

B.O.S.S. Workshops

(Business Owner Strategy Sessions)

Are You Ready for 2011?

Build a Strategic Plan & Produce Results

January 19, 2011

Blue Benefits Consulting, Inc.



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SIX DISCIPLINES®
Strategy Execution Coaching®

OEOC Ohio Employee
Ownership Center

www.BOSSworkshops.com

B.O.S.S. Workshops
(*Business Owner Strategy Sessions*)

Are You Ready for 2011?

Build a Strategic Plan and Produce Results

Speaker: Eric Kurjan



President & Owner



SIX DISCIPLINES®
Strategy Execution Coaching®

Hope is not a Strategy ***Build a Plan, Produce Results***

B.O.S.S. Luncheon

January 19, 2011



Agenda

- Introduction
- The Facts
- Where are you Today
 - The Quadrant
- Building the Foundation
 - Laying the Ground Work for Strategy Development
- Getting Your Hands Dirty
 - How to Develop to a Strategic Plan
 - Meet Hancock - How to Deploy the Strategic Plan
- Re-Cap – Tools you can use
 - Self and Team Awareness - Business Health Exercise
 - Outline of Strategy and Execution Process Templates



Hope is Not a Strategy

Solid Plan – Strategy and Execution

What is the Difference?

Strategy = Deciding What to Do = “should”

Execution = Getting it Done = “do”

“The problem for most of us isn’t knowing what to do; it’s doing it!”

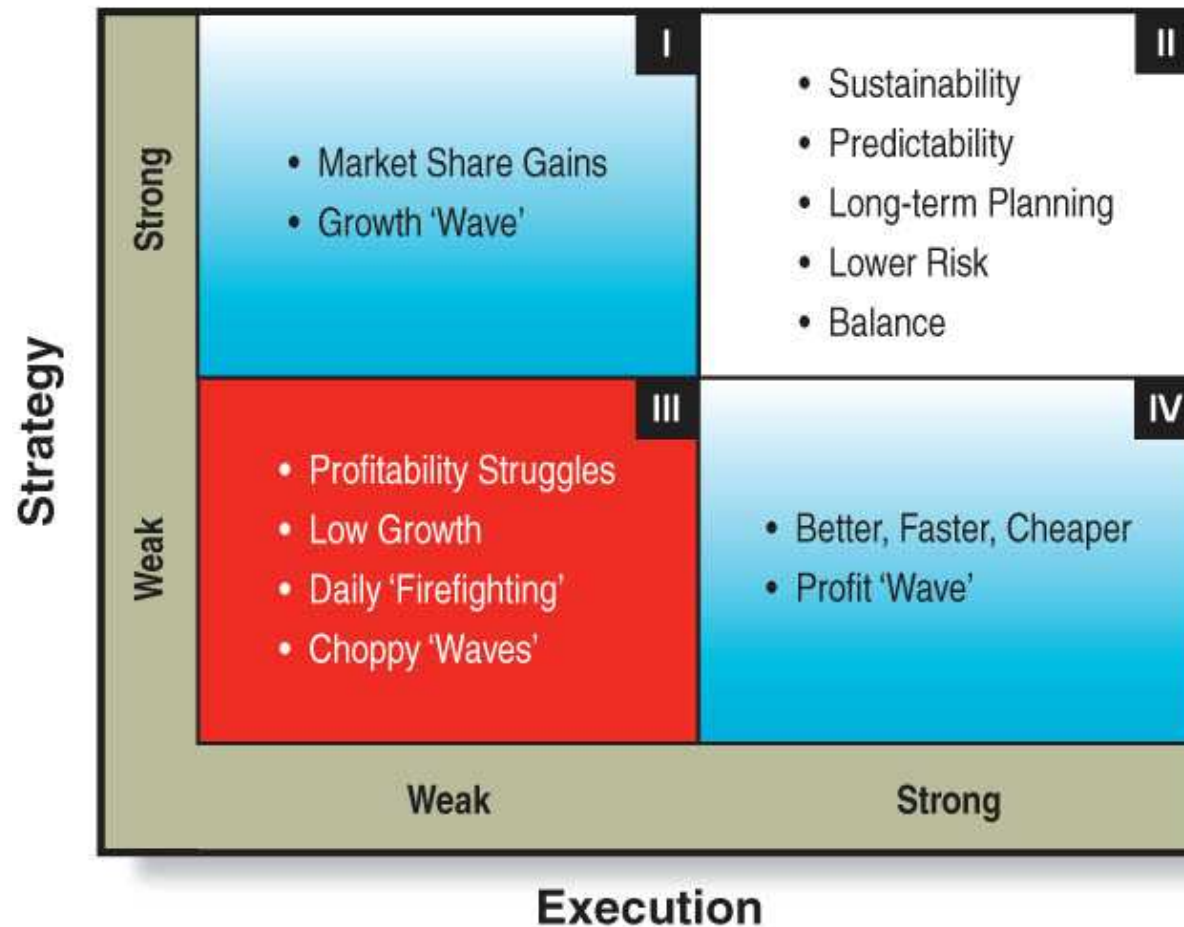


The Facts are the Facts

- 90% of strategies aren't executed
- 75% of improvement initiatives fail
- 85% of leaders spend < 1 hour/month discussing strategy
- 95% of employees do not know the organization's strategy
- 92% of organizations do not measure performance



