
	○	<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	_____	_____	_/_/_

Top 25 Best Business Practices

III. Tracking (continued)

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

1. Summary of How To Do Action Plans' Review:

- We have covered how goals are converted into action plans.
- Then the monthly meeting.
- All the action plans 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	_____	_____	_/_/_

Top 25 Best Business Practices

III. Tracking (continued)

D. Key Monthly Meeting Element #2: Monthly Action Plans: Tracking, Updating, and Adding New Ones (continued)

2. Utilizing Excel or Word, set up a file with the following columns:

The Completed Action Plan:

Action Plan #	Action Plan Description	Person(s) Responsible	Due Date	Revised Date	Actual Date
---------------	-------------------------	-----------------------	----------	--------------	-------------

[This first example shows an action plan that has been completed by the time of the monthly meeting.]

MKT-01	Complete and print new marketing brochure.	(*) Linda, Allen	5/15/06	__/__/__	04/20/06
--------	--	------------------	---------	----------	----------



(Remember the 3-letter alpha tag you can make for each goal.)



(Remember the asterisk is the Lead person responsible.)

The Revised Action Plan:

[This second example shows how an original Due-Date has been revised. A good benchmark is to have ≥ 80% of Actual Dates on or before the planned Due-Date. A revised date means a “miss” – either the estimation was inaccurate or the execution was slow. Sometimes Revised Dates cannot be helped, but don't easily allow them! Accountability is key!]

MKT-02	Complete 2006 – 07 Advertising Plan.	(*) Peter, Emily	6/15/06	08/15/06	__/__/__
--------	--------------------------------------	------------------	---------	----------	----------

The Newly Added Action Plan:

[This third example shows a New Action Plan that was developed during the 5/15/06 Monthly Meeting, added to list!]

MKT-03	Select / contact with new PR Agency.	(*) Emily	7/15/06	__/__/__	__/__/__
--------	--------------------------------------	-----------	---------	----------	----------

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

Top 25 Best Business Practices

III. Tracking (continued)

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

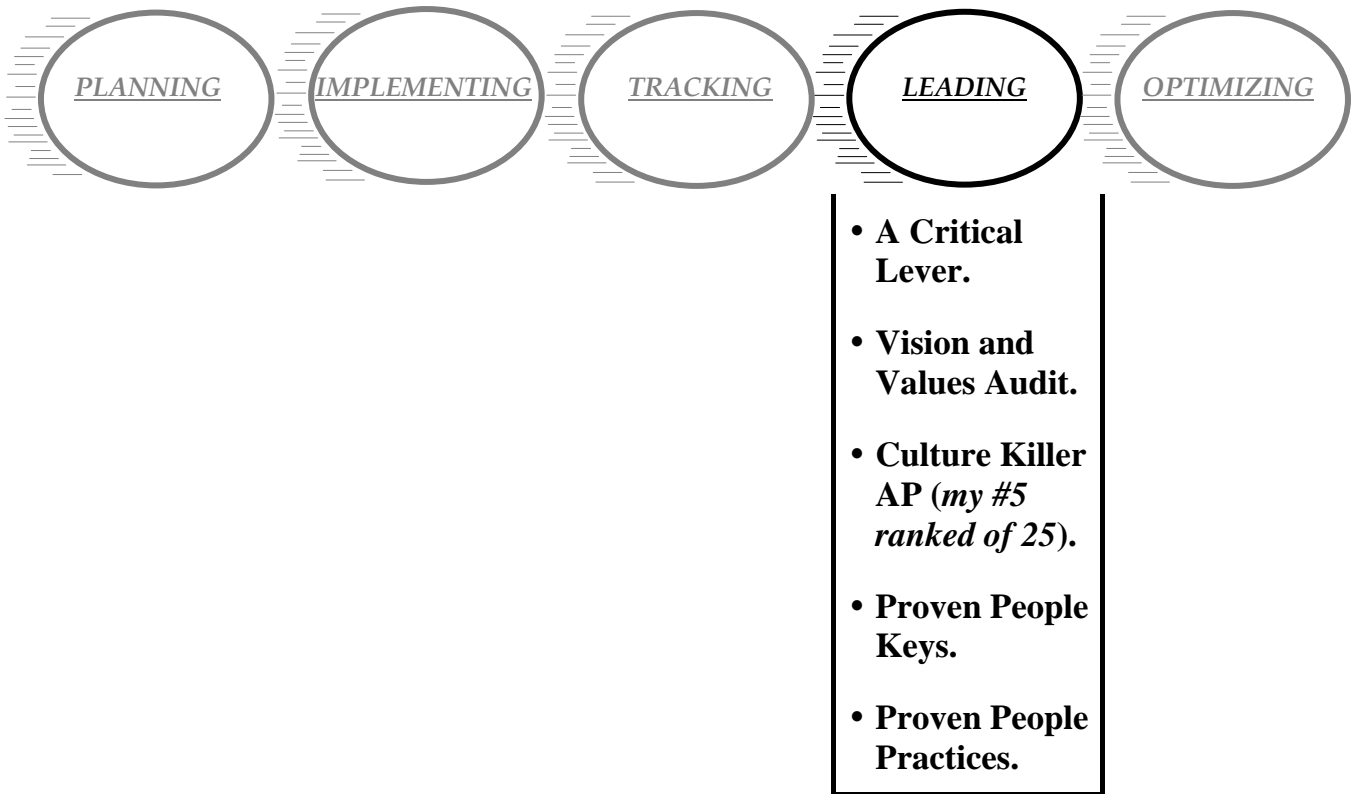
1. As we have covered, the Monthly Strategic Implementation Meeting – The Tracking Meeting for your strategic business plan, has three parts on the agenda:
 - a. *Key Indicator Measurements* [covered].
 - b. *Monthly Action Plans Tracking* [covered].
 - c. *New-News / Parking Lot* [here].
2. For this 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.
3. **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:**

