

CHAPTER ONE

The Strategic Business Planning Process Revisited

The One Page Business Plan

It is important to set the context and to revisit the process that you have undertaken to arrive at this point. These steps are all clearly set out in the One Page Business Plan (1PBP®) book, but are worth repeating briefly.

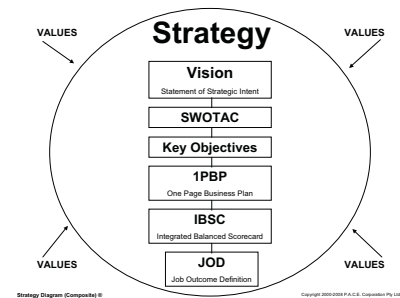
Firstly, remember the key elements:

- Focus / Clarity / Brevity / Passion
- Staying strategic, not operational
- Pareto's Principle — the 80/20 Rule
- Concentrate on the five most important things (the Key Strategic Objectives)
- Make sure that what you prepare is practical and measurable
- Your plans must also be scaleable to flow up and down the organisation, and flexible enough to change in order to keep pace with external factors over which you have no control, and internal factors that give you Sustainable Competitive Advantage

The primary steps needed before you draw up your 1PBP® are:

1. To establish where you want to be. What does it look like in three to five years' time?
2. To establish where you are now
3. Can you share this with the people in your organisation who will help you get there (and your other stakeholders)?

Let us briefly revisit the 1PBP® key steps. They are represented by the following diagram:



CHAPTER TWO

Implementation — The Main Elements

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The primary objective of the One Page Business Plan (1PBP®) process is to provide a way of simply and effectively communicating achievements, and comparing them to commitments. This should lead to improved performance and Sustainable Competitive Advantage. There are a variety of implementation tools and techniques needed. These will vary depending on the level of focus, the executive and/or leadership team expertise, and relevant internal and external factors in the company.

Typical Mix Ingredients

These include the following:

- Integrated Balanced Scorecard
- Business unit structure
- Budgetary process and the budget itself
- Method of forecasting and re-forecasting
- Corporate structure
- Team structures
- Job outcomes for individuals
- Corporate, business unit, project, and other operating entities
- All levels of the organisation

CHAPTER THREE

Key Implementation Steps

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Key Steps

The key Strategic Planning and implementation steps are as follows:

1. Complete a One Page Business Plan (1BPB[®]). This includes:
 - Vision
 - Values
 - External Forces Driving Change (FDCs)
 - SWOTAC (Strengths, Weaknesses, Opportunities, Threats, Assumptions, Constraints)
 - Key Strategic Objectives
 - Critical Roadblock Factors (CRFs)
 - Key Performance Indicators (KPIs)
 - Targets and Issues
2. Complete an Integrated Balanced Scorecard (IBSC[™])
3. Allocate ownership against the IBSC[™] by line item
4. Utilise the Job Outcome Definition (JOD[™]) as a performance management tool, and use the IBSC[™] line item ownership to populate the JODs[™]

Measurements

One of the key elements of all good planning processes is that the objectives are Specific, Measurable, Achievable, Realistic, Time-bound, and have Targets. SMART measurements must encompass a number of things.

They must:

- Reflect the strategic aims of the activities — they must be both relevant and logical
- Be made with both viable and credible methods, which are accepted and practical
- Be visible to those who use them, that is, available and accessible
- Actionable — measurements have to be implemented through an action plan
- Have incentives — measurements should have incentives appropriately attached to them, which provide a basis for action. These incentives must be perceived as important
- Must give feedback to those who own activities — this provides critical incentives to use the processes, which makes them useful for learning

CHAPTER FOUR

Constance & Change

With thanks to Rafael Paster, President and CEO of Vistage

The One Page Business Plan

The Principle

It is important to embrace the principle of Constance and Change. As the saying goes, "Don't throw the baby out with the bath water." The skill is to determine which is which! There are some things that are working well in your business that you shouldn't change in the short, or possibly, medium-term. It is important to establish clearly what these are, and to document them. Everything else should be critically reviewed using "Future Think". This is the essence of great Strategic Planning.