The Stages of Organization Evolution





SIX DISCIPLINES®
Revolutionizing Strategy Execution.
Every Person. Every Day.™



Limiters on Business

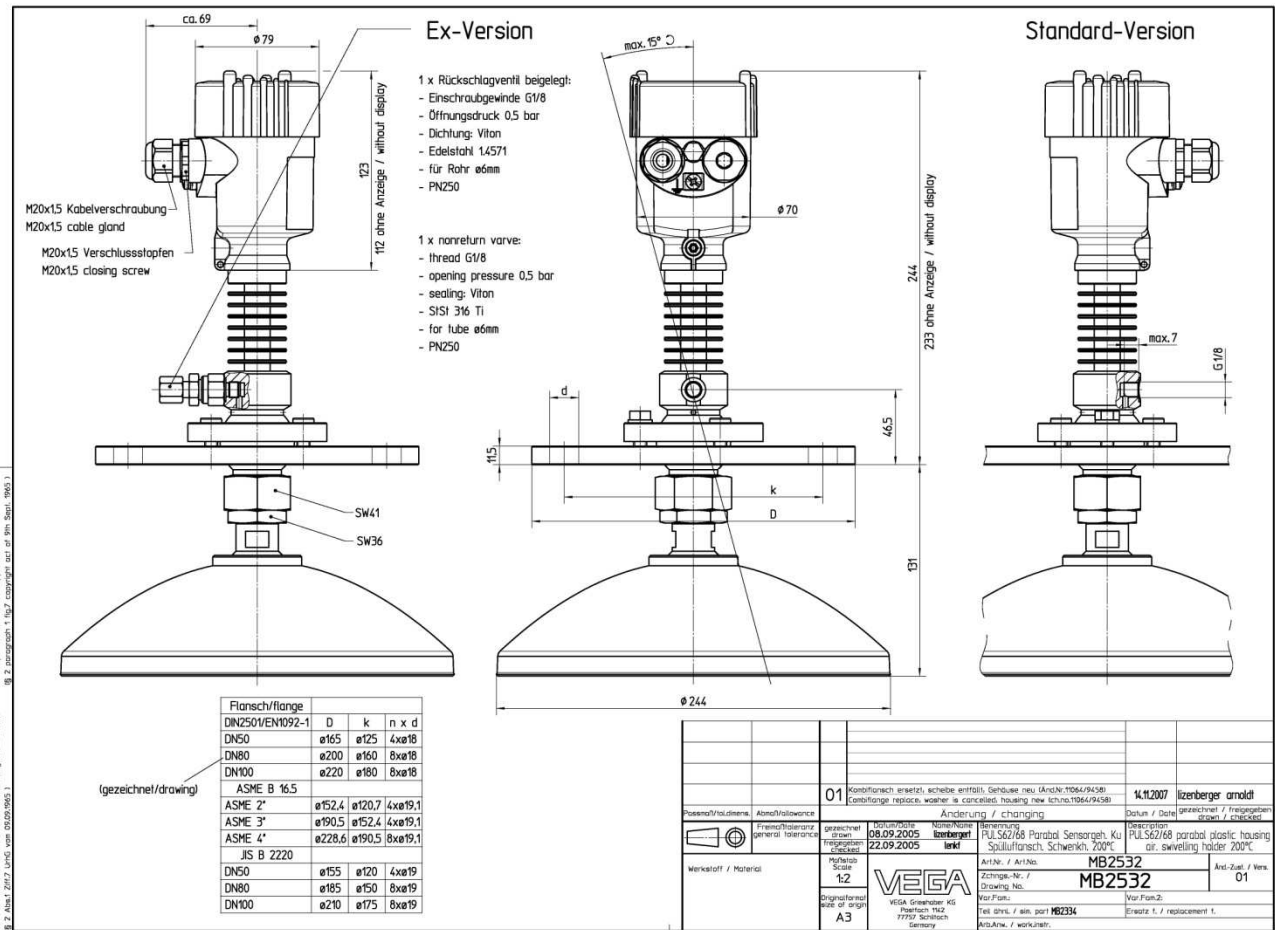




Every organization is perfectly designed
to get the results it is getting.

