



One Page Business Plan: Revolutionizing Strategic Planning

Speech Handout



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Learn to make courageous choices that result in outstanding service, a vibrantly aligned business and a satisfying life.



Tracy Beckes, MBA

Tracy Beckes, MBA, is a nationally recognized coach and speaker who is consistently sought after by premier financial advisors for her creativity and unique coaching methodology. Tracy has been a thought leader in the area of business management since 1993, and is frequently featured at industry conferences and in trade publications. After receiving her MBA from the University of Oregon, Tracy's leadership and strategic planning expertise was honed in Hewlett-Packard's prestigious LaserJet Printer division. From there, she refined her coaching skills at the Hendricks Institute and was selected to co-lead their preeminent coach-training program.

Tracy's pioneering coaching approach inspires clients to create their ideal firm by cultivating their natural abilities, streamlining and simplifying their business and understanding and applying the process of true value creation.



INTRODUCTION

The content of this exploration of the *One Page Business Plan* has been adapted from many sources, most notably, Jim Collins, Simon Sinek and Verne Harnish.

The material in *Built to Last: Successful Habits of Visionary Companies* and *Good to Great: Why Some Companies Make the Leap and Others Don't*, by Jim Collins has inspired a paradigm shift in how we deploy and understand strategic planning and has clarified the distinction between the core ideology of an organization (that which must endure) and its envisioned future (that which inspires creativity and innovation).

Simon Sinek, author of *Start with Why: How Great Leaders Inspire Everyone to Take Action*, has become a “Why” evangelist—helping individuals and organizations discover their purpose and understand that people buy “why you do what you do,” not “what you do” or “how you do what you do.”

Verne Harnish, author of *Mastering the Rockefeller Habits*, has done pioneering work in the area of the one page business plan and the quarterly review process.

This content is also derived from practical experience in corporate culture as well as many hours of coaching firms to experiment with and implement a single page business plan.

It is my sincere hope that you will take what is offered and put it to the test. I encourage you to create a plan that expresses your core values, core purpose and envisioned future and to implement a quarterly review process that celebrates your successes and changes your relationship with your priorities.



CORE VALUES

Core Values are the essential and enduring tenets of your organization that define what you truly and passionately stand for. Your core values capture the “heart” of your organization and need no external justification. Core values clarify decision-making and remain steadfast despite changes in the marketplace. Core values are not specific to any industry or product, they are aligned with your personal values and are meaningful and relevant to all who are involved in your organization. Core values are distinctly different from strategy and tactics and can be expressed in three to five words or phrases.

Core Value Inquiry

- Would you change jobs before giving up this core value?
- Do you believe that those who do not share this core value, or those who breach it consistently, simply do not belong in your organization?
- If you awoke tomorrow with more than enough money to retire comfortably for the rest of your life, would you continue to apply this core value to your productive activities?
- Would you personally continue to hold this core value even if you were not rewarded for holding it?
- Would you want your organization to continue to stand for this core value 100 years into the future, regardless of the inevitability of change?
- Can you easily articulate your core values?
- Has your life always been guided by some form of these values?
- Would you want your organization to hold this core value, even if at some point in time it became a competitive *disadvantage*, or even if in some instances the environment penalized the organization for living this core value?
- Do these values speak to you at a level beyond your intellect?
- If you were to start a new organization, would you build it around this core value *regardless* of the industry?



CORE VALUES WORKSHEET

Integrity	Ownership	Encourage	Fairness
Honesty		Inspire	
	Effectiveness	Uplift	Respect
Excellence		Empower	Teamwork
	Efficiency		
Best in class	Productivity	Teach	Openness
Best in the world	Simplicity	Educate	
Preeminent		Inform	Genuineness
Premier	Accuracy	Prepare	Authenticity
	Impeccability	Transform	
Forward thinking	Follow through		Humility
Visionary	Attention to detail	Stimulate	
Out of the box		Energize	Kindness
Leading edge	Decisiveness	Move forward	
	Determination	Impact	Joy
Achievement			Happiness
Results	Consistency	Facilitate	
	Orderliness	Improve	Fun
Complex problem solving		Assist	
Solutions	Curiosity		Appreciation
		Service	Gratitude
Embrace change	Knowledge	Deliver WOW	
	Wisdom	Contribution	Generosity
		Responsiveness	Abundance
Continuous improvement	Learning		
	Perpetual learning	Discover	Personal growth
	Life long learning	Detect	
Quality	Passion for learning	Perceive	Self-renewal
		Observe	
Innovation	Lead		Balance
Creativity	Guide	Relate	
Ingenuity	Influence	Be connected	Harmony
Imagination	Model	Part of community	Tranquility
Inventiveness		Community involvement	
Originality	Persuade	Family	Beauty
Resourcefulness	Enroll		
		Empathy	Elegance
Curiosity	Passion	Compassion	Grace
	Enthusiasm	Caring	Refinement
Flexibility	Inspiration	Understanding	
Adaptability		Supportive	Design
	Positive	Listening	
Responsibility	Optimism		Adventure
Accountability			Quest