Future Think

Future Think requires us to suspend our restraints brought about by current circumstances. It also requires us to stop allowing the future to be influenced by our interpretation of our past experiences. In other words, our past experiences — business or personal performances — are not necessarily a guide to the future, and may in fact be a major constraint to the changes and outcomes we seek to achieve. We should strive at all times to learn from past experiences, but to make sure that they are left in the past.

I will now move on to the Integrated Balanced Scorecard (IBSC™). This is the true link between strategic business directions and implementation. This one page process is the tactical interface between the organisation's strategy and actions required to implement the strategy.

CHAPTER FIVE

The Integrated Balanced Scorecard — IBSC™

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Background

Balanced Scorecards have been used by organisations for over 100 years. They have many forms and usually consist of three to five categories. Balanced Scorecards are important in adding a strategic dimension to management control, but in particular, they encourage discussion about projects and intangible assets. A Balanced Scorecard is primarily a method of designing a customised management control system. It is very useful in aligning business activities to the Vision and Key Strategic Objectives of an organisation, and is a method of developing meaningful and aligned performance measurement criteria for team members. It also allows for flexibility, providing a method of appropriate change action to match external and internal needs.

The Balanced Scorecard was first formally proposed in 1992 by Robert S. Kaplan, a Harvard business professor, and David P. Norton, then President of Renaissance Solutions Inc. (a consulting firm he co-founded in 1992). In their first book, *"The Balanced Scorecard — Translating Strategy into Action"* (Harvard Business School Press, 1996 – ISBN 0-87584-651-3), Kaplan and Norton used four principles.

These were:

- Financial perspective
- Customer perspective
- Internal business (process) perspective
- Learning and growth perspective

Their process drives strategy through strategic mapping initiatives and, in my opinion, requires too many resources to maintain. I believe that this approach does not suit the criteria for the One Page Business Plan (1PBP®) process — simplicity and Pareto's Principle. I have designed the Integrated Balanced Scorecard (IBSC™) to enable the key steps of **focus**, **clarity** and **brevity** to be achieved, and then to allow for **passion** to be applied to drive the outcomes. It also encourages line management ownership.

A number of models have been suggested over the years, and some users of the Balanced Scorecard concept have departed from the original 19th century model to implement their particular views and needs. In Scandinavia, some companies have introduced an employee (human resource) perspective and, in some organisations, the development perspective (that is, learning and growth) has been changed to an employee perspective. Some organisations, using the original matrix, have limited their Balanced Scorecard to three perspectives — those of human resources, customers and financial.

CHAPTER SEVEN

Planning as a "Living" Process

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A "Living" Process

Planning is too often seen as a one-off exercise. In my experience, the most successful plans are treated as "living" documents, which are used on a regular and frequent basis as a directional guide and a performance-tracking device.

Reviewing the Business Strategy

The importance of quarterly review, assessing and re-aligning, cannot be overstated. The One Page Business Plan (1PBP®) review should incorporate both the 1PBP® and the Integrated Balanced Scorecard (IBSC™). After or during the review, it should be rolled out for a further five quarterly periods and adjusted to accommodate changes made in any of the Key Objectives, assumptions or external factors. Ideally, the web-enabled implementation tool of the One Page Planning and Performance System (1PPPS™) is utilised. This enables the business plan to be a truly living process. The use of the 1PPPS™ will save time, increase individual and team accountability, and provide meaningful and current communication between key members of the team.

CHAPTER EIGHT

Now That We're Organised

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We may well think that we have done all the hard work by preparing our Vision, Values, our external SWOTAC Analysis, our One Page Business Plan (1PBP[®]) and Integrated Balanced Scorecard (IBSC[™]), and rolling up the KEEP items from the budget. Remember the principle of Constance and Change. We may have even populated and launched our One Page Planning and Performance System (1PPPS[™]). This is where many organisations stop, whether they have clarity and focus, or not.

This is actually where we should really get going!