Copyright 2009 Focus 3 Performance Driver Model

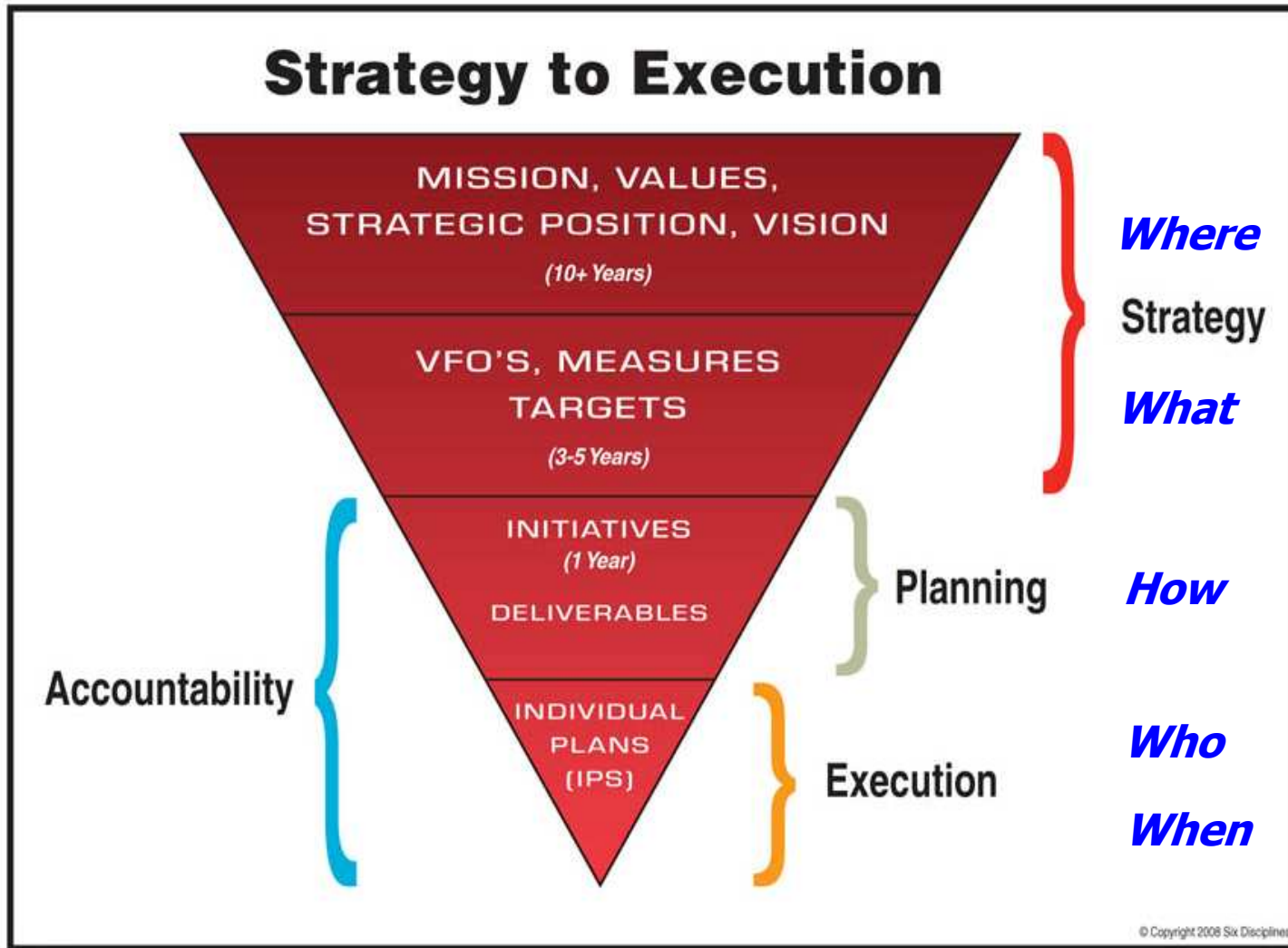
Businesses need a Blueprint