1 st Item	– 10 min.
2 nd Item	– 5 min.
3 rd Item	– 5 min.
4 th 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>	Person.	Due
	# <u>Description</u>	<u>Resp.</u>	<u>Date</u>
	1 _____	_____	_/_/_
	2 _____	_____	_/_/_

Top 25 Best Business Practices



Top 25 Best Business Practices

IV. Leading

A. A Critical Lever – Make Resource Decisive Actions Fast Enough

- One of the greatest challenges CEO’s have faced is the *timely address of non-performers*.
 - Identify and put the non-performers on a measured-mile as soon as necessary.
 - With no improvement over those 30 – 90 days, if there is no other role for them to move to, move them out. It is best for all parties.
- Turbocharge hiring right persons in Key Roles. Get them on the bus in the right seat ASAP. It is delays and open holes that are costly!
- *Get a #2 Person / COO sooner than later* if you don’t have one and need it.
 - It allows the CEO to delegate and function more strategically.
 - It builds in smooth succession planning if that fits your need.
- *Get / develop bench strength* sooner than later.
- In what positions, and how, can you improve ASAP?

B. Vision and Values “Walk-the-Talk” Audit

1. This has proven to be very useful: review statements made in the past.
 - a. It breaks down your company’s Vision / Mission / Values / Principles into subset phases, then you perform an “audit.”
 - b. Then, either as pre-work *or* in a meeting, have each person *grade* (on a scale of 1 to 10) how well the company is “walking its talk” every day.
2. On the following page is a simple example: it assumes each person of a 5-person leadership team is responding:

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

Top 25 Best Business Practices

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 it’s 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	_____	_____	__/__/__

Top 25 Best Business Practices

IV. Leading (continued)

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

3. A Blank Form For Your Company Use:

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.”												
	Respondent:	1	2	3	4	5	6	7	8	9	Avg.	Rank
•	_____	—	—	—	—	—	—	—	—	—	<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:												
	Respondent:	1	2	3	4	5	6	7	8	9	Avg.	Rank
•	_____	—	—	—	—	—	—	—	—	—	<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.	Due Date
	1 _____	_____	__/__/__
	2 _____	_____	__/__/__

Top 25 Best Business Practices

IV. Leading (continued)

C. Culture “Killer” AP

- Some Effective Ones:
 - *One Company* – Not “Us – Them.”
 - Play *Real “Win-Win”* – You, I, Company.
 - Take 100% *Personal Accountability*.
 - Be a *Team-Builder, Not a Team-Breaker*.
 - *Eliminate Gossip* – the Kind That Tears Down.
 - *Go Directly to the Source* of the Problem (Not to Others: Do Not “*Triangulate*.”)
 - Always *Go the Extra Mile*.
 - *Drop All Your Old Baggage!* Drop. Move On. Clear Up.
 - *Help Others Succeed* Wherever, Whenever.
 - *Don’t Be Dead-Right* (“Successful Surgery, but Dead Patient”.)
 - *Have Fun; Enjoy the Journey*.
- *See Expanded Examples in paragraphs in “The Turbocharging Your Business Workbook.”*