Often we have developed something that is finely balanced and, whilst it involves many key people in the organisation, there are inter-dependencies that they need to get, and keep, in balance. Why is it that many organisations stop here? Over my 40 years of running organisations and being involved in business, I have observed a number of key factors that stop people from proceeding. I call them BLOCKERS. Let's discuss these in Chapter 9.

CHAPTER NINE

Blockers

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I would like to discuss some of the key reasons why the best laid plans are never implemented. Some of the main reasons include:

- The "Hat Trick" — wearing the wrong or inappropriate organisational "hat" for the current occasion
- SOFT (Music) — Strategic, Operational and Financial — the Three-legged stool; in time and known to all people who need to know them
- Opportunity cost of time — lack of effective prioritising
- No Hi-Fives — lack of focus on the five most important things to do each day, week, month and year
- Focus on the (financial) past
- Wrong products and services
- No team ownership
- W2W2 — the **W**rong people, in the **W**rong place, at the **W**rong time, doing the **W**rong thing; we need the **R**ight people, in the **R**ight place, at the **R**ight time, doing the **R**ight thing (R2R2)
- Poor communication — one of the greatest performance killers in any organisation
- Lack of CASH
- Others specific to organisations

Remember, a plan without effective implementation is just a plan.

Therefore, now that we are organised, it is important that we actually move on. This makes planning a "living" process, not a static one. I would now like to expand on the above reasons as to why plans are not effectively implemented. These are not necessarily in order of importance, but they can all contribute to failure and are a focus for success.

The "Hat Trick"

One of the greatest difficulties that entrepreneurs, owners or Managing Directors of companies have is to separate their roles and responsibilities. They wear many hats. These hats include:

- Shareholder (owner)
- Non-Executive Director (superannuation or trust fund)
- Executive Director (of the company)
- Chief Executive Officer/Managing Director (CEO/MD)
- Key executive team member
- Leadership team member
- Workforce (task performance)

CHAPTER TEN

Organisational Structure

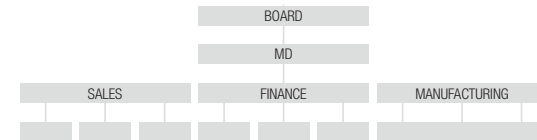
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The Need for a Re-Think

I would like to start by sharing with you what I call my "Maritime Metaphor". An organisation is very much like a ship's crew. The shareholders, or owners, are the ship's owners. The Chief Executive Officer or Managing Director is the ship's captain. The pilot is the non-Executive Director, mentor or confidante to the CEO (and to the key executives). The key executives are the helmsmen and the ship's officers. The people who stoke the boilers or man the rigging are often called the workers. I think that everyone has a role to play in a "crew". I bring this metaphor to you because a ship cannot function effectively without every member of the crew knowing what they should do, when they should do it, where they should do it, and why they are doing it. This brings me back to the One Page Business Plan (1PBP®) process — focus / clarity / brevity / passion — all with excellent communication.

Traditional Hierarchical Organisation

Typically, organisational structures have been illustrated with the Board and the Managing Director in ascendance, cascading down through to the executives and then to the workforce. Some organisations have been "cute" recently. They have been drawing the Board at the bottom supporting everybody! That's just playing games. Traditional hierarchical organisations, like the one below, focus on direction, instruction, reporting and performance.



They are typically top-down organisations — they do not encourage two-way communication. However, it is essential that everybody understand whom he or she can go to for his or her performance appraisal and for support. This fulfils the essential functions of "pay" and "rations" (food for thought as to direction). This leads to the re-think process.

CHAPTER ELEVEN

Stakeholders

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Now that we are organised, and we have a delivery methodology through the Integrated Balanced Scorecard (IBSC™) and a re-think of our organisation into modern development and operational activities, we need to consider who our stakeholders are.

