

Q2's 'One Page'

Business Planning & Execution Guide



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1 Executive Summary

Getting the business results you want starts with documenting what you want to achieve with your business. You can then set “Wildly Important Goals” or WIGs aligned to your BHAG. WIGs are then broken into 90 day tactical action steps with responsibilities and deadlines.

Developing a weekly execution routine is critical to successful implementation. Having an experienced independent business person hold you accountable every 90 days to review and refresh the plan helps you stay on track and keeps the plan relevant.

To achieve the business results, you want:

1. You must have a written business plan
2. Develop an execution routine
3. Be accountable
4. Have an independent coach to help you stay on track.

2 “Everyone has a plan until they’re punched in the face”

■ Mike Tyson

Do you have a business plan that helps you consistently achieve the results you want?

Or do you get sabotaged (ie “punched in the face”) by interruptions, emails, phone calls, unplanned work, meetings without agendas, urgent but not necessarily important tasks, or low value distractions?

It’s called busyness – the enemy of strategic productivity.

Strategic productivity is efficiently doing what’s important... getting the important stuff done that will drive the business results you want.

Unfortunately, many business owners don’t understand what the important stuff is - they are too busy working in their business responding to constant demands and crises.

A Q2 “one page” strategic business plan summarises what’s important, your purpose, vision, WIGs and 90 day action plan. It’s your map that drives strategic productivity and helps you avoid the distractions of often enjoyable but low value activities.

3 Start with “why?”

Q2 “one page” strategic business plans start with understanding your “Why?”

You need to be very clear about the purpose of the business, the vision, what you want to achieve. As a leader it’s your job to articulate the “why” and ensure every member of your team clearly understands the business purpose and vision.

Articulating what the business wants to achieve in the next 5 years (a BHAG – “big hairy audacious goal”) and setting WIGs for the next 12 months should follow on from understanding your “why?”. Otherwise goals are likely to be chosen randomly – because they sound like a good idea, or perhaps because the competition are doing something similar. Goals set without deep connection to your “why?” and the BHAG are will lack power and credibility.

An example of a BHAG might be *“In 5 year’s time we will have annual revenue of \$10m and operate NZ wide”*.

4 WIGs (Wildly Important Goals)

There is an inverse relationship between the number of goals you set and the likelihood of achieving them. Most businesses can effectively focus on 3, or at most 4, WIGs. Your WIGs need to be carefully chosen from the near infinite list of Quite Important Goals.

WIGs should be SMART – specific, measurable, achievable, realistic, time bound. Like Goldilocks, WIGs should be “not too big” and “not too small”. Stretch goals are inspiring, and often the only way to achieve them will be by doing things differently. As well as stretching us, WIGs must also be strategic – leading you closer towards your 5 year BHAG.

Unrealistic goals are demoralizing and doomed to failure, lead to disengagement, HR issues, and financial non-performance. Conversely, easily achieved goals set the bar too low and the business will underperform its potential.

An example of a WIG may be *“Gain 50 new “A” customers in the next 12 months.”*

5 Tactics

Once you have set your WIGs you need to figure out how you will achieve them.

There are usually many different tactics that would achieve the desired result. However, since you have limited resources (time, money, energy) you must select the most effective tactics for your business, mindful of your capacity and the need to continue to fulfil daily operational responsibilities.



Tactics are best broken into 90 day “bite sized” actions – projects or steps that can be achieved in 90 days. Each WIG will have 90 day tactics assigned to them, along with a person (“champion”) responsible for ensuring that the action step is completed by the agreed deadline. The champion may, or may not, undertake the task themselves as they may delegate – but they are responsible for ensuring it is completed on time.

An example of a tactic to gain 50 new “A” customers may be *“Run a social media campaign targeting males aged 35- 55, earning over \$80k per annum, who are into motor bikes.”*

Some examples of action steps to run a social media campaign may be:

- *Draft the campaign plan*
- *Develop a landing page*
- *Implement social media automation*

Each step would have a champion and a deadline.

6 Write it down!

Many people say they have their business plan “in their head”. We argue that unless the plan is in writing it will, at best, be only partially successful. Q2’s “one page” business plan format expands to 2-3 pages once 90 day tactics and action steps are included.

The “one page” plan includes only the most important details, can be read quickly and is easy to share with your team. It should always be front of mind and reviewed each week.

7 Execution discipline

Executing the business plan is the hardest part of the process. Developing a weekly execution routine is critical.

Our most successful clients review the plan each week with their team for 10-20 minutes, and:

- block time aside to execute tasks,
- hold people accountable for the tasks they committed to the previous week,
- review and update the scoreboard each week.

We all get “punched in the face” on a regular basis by the unplanned and the unexpected. Having a weekly routine for business strategy execution helps us avoid distractions and focus on achieving the wildly important.

8 Accountability is critical

All winning sports teams have a coach to support them when the going gets tough. A coach holds them accountable to the training programme and execution of the agreed game plan. Business owners are no different. Having an independent business person involved helps you to stay on track.

The Q2 accountability process is to meet every 90 days to review the previous quarter's tactics and action steps, discuss burning issues and challenges, and set new 90 day actions to progress the 12 month strategic goals.

By reviewing and updating the business plan every 90 days it becomes a "just in time" plan that stays lean and relevant.

9 Conclusion

Q2 works with many of their most successful clients to develop a strategic "One page" business plan and review it every 90 days. This process is affordable and some clients who work with Q2 also qualify for 50% funding from NZTE ([click here for more information](#)).

To find out more about how Q2 can help, phone 09 222 4448 or email info@Q2.net.nz to set up an obligation-free first meeting.