

The Elements of a Dynamic Growth Plan

Time Frames	Planning Elements	Clarifying Questions
Long Term 5 – 25 Years	Vision <i>Where are we going?</i>	<ul style="list-style-type: none"> • What is our ideal future? • How good do we want to be - at providing what - to whom - on what type of scale? • Is our vision clear and inspiring?
	Mission <i>What is our purpose?</i>	<ul style="list-style-type: none"> • Why do we exist? • What contribution do we make to our customer's lives? • Is our mission less than 10 words?
	Values <i>What is our code of conduct?</i>	<ul style="list-style-type: none"> • How will we treat each other? • What will guide our decisions and conduct? • Do our values call for a high degree of effort, proficiency, and character?
Mid Term 1 – 3 Years	Objectives <i>How will we measure our progress?</i>	<ul style="list-style-type: none"> • What are our key measures? • Are we measuring customer satisfaction, employee satisfaction, and financial performance? • Are the objectives clear, simple, and widely communicated?
	Strategies <i>How we will get to our vision?</i>	<ul style="list-style-type: none"> • What are the categories we will use to organize action? (ie. human resources, physical resources, financial resources, innovation, marketing & sales, productivity & delivery, profit requirements, and social responsibility) • Does each strategy have a clear end in mind? • Does each strategy include a few high impact strategic choices?
Short Term 30-90 Days	Priorities <i>Who is going to do what by when?</i>	<ul style="list-style-type: none"> • Do the priorities start with a verb, end with a date, and have something measurable in between? • Is each priority assigned to a single individual? • Do priorities connect to strategies?
Now	Issues <i>What are the big issues that must be addressed?</i>	<ul style="list-style-type: none"> • What are your most significant challenges, problems, and opportunities? • Are you focusing on what's most important? • Are you reducing what's not important?

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PriorityAdvantage™ • 9401 NW Barry Road, Kansas City, MO 64153
 Office: (816) 285-8144 • Fax: (816) 285-8145 • joe@joecalhoon.com
<http://www.joecalhoon.com> • <http://www.1Hour2Plan.com>