A Broad Range

There is a very broad range of objectives and needs as well as many types of stakeholders. Some of these stakeholders include:

- Shareholders
- Directors
- Key Executives
- Employees
- Regulators
- Clients / Customers
- Suppliers
- Alliance Partners
- Tax Office
- Government
- Environmentalists
- Technologists
- Futurists
- Society

We need to recognise that each one of our stakeholders has a different set of needs and requirements, and therefore requires a different type of approach. We cannot deal with everybody as though all were the same. We would not deal the same way with all our key clients, as they will each have a different need for our products and services. In order to deliver on our stakeholders' expectations effectively, we need to understand what these expectations are. This is a matter of enquiry and constant communication. How often have you heard, "Oh, I didn't know I had to know that!" when somebody had been rapped over the knuckles by an authority for not complying with a regulation? If you willingly do not comply, then you deserve to be rapped over the knuckles. If you do not comply because you do not know, you are, at best, foolish! If you are a Director of a company, ignorance is no defence. The same reasoning should apply to everyone within the organisation.

The tool we need to help us achieve a co-ordinated activity for the company is a "Job Outcome Definition" (JOD™). I will deal with the concept of the JOD™ in

CHAPTER TWELVE

Meetings

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Making Meeting Outcomes Focused

It is my experience and observation of many meetings I have attended over the last 40 years, that large portions of meeting time is taken up going over papers, reports and pre-published or just tabled information — what a waste of everyone's time! This leads primarily to inputs, not outputs! The primary focus of all meetings should be to achieve outcomes — what are we going to do after the meeting, not what we have done leading up to the meeting! How often have you heard post meeting comments like:

- "What a waste of time."
- "Why didn't we get to the important items on the agenda?"
- "Why must we spend so much time talking about (or listening to) explanations of what has already happened (over which we have no control, and cannot influence)?"
- "I didn't get the opportunity to contribute to the discussion."
- "I am tired of listening to endless excuses for past non-achievements."
- "We could have achieved those outcomes in half (or less) time."
- "Meetings, bloody meetings!"

There are simple and effective ways to maximise the outcomes of the time people spend together. Some of these are:

- Pre-issue historical or other data, reports, etc. at least three working days before the meeting.
- Exclude discussion time on the agenda — replace it with question time.
- Have frequent, regular and short communications meetings, either in person, by video conference, on the phone or by exchanging electronic data as appropriate. Such meetings include "toolbox", daily "what's hot and what's not" gatherings of 10 minutes maximum first thing in the morning or before a shift start.
- I also believe that shareholder, Board and executive meetings should be scheduled on a 12-month rolling basis.

The remainder of this chapter details suggested agendas for various types of meetings.

CHAPTER THIRTEEN

Financial Tools

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The implementation of strategy is not complete without financial modelling and tracking tools. I would like to introduce my readers to three of these things. They are both exceptional and they are complimentary.

The Financial Fence®

The first financial tool that I recommend to you is The Financial Fence® developed by Andee V. Sellman, the Founder and CEO of The Financial Fence Pty Ltd. Andee has had an extensive career in business. He was the Finance Director of the BTR Nylex Group when Graeme Pearson was Managing Director, and Alan Jackson was growing the group very rapidly. He was involved in growing the group revenue from half a billion to five billion dollars. His book, "Where's the Money Gone?" published in 2002 (ISBN 0-9579158-0-2), is an excellent reference work.

The tool is built around the analogy of a fence, which provides a contextual framework for non-Financial Executives to visualise the numbers at the same time as reading them. It shows a simple, consolidated, one-page, very effective and concise way of looking at the total financials of a company.

It incorporates a minimum of two balance sheets, the profit and loss and cash flow statements, and 11 Key Performance Indicators, all on one page. It is an excellent forecasting tool, as you can start with a closing balance sheet, representing where you see yourself in three years or one year, and work backwards to give you the required cash flow, margin and revenue numbers to achieve the objectives. The Financial Fence® allows directors and team members to see the total picture of the company's financial performance on a single page, and use the Key Performance Indicators to drive better performance from an overall and strategic financial viewpoint.

The "fence" is made up of two "posts" — the balance sheets (as at a date) and the rails — which are the profit and loss and cash flow statements for the period between the balance sheets. The Financial Fence® can also be used as an effective forecasting tool because it can model future financial positions on a single page and allow business owners to review the financial outcome of their operational strategy.