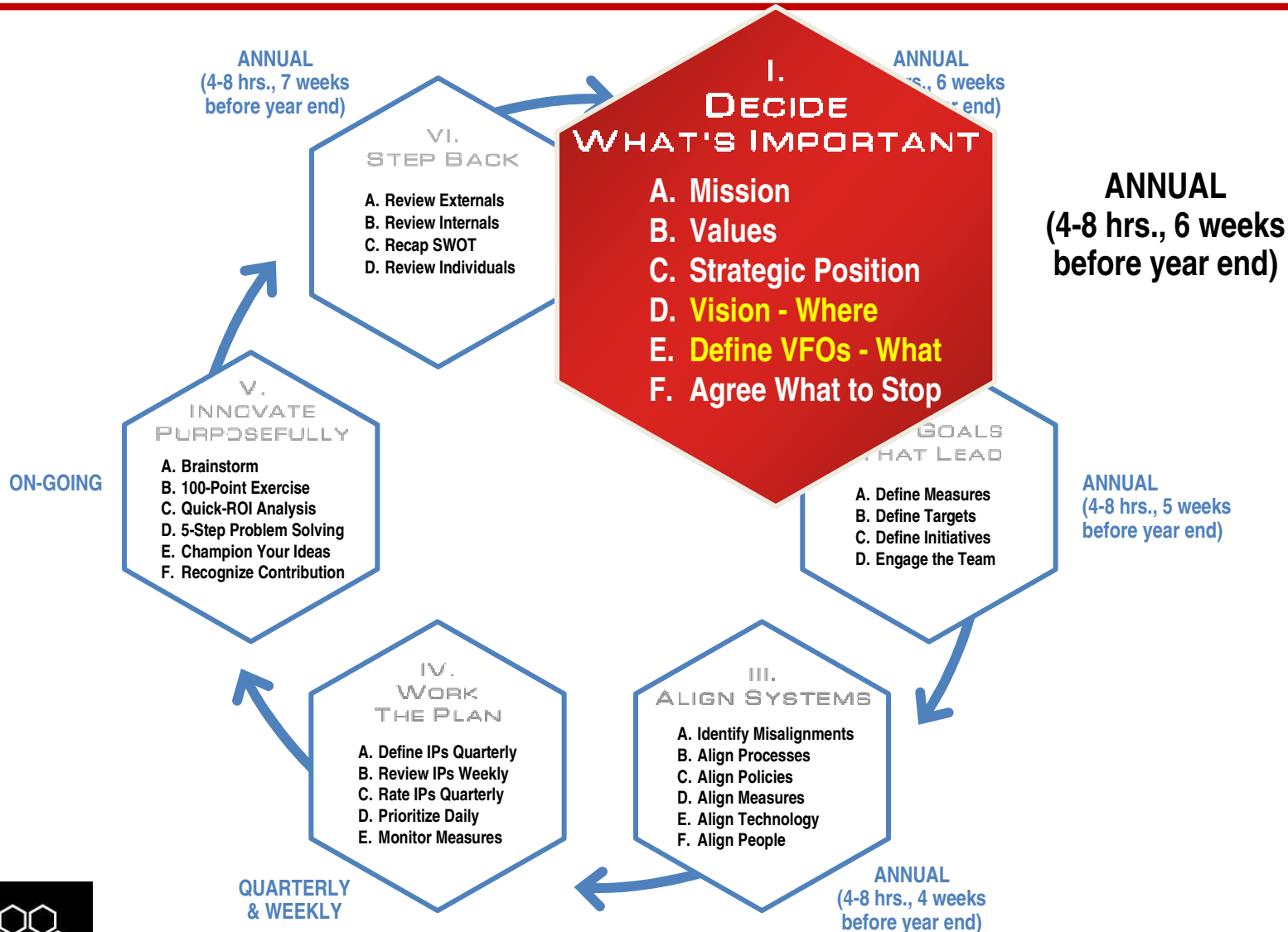
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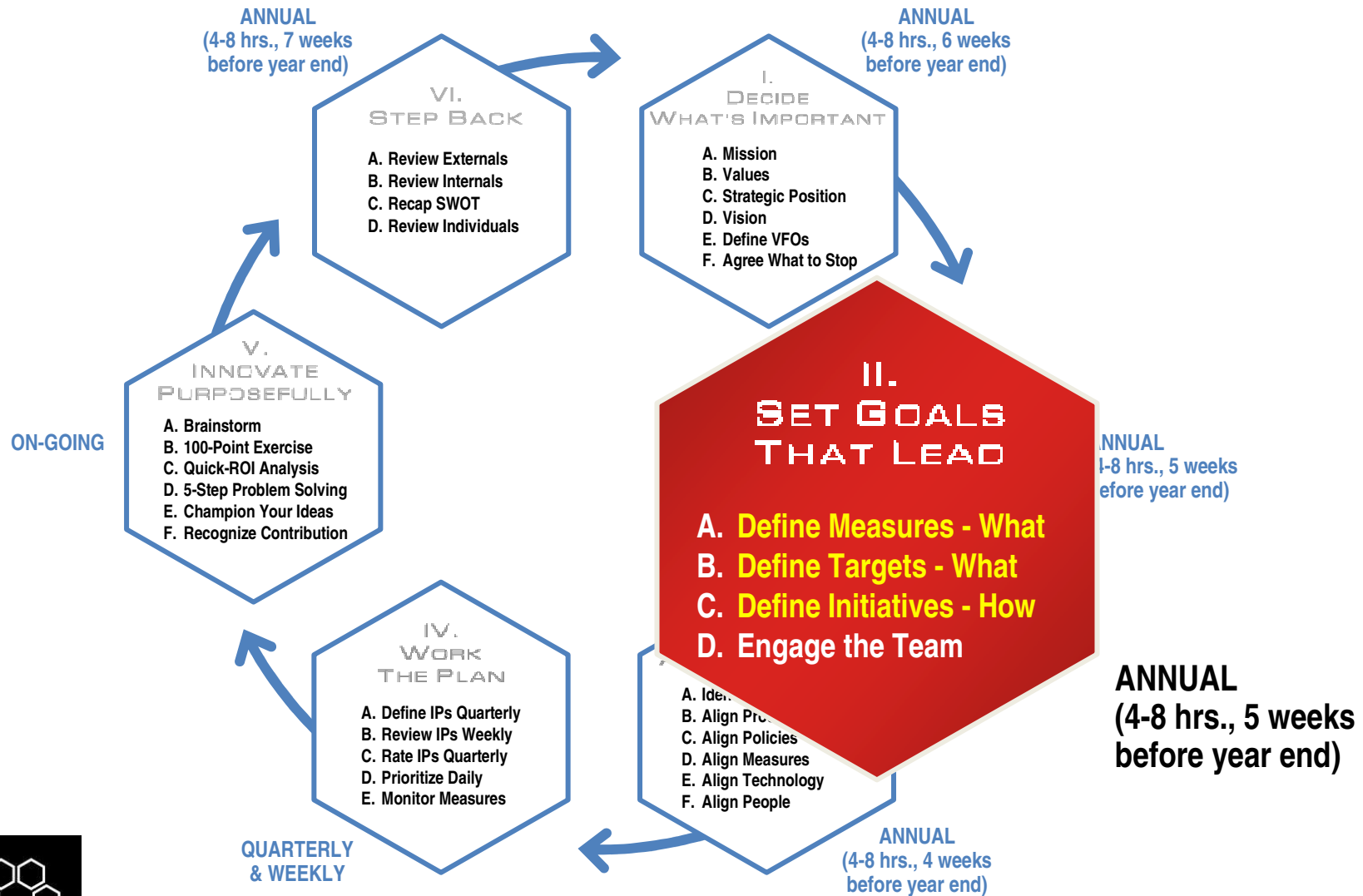
Defining the Process