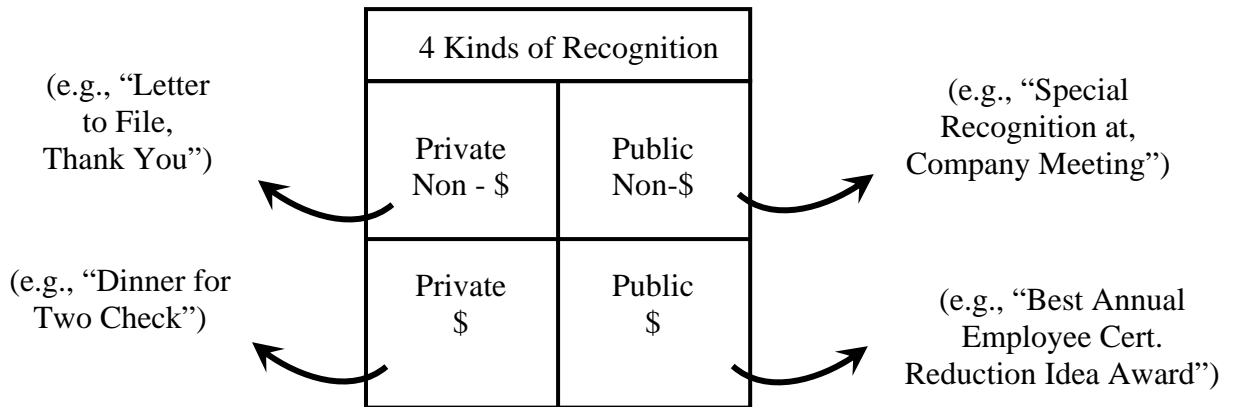
<u>Notes:</u>	<u>Action Plans:</u>			
	#	Description	Person. Resp.	Due Date
	1	_____	_____	_/_/_
	2	_____	_____	_/_/_

Top 25 Best Business Practices

IV. Leading (continued)

D. Proven People Keys

- Sincere and Reinforced *Open Door Policy*: Employees love it, it builds trust.
- *Importance of Recognition* (Non-Monetary Private and Public; Monetary Private and Public).



- *Everything Counts* Criticality of the Little Things (courtesy' thoughtfulness' sensitivity).
- The *Leverage* of Delegation and *Management* Development.
- Learn from HR Surprises: ensure they are not process or people management failures.

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

Top 25 Best Business Practices

IV. Leading (continued)

E. Proven People Practices

- Managers setup where each *attend each other's department meetings* on a regular rotational basis. This usually extends down to employees doing the same.
- Rotational *One-To-One Managers Lunches*: each manager has lunch with each other one or two times a year. Make a schedule – a different 1 / 1 lunch each month.
- *Retention List: identify High-Potential / Key People; make a Development / Retention Plan for each. Update at least annually. The goal: NO SURPRISES!*
- Documented *Succession Plan*: often talked about; always needed; infrequently done.
- *Document Top 10 Customers / Vendors – schedule “Formal” Executive Visits a minimum of once a year.*
- Having effective *new hire orientation and pin-pointed on going training (utilize “brown-bag lunch training”).*
- *Customer and Employee Surveys*:
 - Utilize the aforementioned *Vision & Values Walk the Talk* audit.
 - The *Employee Morale Survey*: six questions (0 – 10) rate satisfaction with:
 - 1) Your job.
 - 2) Your manager.
 - 3) Your compensation.
 - 4) Your future career opportunities.
 - 5) The company.
 - 6) Overall satisfaction.
 - The totals of these 6 questions derive the opinion survey index (on a scale of 0 – 60).

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

Top 25 Best Business Practices



- **Utilization Key.**
- **Energy Key.**
- **Time Key.**
- **Meeting Key Ingredients.**
- **Best Weekly Communications Tool (my #3 ranked of 25.)**

Top 25 Best Business Practices

V. Optimizing

A. A Key to Utilization – The Principle of “Highest and Best Use.”

- “What is my highest and best use as President / CEO / Chairman?”
- “What is each of my Direct Reports’ highest and best use in / for the company?”
- “How can I and my direct reports practically achieve highest and best use by the following action(s)?”