CORE PURPOSE

The core purpose of your organization is its reason for being. A succinct purpose statement captures the “soul” of your firm and is deeply relevant to all who are involved. Your core purpose is unchanging, yet inspires innovation and change over time.

Your purpose represents a dedication to something larger than your product or service. It stands alone, distinct from tactics and strategy and can guide your organization for the next hundred years.

Core Purpose Inquiry

- What is the most significant and valuable contribution that you make to your clients?
- Without being humble, what do you value most about the work that you do?
- What is the underlying inspiration for the work that you do?
- Why is it important that your company continue to exist?
- Year after year, the market changes, technology changes, competition changes. What is it in your firm that endures?
- Do you find this purpose personally inspiring?
- Does this purpose help you to decide what activities not to pursue?
- Would this purpose be greeted with enthusiasm rather than cynicism by your employees and stakeholders?
- Is this purpose genuine and authentic—a true representation of what your organization is all about?

To refine your sense of your Core Purpose, engage yourself in a rigorous exploration of WHY five times.

- What do you do?
- Then continue to probe your “why” by asking “why is that important?”



Corporation	Core Purpose
3M	To solve unsolved problems innovatively
Boeing	To push the leading edge of aviation, taking on huge challenges and doing what others cannot do
Merck	To preserve and improve human life
Telecare	To help people with mental impairments realize their full potential
Teaching Co	To ignite in all people the passion for learning
Sony	To experience the sheer joy of advancing and applying technology for the benefit of the public
WL Gore	To have fun doing innovative things that make money
Walt Disney	To make people happy
Fannie Mae	To strengthen the social fabric by democratizing home ownership
University of Texas	To transform lives through inspired learning
Becton-Dickenson	To help all people lead healthy lives
Patagonia	To be a role model and tool for social change
Zappos	POWERED by SERVICE



CORE PURPOSE WORKSHEET

“Five Why’s?” Instructions:

Find a partner

Person with the shortest hair is designated as Partner “A” and will be the “Questioner”

Partner “B” will be answering

After one minute, you will switch roles

Partner A: ***What do you do?***

Partner B: *I deliver “XYZ” services (e.g. I deliver “integrated wealth management” services)*

Partner A: ***Why is that important?***

Partner B: *To...*

Partner A: ***Why is that important?***

Ask “Why is that important” three more times...

After one minute, switch roles

Your Five “Why’s?”

1.

2.

3.

4.

5.



CORE PURPOSE WORKSHEET

Reflect on the core values that you have circled and how they might point to your core purpose. Using one or more of the sentence stems below, write your core purpose.

To help...	To ignite...	To give...	To be a role model...
To transform...	To preserve...	To improve...	To achieve...
To empower...	To create...	To realize...	To obtain...
To offer...	To accomplish...	To contribute...	To serve...
To enhance...	To aspire...	To intend...	To provide...
To focus...	To advance...	To promote...	To appreciate...
To affirm...	To mentor...	To restore...	To alleviate...
To refine...	To reclaim...	To drive...	To deliver...
To motivate...	To lead...	To nurture...	To explore...
To adopt...	To prepare...	To illuminate...	To master...
To practice...	To extend...	To grow...	To further...
To embrace...	To connect...	To distribute...	To understand...
To launch...	To conceive...	To touch...	To sustain...
To value...	To respect...	To coach...	To teach...

Your Core Purpose:



Exploring BHAGS: The Magnets of an Envisioned Future

A BHAG (Big Hairy Audacious Goal) is a vivid, clear description of an imagined outcome 10 to 30 years in the future. It is a powerful mechanism for stimulating creativity, innovation and progress.