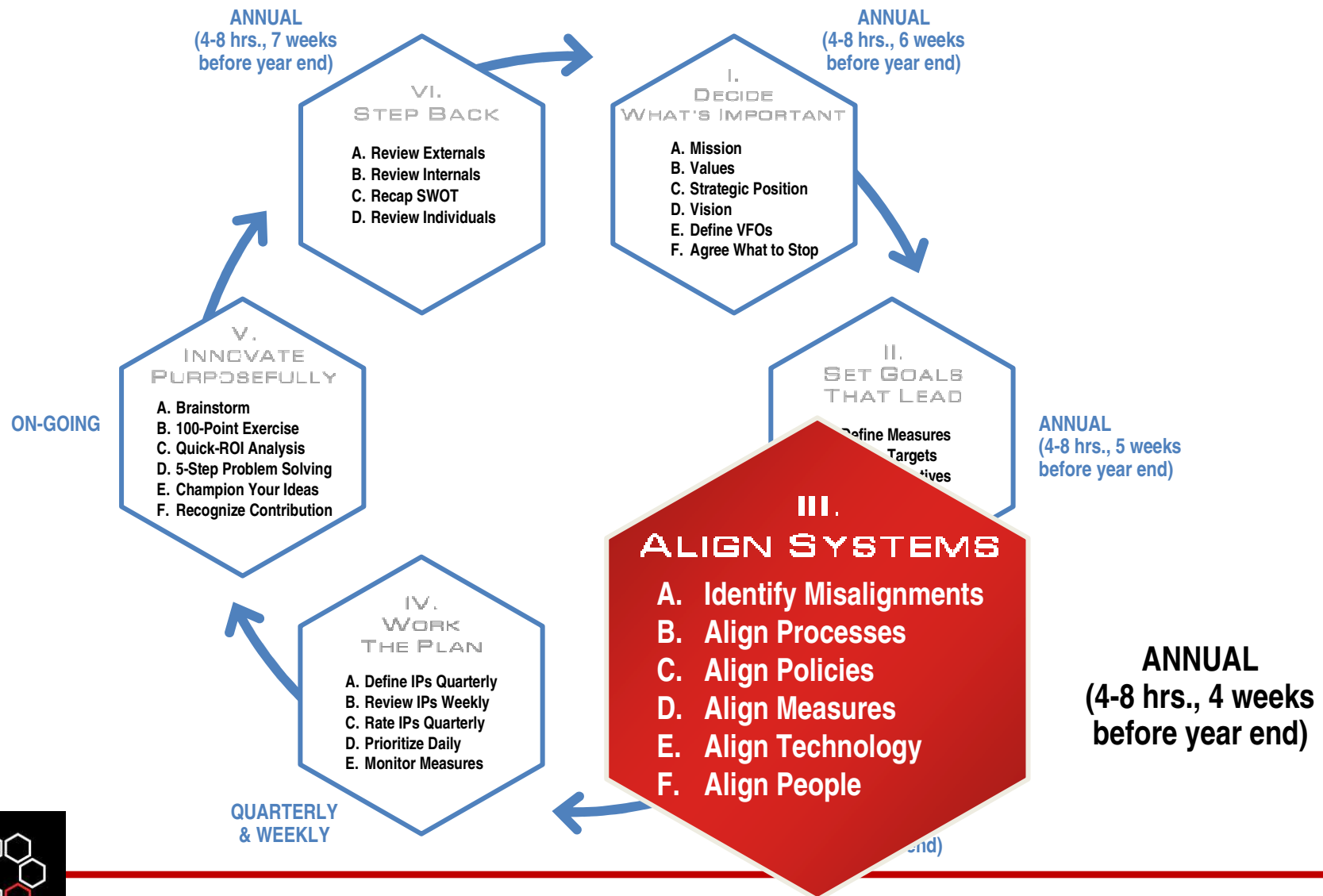
Discipline I: Decide What's Important



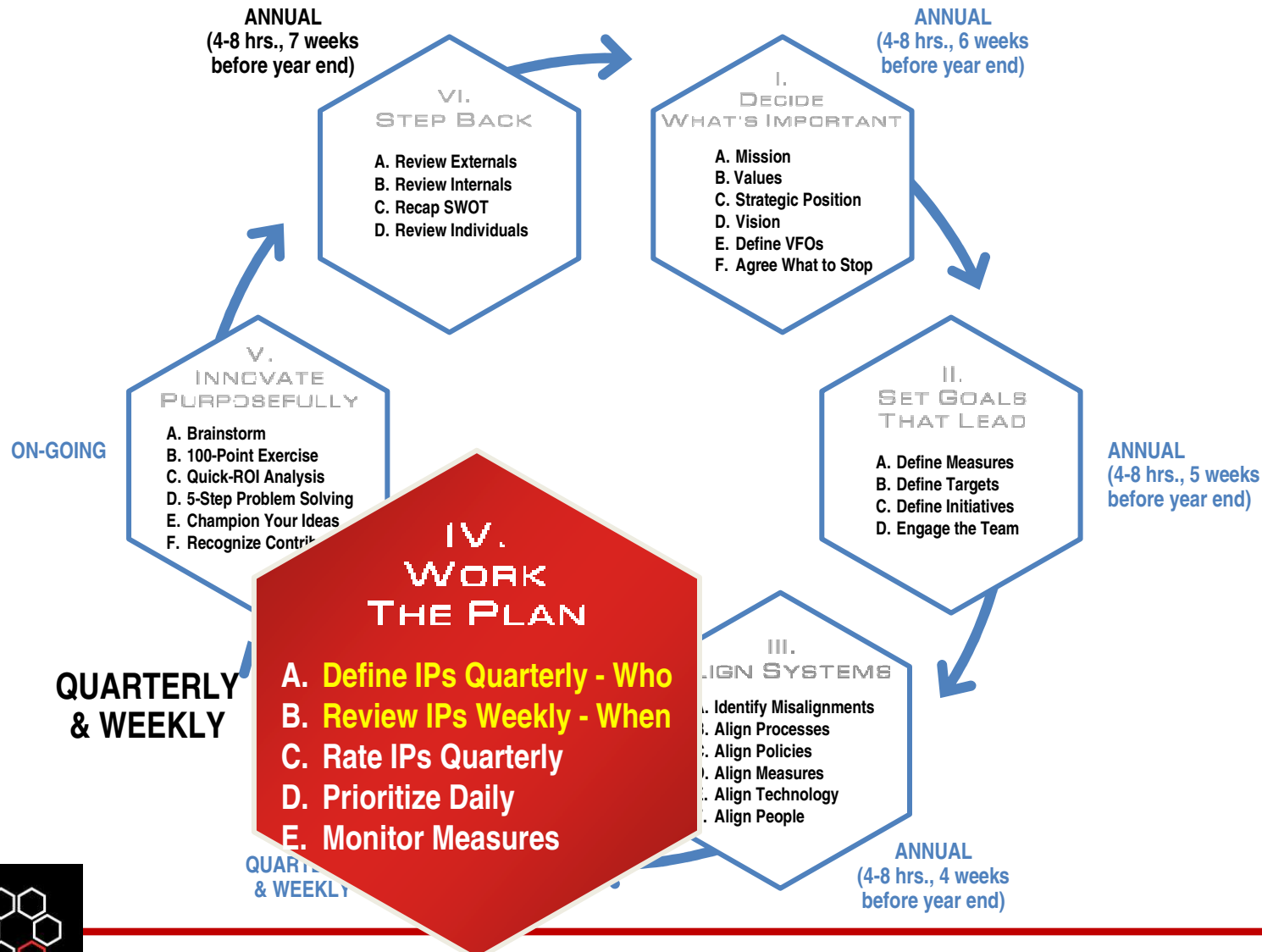
Discipline II: Set Goals That Lead



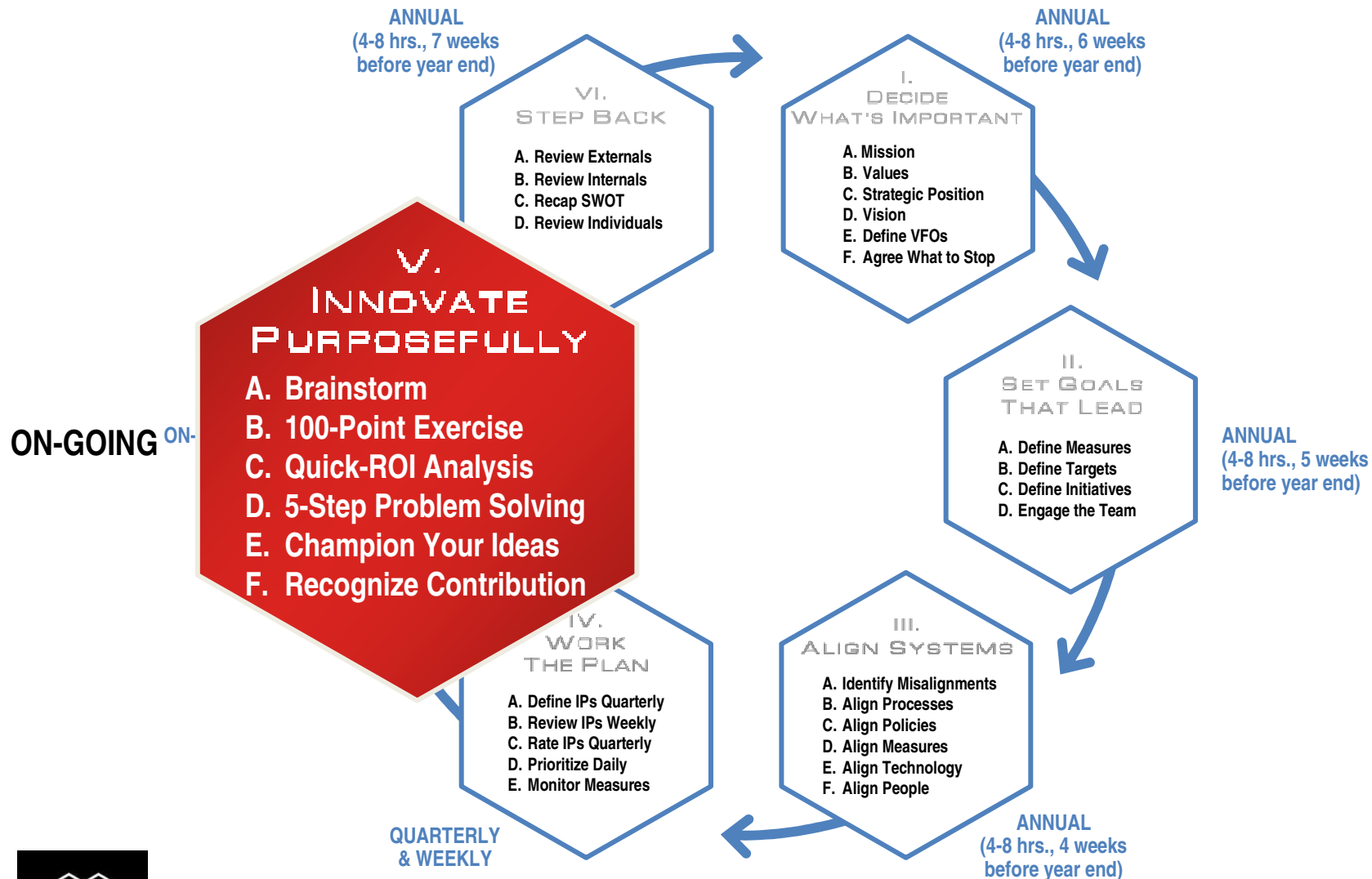
Discipline III: Align Systems



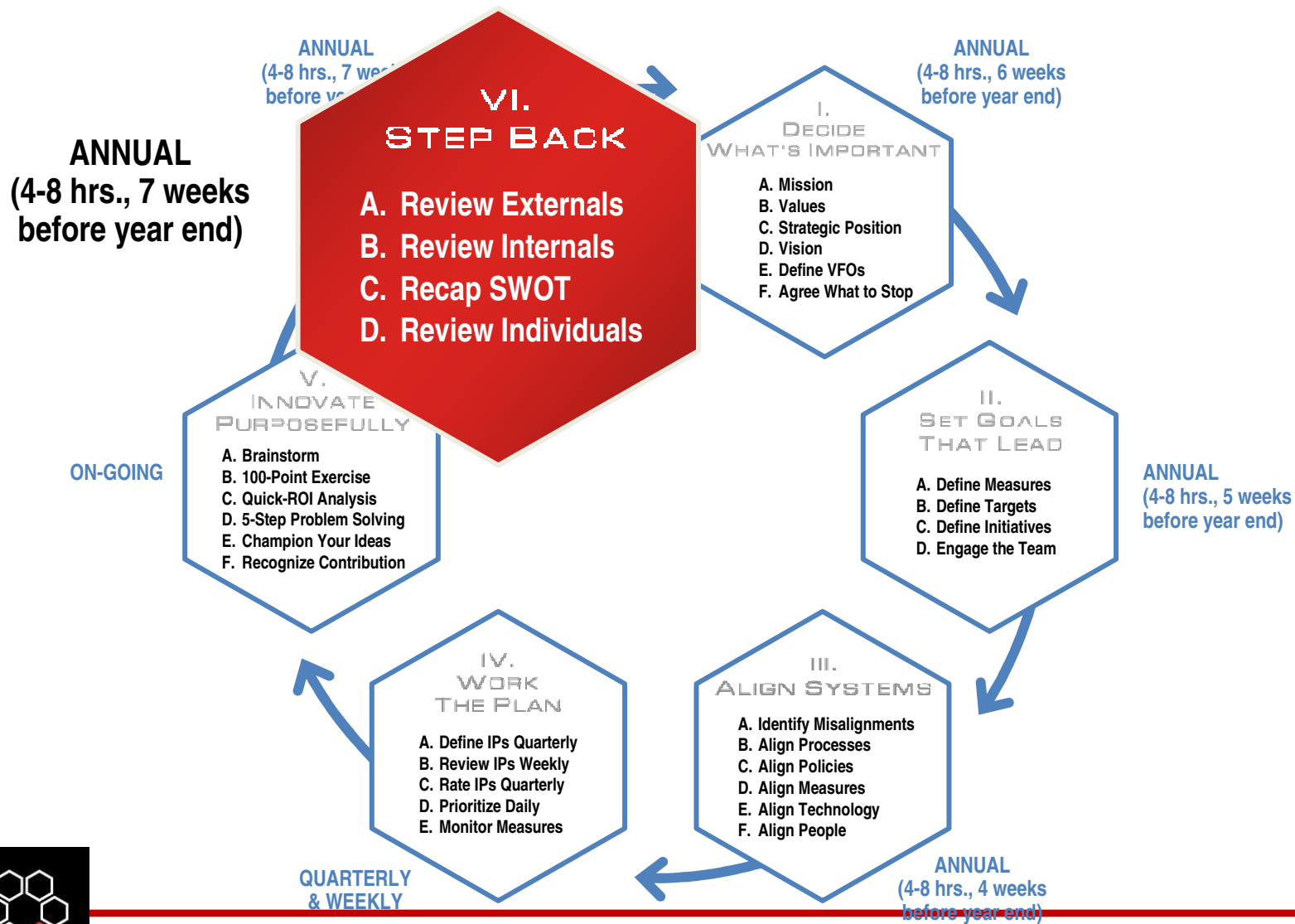
Discipline IV: Work The Plan



Discipline V: Innovate Purposefully



Discipline VI: Step Back



The logo features the word "HANCOCK" in a bold, yellow, sans-serif font with a