Who? What? When? How?

- Educate? _____
- Delegate? _____
- Eliminate? _____
- Truncate? _____
- Automate? Or... _____
- Resource? _____
- Outsource? _____

- Your Direct Reports should do this same exercise with their Direct Reports and so on down the organization.
- The key is: once you have determined “Highest and Best Use”:
 - Define what you are doing today.
 - Develop specific tasks that must be changed.
 - How do you systematically shift your tasks and time to daily perform consistently in the right “mix” of your “Highest and Best Use” roles?

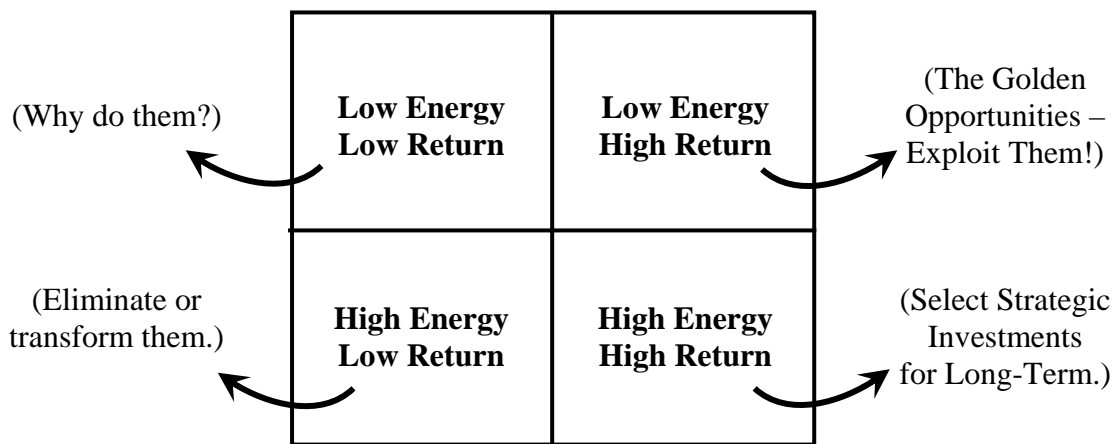
<u>Notes:</u>	<u>Action Plans:</u>	Person.	Due
	# <u>Description</u> _____	<u>Resp.</u>	<u>Date</u>
	1 _____	_____	_/_/_
	2 _____	_____	_/_/_

Top 25 Best Business Practices

V. Optimizing (continued)

B. The Principle of “Return On Energy.”

- We have been educated on the need to achieve various key “returns”:
 - Return On Investment (ROI).
 - Return On Assets (ROA).
 - Return On Equity (ROE), and others.
- But what about that irrecoverable and most precious resource – energy and Return on Energy “ROEN”?
- Since you and your leadership team’s time is extremely valuable.
- And increasing factors and pressures tug for your scarce “ergs of energy”...
- Allocation of those “ergs of energy” is the key.
- The Return On Energy Quadrants:



- In what quadrants are all the activities you and your leaders expend ergs of energy?
- What will you change next week?

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

Top 25 Best Business Practices

V. Optimizing (continued)

C. Best Meeting Rules:

- The following elements for running the most efficient and effective meetings have surfaced and proven themselves over the decades.
 - *E-Mail Agenda in Advance.*
 - *Have Your Best Facilitator Run Meeting.*
 - *Absolutely All Electronics Off.*
 - *Start On Time.*
 - *Each Participate!*
 - *Be Open and Honest.*
 - *No One Dominate!*
 - *Be Respectful!*
 - *No Pocket Vetoes (Speak up!).*
 - *Bring the “Hallway (talk) into the Meeting!*
 - *Identify Elephants In Room (difficult but critical issues-to-raise).*
 - *Drop Old Team Baggage at the Door.*
 - *Stay Focused.*
 - *Hold a 5-minute Break every 55 minutes add a 15-minute Break mid-am and mid-pm.).*
 - *Reach Closure / document Action Plans.*
 - *Take “Small Stuff” Off-Line.*
 - *No Side-Bars (distracts group).*
 - *Have Fun!*

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

Top 25 Best Business Practices

V. Optimizing (continued)

D. The Governing Time Principle: “Zero-Basing” Everything

- Nearly everyone has been inundated with “Time Management Stuff.”
- But the following tally performed method serves to:
 - Shrink the number and length of meetings.
 - Build in life and work priorities.
 - Systematically implements:
 - Supplementing your Highest and Best Use.
 - Maximizing your Return On Energy.
- A Great “Macro-Time” Technique: “Give all your time back to yourself!”
- “Hit ALT / CONTROL / DELETE’ in DOS environment for a blank page – (168 hours of open spaces!).
- Allocate your time based on your priorities!
- See next page for a simple yet helpful form!