Big Hairy Audacious Goals

Super Gutsy Adventurous Goals
Courageous Spirited Valiant Goals
Momentous Mover and Shaker Goals
Gigantic Who-Knows-if-it's-Even-Possible-
- and -
We're-Daring-Enough-to-Go-for-It Goals
Mammoth Astonishing Contributory Goals
Colossal Astounding Dazzling Goals
Vast Amazing Indomitable Goals
Bold Daring Intrepid Goals

IMAGINE...

You're sitting here in 20 years and on your desk is the current issue of a prestigious business magazine. The feature article is about the wildly successful firm that you have built. What have you achieved and how do your employees describe your workplace? What was the vivid, clearly defined description that you created 20 years ago to translate your vision into an image that you and others were able to align with and be inspired by from that day forward?

It's 10 years from now and your organization has just won a coveted award that is presented annually. What is the award for? What is being said about your firm as the award is being presented? What are your clients saying? What did it take to win the award?

THE TRUE PURPOSE OF BHAGS

- *Stimulate progress through high levels of action and experimentation, often unplanned, unexpected and spontaneous.*
- *BHAGS take inspiration from existing strengths and inspire the "ART OF THE POSSIBLE."*
- *BHAGS are PROVOCATIVE and ignite the collective imagination.*
- *BHAGS translate images into possibilities, intentions into reality and beliefs into action and practice.*
- *BHAGS support the Four Vital Competencies: Affirmative Competence, Expansive Competence, Generative Competence, Collaborative Competence*





BHAG CHARACTERISTICS

- Requires 10 to 30 years to complete
- Requires VISION, rather than strategy or tactics
- Inspires thinking beyond the current capacities and environment
- Inspires extraordinary creativity
- Ignites imagination
- Requires clear articulation
- Inspires innovation
- Is NOT a sure bet
- Requires a finish line
- Reaches out and grabs you
- Benefits from a little “luck”

BHAG INQUIRY

- Does it stimulate action?
- Does it provide a singular focus?
- Does it rally and bring out the best in your team?
- Does it infectiously invite others to participate?
- Does it capture your imagination?
- Does it make you curious?
- Is it unmistakably clear?
- Is it the reason you bounce out of bed in the morning?
- Do you believe it will happen, and you don't know how?
- Is it just out of reach?
- Were you born to do achieve this?
- Does it create a buzz in your office?
- Are you confident you can achieve this goal but you don't know how?
- Is it clear, compelling and easy to grasp?
- Does it get creative juices flowing?
- Is it tangible, energizing and highly focused?
- Is it provocative?
- Does it reach beyond the KNOWN?
- Does it WOW you?
- Does it inspire innovation?
- Does it take your breath away?
- Does it catalyze team spirit?
- Is this BHAG exciting to a broad base of people in your organization, not just those with executive responsibility?
- Do you believe that your organization has less than 100% chance of achieving this BHAG (50% to 70% chance is ideal) yet at the same time believe the organization can achieve the BHAG if fully committed?
- Will this BHAG continue to stimulate process after the current leader leaves?





DEVELOPING BHAGS

BHAGS can be categorized as QUANTITATIVE or QUALITATIVE.

Quantitative BHAGS are focused on an economic indicator that can be measured.

Qualitative BHAGS include becoming a role model for your industry or aspiring to model your business after one you admire. A qualitative BHAG may also reflect how your business will contribute to the community and the impact your business might have on the quality of life in your community or in the world.

QUANTITATIVE BHAG Example

Wal-Mart

Become a \$125-billion company by the year 2000

QUALITATIVE BHAG Example

Sony (1950)

Become the company most known for changing the worldwide poor-quality image of Japanese products

BHAGS become truly vibrant when they combine a quantitative metric with a qualitative vision.

TRANSFORMING BHAG Example

Starbucks

In the process of exploring their BHAG, Starbucks actually began with a **SBUG...a SMALL, BALD, UNAMBITIOUS GOAL** that was Quantitative.

Their **SMALL, BALD, UNAMBITIOUS GOAL** was to, “open 2,000 Starbucks by the year 2000.”