slight 3D effect, set against a dark blue, horizontally-oriented oval background. The oval has a subtle gradient and a soft glow around its edges.

HANCOCK

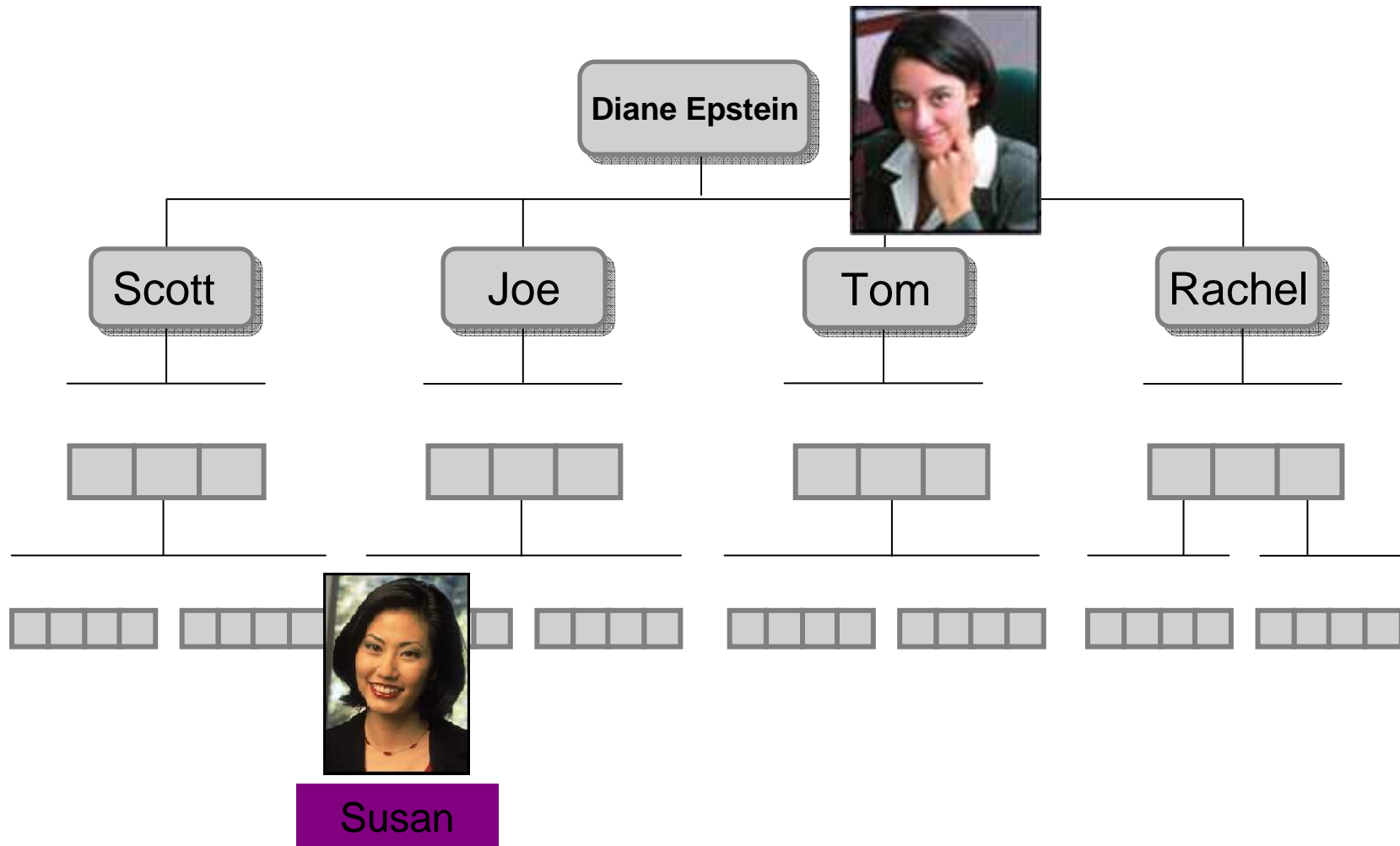
ENGINEERING

Age Old Question: What Should Susan Do?

**How can Susan know what
“should” means if your
leadership team can’t agree
on the definition of
“should?”**



What Should Susan Do?



Mission Statement

To provide high quality products and outstanding services to solve complex industrial needs



Values Statement

- **Keeping Our Word** - Our passion is to do what we say we are going to do. This means we are truthful and competent enough to know what we are talking about.
- **Innovation** - We love finding better ways of serving our members and each other.
- **Long-Term Thinking** - We base decisions on their long-term impact on our members and our business. We don't take the easy way out.