CHAPTER FOURTEEN

Leadership

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Leadership brings with it many management challenges. A favourite quotation of mine is by Schein, when discussing leaders of the future in 1992:

Leaders of the future will show the willingness to involve others and elicit their participation because tasks will be too complex and information too widely distributed for leaders to solve problems on their own.

(Edge H. Schein "Organisational Culture & Leadership" — Second Edition, Jossey-Bass 1992)

In my view, the primary aim of leadership is to get people to do things that will be of mutual benefit to them and the company. Further, effective leadership will move the leader towards the stated goals. In order to achieve this, we have to have effective Human Capital Management (HCM). I define HCM as "the effective utilisation of our greatest asset — our people." Success in this area depends on leaders who can provide the intellectual stimulation and job satisfaction that 21st century workers require. Human capital is one of the four main elements of intellectual capital. I will deal with the "intellectual capital" and "knowledge management" questions in more detail in Chapter 16.

Generations

The impact of generational changes on work/life balance and life balance objectives is probably the greatest driving factor towards a need for an organisational re-think and a change in the way we manage our people. I think we should replace the word "manage" with "offer appropriate incentives" and "provide leadership" so that we can ensure that we not only attract the right people, but also keep them.

The four main kinds of generations that are often discussed are the:

- **Baby Boomers** — whose birth year is from 1943 to 1960 are classified as "idealists"
- **Generation X** — from 1961 to 1981 are more "reactive"
- **Generation Y** — from 1982 to 2001 are the "civic" generation
- **New Millennials** — from 2002 to 2020 are the "adaptive" generation

Let me further expand on the characteristics of these generations.

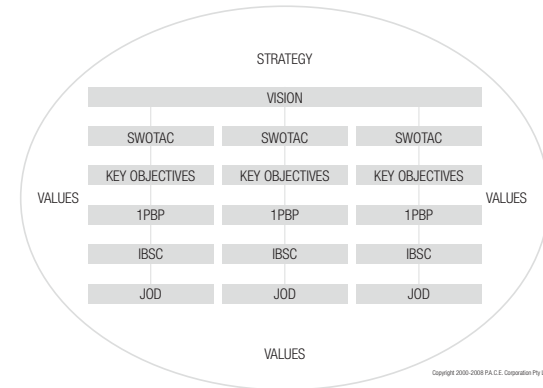
CHAPTER FIFTEEN

Top-Down, Bottom-Up

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The concept of a “top-down, bottom-up” commitment is not new. However, I believe it has only been applied effectively within a small percentage of companies. Organisations in the second half of the 20th century tended to be more focused on top-down processes, where the company Board would set the direction and then tell people where they had to go (to achieve). The validity of strategy being a top-down process is still strong. However, the “top-down, bottom-up” concept will enable people to employ their intellect and add value to their work. It is therefore important to have each key team member develop their own One Page Business Plan (1PBP[®]) and Integrated Balanced Scorecard (IBSC[™]) using the corporate or company Key Objectives and Vision as their guidelines. Key team members should be guided by their Job Outcome Definition items (the objectives in their JOD[™]), which are taken from the IBSC[™], the corporate 1PBP[®] and the KEEP budget items (Constance and Change). Key team leaders should involve their immediate team members to achieve a bottom-up engagement.

This entire “top-down, “bottom-up” process has to start with the Board and the key executives. Strategy sessions are not single person “mirror-gazing” exercises. Not much is achieved by telling people what to do. Therefore, strategy and business development sessions should all be run with the most effective and appropriate people involved and contributing to the company’s strategic



CHAPTER SIXTEEN

Intellectual Capital

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The terms "intellectual capital" and "knowledge management" are being bandied about more regularly. I don't believe that everybody has a reasonable understanding of what these terms mean because we don't recognise the value of intellectual capital, and we do not leverage knowledge management in our traditional financial reporting programs. In fact, the only places where we recognise our true intellectual capital — that is, our greatest asset in the value of our people — are as a "liability" in our balance sheets (provision for long service leave, provision for sick leave, provision for leave), and a cost on our profit and loss statement (wages, salaries, superannuation, employee benefits). Training and wages costs are line items with a negative connotation in our profit and loss statements, whilst there is no apparent income generation from our "people" recognised in the accounts.