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

Top 25 Best Business Practices

V. Optimizing (continued)

D. The Governing Time Principle: Zero-Basing Everything.

1. Literally start with 168 unassigned hours:

AM/PM	(Mon)	(Tue)	(Wed)	(Thu)	(Fri)	(Sat)	(Sun)
5							
6							
7							
8							
9							
10							
11							
12							
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							

2. Allocate time back based upon your life and work priorities.
3. A particular gold mine is meetings: what can be eliminated? Shortened? Delegated? Done less frequently? Travel reduced via video conf., Webx, etc.?
4. “Batching” activities (e-mailing, composing, voice-mail, phone calls, etc.) is very productive, because you gain momentum within each task.

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

Top 25 Best Business Practices

V. Optimizing (continued)

E. “2-Minute Drills” – The Most Valuable and Efficient Communications and Team-Building Tool That We Know Of.

- The Essence: The 2-Minute Drill is an e-mail that each management team member (you, your direct reports, any others you select) type in 5 to 10 minutes and e-mail to the “Management Distribution” list.
- The key is to e-mail them every week by no later than 2pm Friday. Why? People can read / take them before the weekend.
- You can highlight (“bold” the line item) any items you deem very important. Some of my clients review the highlighted bold items in a quick 15-minute meeting the following Monday morning.
- The following are key characteristics of the 2-Minute Drills:
 - *Purpose*: everyone communicate his / her key highlights.
 - *Frequency*: weekly, by 2pm each Friday.
 - *Distribution*: CEO, Direct Reports / any others: all e-mail each other.
 - *Means*: E-mail to your “2MD” distribution list.
 - *Time*: takes about 5 to 10 minutes to write / send and 2 minutes to read each one.
 - *Benefits*:
 - *Dramatically improves communications and teamwork.*
 - *Build company / “generalist / not just one’s own department / functional” perspective.*

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

Top 25 Best Business Practices

V. Optimizing (continued)

E. “2-Minte Drills” – The Most Valuable and Efficient Communications and Team-Building Tool That We Know Of. (continued)

- Specific “How-To” Tips:
 - Utilize form below to build your 2MD e-mail.
 - Usually 1 -3 bullets each section.
 - Can be distributed to your executives, team direct reports and others if desired.
 - Reminder: Some company leadership teams meet for 15 minutes the following Monday to discuss items highlighted from the 2MD’s received the Friday afternoon prior.

<u>2-Minute Drill</u>	<ul style="list-style-type: none"> • Send by 2pm Friday • Highlight any Critical points
From: _____	
1. <u>Best</u> of Week:	
•	_____
•	_____
•	_____
•	_____
2. <u>Worst</u> of Week:	
•	_____
•	_____
•	_____
•	_____
3. <u>Other</u> News of Interest:	
•	_____
•	_____
•	_____

<u>Notes:</u>	<u>Action Plans:</u>														
	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center; padding: 2px;">#</th> <th style="text-align: center; padding: 2px;">Description _____</th> <th style="text-align: center; padding: 2px;">Person. <u>Resp.</u></th> <th style="text-align: center; padding: 2px;">Due <u>Date</u></th> </tr> </thead> <tbody> <tr> <td style="text-align: center; padding: 2px;">1</td> <td style="padding: 2px;">_____</td> <td style="text-align: center; padding: 2px;">_____</td> <td style="text-align: center; padding: 2px;">_/_/_</td> </tr> <tr> <td style="text-align: center; padding: 2px;">2</td> <td style="padding: 2px;">_____</td> <td style="text-align: center; padding: 2px;">_____</td> <td style="text-align: center; padding: 2px;">_/_/_</td> </tr> </tbody> </table>	#	Description _____	Person. <u>Resp.</u>	Due <u>Date</u>	1	_____	_____	_/_/_	2	_____	_____	_/_/_		
#	Description _____	Person. <u>Resp.</u>	Due <u>Date</u>												
1	_____	_____	_/_/_												
2	_____	_____	_/_/_												