Vision

Be

- Nationally recognized sales leader in providing industrial component and measurement solutions
- Recognized as a great place to work and retain people who align with the company's goals
- Contributor to community that gives back 10% of operating margin to community causes

Have

- \$20 Million in Sales and 22% Operating Margin
- Expanded territory coverage with 10 Sales Office in North America
- Team Member Satisfaction of 95% "Highly Satisfied"

Do

- Create succession plan to transition day-to-day operations to new leadership team
- Broaden product line offering
- Increase Customer Satisfaction and Retention to 95% "Highly Satisfied"





- Three Product Lines
- Sales of \$8M & Operating Income of 11%
- Single Sales Location



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- Three Product Lines
- Sales of \$8M & Operating Income of 11%
- Single Sales Location

10 Year Vision

First Three Years



- Grow Sales Revenue
- Increased Profitability
- Expand - New Locations



- Top 5 Product Lines
- Sales of \$20M & Operating Income of 22%
- 10 Key Office Locations

Where

What





- Three Product Lines
- Sales of \$8M & Operating Income of 11%
- Single Sales Location

10 Year Vision

First Three Years

VFO's



- Top 5 Product Lines
- Sales of \$20M & Operating Income of 22%
- 10 Key Office Locations

Where

- Grow Sales Revenue
- Increased Profitability
- Expand - New Locations

What



How





- Three Product Lines
- Sales of \$8M & Operating Income of 11%
- Single Sales Location

10 Year Vision

First Three Years



- Top 5 Product Lines
- Sales of \$20M & Operating Income of 22%
- 10 Key Office Locations

Where

- Grow Sales Revenue
- Increased Profitability
- Expand - New Locations

What

(Linking to Actions to Individual)

Who

Susan's Individual Plan

Changing the Business:

- Add new Sales Office – San Francisco

Running the Business:

- Meet Sales Call Goal
- Achieve Quarterly Sales \$ Goal
- Achieve Client Sat Goal 85%

Corporate Initiative 1103

1 New Location 2011

Project Leader - Susan

How



When

The Tools



Create Your Company Vision - Exercise



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Company Vision Statement

Be:	
1.	
2.	
3.	
Do:	
1.	
2.	
3.	
Have:	
1.	
2.	
3.	



Building a Goal Statement - Exercise



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Company Goal Statement

Vital Few Objectives (VFOs)	Responsible	Measure	Targets				
			Year 1	Year 2	Year 3	Year 4	Year 5
Financial Goals (VFO)							
1.							
2.							
Customer Goals (VFO)							
1.							
2.							
Production Goals (VFO)							
1.							
2.							
People Goals (VFO)							
1.							
2.							



Creating an Individual Plan - Exercise



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Name:

Individual Plan

Description	Rate	Weight	Plan Hours	Plan Start	Plan End
Initiative Activities (projects - things done once)					
1.					
2.					
3.					
Ongoing Activities (things done regularly)					
1.					
2.					
3.					
Personal/Professional Development					
1.					
2.					
3.					
Administrative Activities (email, vacation, holidays, etc.)					
1.					
2.					
3.					
Parking Lot					
1.					
2.					
3.					



Business Health Index

- Quick Check-up
- Identify the need for complete “physical “
- Results
 - Tops in Industry – 100-125
 - Doing Well – 85-99
 - Getting By – 65-84
 - In Trouble – 25-64



0 = No Opinion; 1 = Poor, 2 = Fair, 3 = Good, 4 = Very Good, 5 = Excellent

Leadership/Culture		Rating
	My company's mission has been clearly communicated	
	My company's vision has been clearly communicated	
	My company's core values have been clearly communicated	
	Communication and transparency are important in our company's culture	
	Score Total:	
Strategy		Rating
	Team Members have clear direction for what they should be working on	
	We demonstrate speed, agility and flexibility as the business warrants change	
	We have a clear position as to what business we are in and avoid competing or distracting activities	
	Team Members know how the company is performing against its goals on a quarterly basis (minimum)	
	Score Total:	
Customer Focus		Rating
	We know who our most important customers are	
	We regularly survey or ask clients how satisfied they are	
	We empower our team members to solve customer issues or problems	
	Score Total:	
Measurement		Rating
	Departments do a good job of communicating and collaborating with other departments in my company	
	Key organizational goals are assigned and executed with well defined time lines and outcomes	
	Company Meetings are held quarterly (minimum) to ensure everyone is on the same page	
	Team Members know how to measure their work and performance	
	Score Total:	
People		Rating
	My company does a good job of hiring and retaining people who fit with our culture	
	Team Members are given opportunities to build skills for career advancement	
	Team members in my company are self-motivated and committed the company's goals	
	Team Members are surveyed annually (minimum) for their satisfaction and level of engagement	
	A performance appraisal process is in place and is tied to achieving the goals stated in the strategic plan	
	My company does a good job of recognizing and rewarding employee performance	
	Score Total:	
Process		Rating
	Work processes are designed to help us do our jobs effectively	
	My company does a good job of continuously improving processes	
	Employees are committed to quality	
	The processes in my company are designed to deliver exceptional performance	
	Score Total:	
Total Score = Culture ____ Strategy ____ Customer Focus ____ Measurement ____ People ____ Process ____		
Total Score = _____		
Outstanding Performer – Tops in Industry		100-125
Doing well – Improving – Doing Better than Most		85-99
Getting By – Status Quo		65-84
In Trouble – Business at Risk		25-64



Business Health Index – Self-Diagnosis Tool



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Business Health Index of Your Company

0 = No Opinion; 1 = Poor, 2 = Fair, 3 = Good, 4 = Very Good, 5 = Excellent

Leadership/Culture		Rating
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 Total Score = _____

Outstanding Performer – Tops in Industry	100-129
Doing well – Improving – Doing Better than Most	85-99
Getting By – Status Quo	65-84
In Trouble – Business at Risk	25-64





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Q & A