

INCREASE REVENUE AND PROFITS BY FOCUSING PEOPLE AND RESOURCES ON THE RIGHT THINGS

HOW WELL ARE YOU EXECUTING YOUR CURRENT PLAN? HERE ARE FOUR QUESTIONS THAT SAY IT ALL:

- Is your management team aligned & focused on the four or five key initiatives that will make this year a success?
- Is the plan being implemented?
- Is your team getting results?
- Are your company's planning and performance management systems effective and efficient?

FEW COMPANIES ARE MANAGED WITH THIS MUCH DISCIPLINE.

Most planning processes have changed very little in the last thirty years. Too often they remain highly complex, overly time consuming and very ineffective. CEOs and business owners often complain that their planning process takes too long and is of little value... yet they continue to ask their management teams to prepare a new one each year.

But what if you could implement a results-based system in just 30 days that linked planning, implementation and accountability? What if there was a process that focused on writing an effective plan rather than spending so much time and energy trying to navigate through the process itself? What if the process actually helped planning managers be successful?

Harden & Associates offers a planning and performance system designed to link Planning, Strategy, Performance and Accountability that can help you accelerate growth, increase revenues and profits, develop stronger communication between divisions, and focus people and resources on achieving company goals.

Our process gets results because every manager has a plan... a simple one-page plan. It links performance and progress reporting to each objective and planned action, provides color-coded scorecard status reports, and offers secure web-based access to the system to provide input and updates. At the same time, it includes tremendous "drill-down" capabilities to provide detailed information on the status and issues of each objective, strategy and action plan.

The process can be used at a corporate level, subsidiary or division level, profit center level, or project level. It can be used for strategic plans, operating plans, marketing plans, sales plans, and many other applications. We train, educate, mentor, coach and facilitate your team to create a powerful tool to accomplish your company's objectives.

HERE ARE SOME THOUGHTS ON HOW TO MAKE PLANNING SIMPLE AND EFFECTIVE IN YOUR COMPANY:

- The greatest value in creating a plan is not the final document. It is the communication, prioritization, focus, clarity and learning that make the process worthwhile.
- The business plan you write to get your company funded is almost worthless for actually running your company. Don't confuse the two, they are very different. Commit to having a plan for managing your company.
- Have every manager and/or every team write a plan for their business unit, project or program. If it is their plan, in their words... it is much more likely to become a valuable tool.
- Make the plans important all year long by reviewing the performance and progress against the plan as a part of your regular monthly management team meeting.
- Have your managers/teams prepare a written plan first...then have them prepare their budget. Remember, budgets are just numbers. Numbers can't describe what is being built, how it will be built, or the work that needs to be done. Words can!
- If you don't get the words right, you may just build the wrong business. And we all know small businesses that look like mini-conglomerates.
- If you don't get the words right, you probably won't get the numbers right.
- Unfocused businesses typically waste a lot of resources. Focus your team and your assets; the bottom line will improve dramatically.
- Managers must speak the plan everyday. Capture these verbal plans in writing using key words and short phrases. A powerful one-page document can be written in a short amount of time.
- You and your managers may need some outside assistance with your planning and performance processes. Find a consultant that specializes in planning.
- All too frequently the goals and objectives in a plan are too vague to be of any value. The best goals or objectives are ones that can be graphed over time - - like sales, number of new customers, units produced, billable hours, manufacturing yields, and gross profit.
- Federal Express' rationale for existence can be stated in three words – overnight package delivery. Why does your company exist?
- If your employees, investors and/or partners cannot accurately describe the business you believe you are building, they may well be building a different business.
- Remember profitability is not an accident, nor is it a guarantee. It always starts with a plan! Start every year with a written plan... then put it into action. And remember...keep it to one page!

We would be happy to visit with you about how we can help you reach your goals. No obligation, and always confidential.

Harden links objectives to strategy, action, and accountability. Our team has been accelerating growth, increasing revenue, and strengthening communications for businesses ranging from start-ups to Fortune 500 firms for over 30 years.