Types of Intellectual Capital

Intellectual capital refers to "intangible assets" that cannot be measured within an organisation in the same way as plants and buildings, physical assets or cash flow and equipment. A definition taken from the computer world is:

"... the knowledge a company's employees have about its products and services — as well as the company's organisational systems and intellectual property."

The above quotation and following material is paraphrased from an article published in the Computerworld daily email newsletter, entitled, "*Intellectual Capital – Quickstudy*" by Christie Taylor (March 2001). Taylor is a freelance writer in Houston, US.

"Tracking a company's physical assets is straightforward. Managing and accounting for intellectual capital is completely different. Very few companies are consistent in this regard. Intellectual capital involves the company's employees' expertise, the unique organisational systems that are used and created by its employees, customers and suppliers and, more simply put, the total knowledge of the company. This leads to the discussion of the interface between intellectual capital and knowledge management. When you subtract the book value of a company from its market value, all that remains are the intellectual capital and know-how. This includes all the patents, trademarks, intellectual property and other intangibles. This equates to goodwill. Once the company identifies its intellectual capital, the next step is to maintain it. This means guarding against losing intellectual capital, which occurs when you have a high churn rate of employees."

CHAPTER SEVENTEEN

Human Capital Management — HCM

The One Page Business Plan

I have singled out the “people” aspect of the key processes, as I believe that this is the core process for any business — to provide a safe and stimulating environment, and up-skilled workforce. The other key support processes are important, but I believe that the most important linkage between strategy and implementation is our people. This chapter introduces the concept of Human Capital Management and the tool to link it to strategy through the Job Outcome Definition (JOD™). The primary objective of Human Capital Management (HCM) is to improve workforce productivity in line with your organisation’s strategic business goals and objectives. This should be achieved through the implementation and integration of an effective Human Capital Management program.

It is important to link Strategic Intent with human capital. This can be done utilising JODs™, which include “competencies” required to do the job. Competencies include attitude, skills, typical qualifications and experience — in that order! The Integrated Balanced Scorecard (IBSC™) ownership items are used to populate the key team members’ JODs™ and to implement an ongoing performance management program. Effectively, the one page JOD™ is the quantitative side of a full performance appraisal program. This then allows us to implement an ongoing program that is not tied to remuneration, but is very results-focused and encourages people to be self-managing.

Let’s ask the question again:

“Why Human Capital Management?”

Surely people are our greatest asset. Why don’t we spend sufficient time, energy and effort in managing them? In fact, if we spent 50% of our available leadership time working with our people, we will develop massive leverage towards achieving our goals. How much time do you spend managing your greatest asset (people)? A program to “manage” your greatest asset more effectively is RIT-AIR™. I will explain this process, in detail, in Chapter 18. Human Capital Management is the subject of my book of the same title.

CHAPTER EIGHTEEN

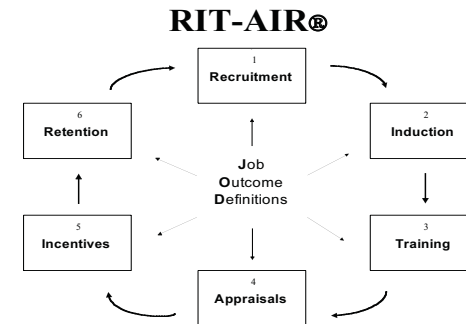
The RIT - AIR™ process

The One Page Business Plan

The primary objective of any business should be to improve workforce productivity and generate wealth through the engagement of all employees. To do this, we must be able to give our employees strategic focus, clarity of action, and brevity as to the company's direction. It is important to know how to go about this. Human Capital Management, through the RIT-AIR™ process, focuses on attracting and retaining the Right people, in the Right job, at the Right time, doing the Right thing — **R2R2**. Unfortunately, many companies do not focus on this, and end up with the Wrong people, for the Wrong jobs, at the Wrong time, doing the Wrong thing — **W2W2**. Clearly, this is the other end of the spectrum, and we should focus on R2R2, even though we are probably on the continuum between the two points.

The RIT-AIR™ process enables us to simply implement good:

- R**ecruitment
- I**nduction
- T**raining
- A**ppraisals
- I**ncentives
- R**etention Strategies



Composite Diagram RIT-AIR®

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CHAPTER NINETEEN

Performance Management Through
Human Capital Management (HCM)

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The Job Outcome Definition (JOD™) Concept

The core of the performance management program is the Job Outcome Definition (JOD™). Why is it that we spend inordinate amounts of our scarcest resource — time — in doing our best to recruit exceptional people for our companies, paying particular attention to competencies, and then hand them a list of activities or tasks: a Job Description? Surely we should be striving to engage their intellect to help us achieve our goals.

The JOD™ concept is specifically designed to allow a download of strategic outcomes (Key Strategic Objectives) through the Integrated Balanced Scorecard (IBSC™) objectives to an individual role in a specific function. The JOD™ describes the principle function of the role, the five or six outcomes with Key Performance Indicators (KPIs) and Targets, and the competencies required for the role. The competencies include attitude, skills, typical qualifications and experience.

By time-bounding the JOD™, it becomes a quantitative one-page performance appraisal process. To complete the performance appraisal, a qualitative process is required. This can also be completed on a single page, and is as easy to manage as the JOD™. A full description of this process can be found in the Human Capital Management (HCM) book. The JOD™ links Strategic Intent with human capital. The outcomes should reflect the Key Strategic Objectives and the KEEP/carry forward budget items (Constance and Change). The JOD™ aligns the organisation's One Page Business Plan (1PBP®) and IBSC™ with team and individual performance.

Key Elements

The key elements of the JOD™ are as follows:

- Job Title — this should reflect the primary purpose of the job
- Primary Purpose — this is the main reason for the job to exist and should be no more than one or two short sentences
- Outcomes — the expected achievements of the job, a maximum of five to six
- Key Performance Indicators (KPIs) — these are performance measures for the outcomes, one or two measures for each would be a suitable number. They are taken from strategy (transitional) and key processes (operational)
- Targets — the agreed target for each KPI. Targets must be time-bounded and measurable
- Competencies — the attitude, skills, typical qualifications and experience

CHAPTER TWENTY

Don't Stop Now!

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A single project-driven Strategic Planning implementation will be nothing but a project. Projects have start and finish times. This program is designed to be a continuum; a process. It should carry the business forward to get it from "where it is now" to "where it wants to be", as described by the leader, and is therefore transitional (and hopefully, transformational!).

Rod Eddington, the Australian who was Managing Director of British Airways and credited with the company's turnaround, was once asked about his business philosophy. He said, "The plains of Siberia are littered with the bones of sled drivers who thought they would rest up for the night, and that the pursuing wolves would do the same." The important thing, therefore, is **don't stop at the first round!** Regular review is the key to ongoing success. This process is detailed in Chapter 7, and is set out in summary below.

Quarterly

As there are very few instruments to review, that is, the One Page Business Plan (1PBP®), Integrated Balanced Scorecard (IBSC™) and Job Outcome Definitions (JOD™), it should not be difficult to do this quarterly.

Every Six Months

It is recommended that the external Forces Driving Change (FDCs) and the 1PBP® Strategic Objectives be reviewed.

Annually

The annual review should include revisiting the Vision, Values and overall direction of the organisation.

Ongoing

As mentioned previously, the One Page Planning and Performance System (1PPPS®) is an excellent web-enabled performance management tool for people to assess their own and the relevant team's performance, 24/7. It also provides some relief for line managers from following up the progress of their team members, as individuals are responsible for maintaining their own progress reports. On a day-to-day basis, major changes to the environment, both internal and external, within which the company operates, should be reflected throughout the Strategic Planning process as quickly as possible. Again, there are very few pieces of information to interact with each other, particularly if you have continued to pay