Jim Collins characterized this as a SBUG for two reasons; first, the goal was relatively short term. Second, when asked, Starbucks said they were 100% on target to achieve the goal and did not need to do anything differently in order to stay on track for the goal.

The Starbucks’ team was invited to return to Seattle, drink some espresso and come up with a BHAG.

The Qualitative BHAG they developed is to “turn Starbucks into the most recognized and respected consumer brand in the world.” This position is currently occupied by Coca Cola.

*From Jim Collins, The Story of Starbucks Journey to Find It's BHAG
http://www.jimcollins.com/media_topics/all.html#audio=60*

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As a result of focusing on their core values, core purpose and BHAG, Starbucks began a quest to reduce the flow of single-use paper cups into landfills and discovered that a "magic cup"--one sturdy enough to handle piping hot beverages and yet easily biodegradable--isn't a viable solution.

Instead, after three years of research, the most promising approach appears to be a systemic one, involving a collaboration of paper mills, retailers, recycling companies, municipalities, and even other beverage companies. Recently the Foodservice Packaging Institute announced the formation of a coalition of restaurant and food packaging industry leaders to look at how food packaging could become more recyclable across the retail sector.

According to Peter Senge of MIT, "[Starbucks'] holistic approach has the potential to make a significant impact on the entire foodservice industry." Just as the light bulb was one part of the shift from kerosene lamps to electric lights, the recyclable cup may be merely the most visible element of a systemic shift to sustainability and this systemic approach may well be what creates worldwide recognition and respect for the Starbucks brand.

From the Systems Thinking in Action Conference Keynote Speech by Peter Senge



EXAMPLES OF VISION FRAMEWORKS

THE TEACHING COMPANY

CORE IDEOLOGY	ENVISIONED FUTURE
Core Purpose	25 Year BHAG
To ignite in all people the passion for learning	Create and bring forth the best collegiate and high school programs that have ever been invented
Core Values	Vivid Description
<p>Excellence: Get the best, then make it better</p> <p>Cultivate every resource; pull weeds immediately</p> <p>Results-oriented work ethic</p> <p>Fair and generous relationships with our people and customers; expect the same in return</p> <p>Integrity. Period.</p>	<p>Our reason for being is to set minds on fire. Make every customer touch point a place where that's what we do. Every marketing piece, every phone call, every Web visit, every package and piece of mail. ... Our programs will be featured in <i>Time</i> or <i>Newsweek</i> as one of the primary contributors to the radical improvement in high-school performance in the United States. ... Ivy League graduates will tell us that they received more and better learning through our programs than they got in college. ... Hundreds of thousands of people who never finished high school will become devoted learners of great literature, philosophy, and science. ... Prison inmates will learn about Plato and Darwin and Faulkner and ask for more. ... The best teachers in the world will reach 1,000 times the number of students they now reach.</p>

GRANITE ROCK CORPORATION

CORE IDEOLOGY	ENVISIONED FUTURE
Core Purpose	25 Year BHAG
To provide ever-improved products of lasting value	Become a role-model total-quality company by the standards of <i>any</i> industry
Core Values	Vivid Description
<p>Integrity</p> <p>Continuous improvement as a way of life</p> <p>Customer satisfaction</p> <p>People growth and development</p> <p>Job ownership</p>	<p>We will be as people-oriented as Hewlett Packard. ... We will attain customer satisfaction unsurpassed even by Nordstrom. ... We will continually gain market share despite a price premium on commodity products. ... We will be studied by business schools for our sophisticated use of technology. ... Our people will continually seek and attain training and development beyond the best at Motorola. ... We will win the Malcolm Baldrige National Quality Award more than once.</p>





BHAG EXAMPLES

Moss Adams

Moss Adams will be the dominant industry-focused tax, accounting, and consulting firm in the western United States serving closely owned and publically owned middle-market businesses, not-for-profit and government enterprises, and high net worth individuals.

Hewlett Packard

Become widely influential as a role model social institution and one of the best managed corporations in the world

Leeds University, UK

By 2015, our distinctive ability to integrate world-class research, scholarship and education will have secured us a place among the top 50 universities in the world

The Teaching Company

Create and bring forth the best collegiate and high school programs that have ever been invented

Granite Rock

Become a role-model total-quality company by the standards of *any* industry

Zappos

Become the premiere destination for online shoes, handbags and clothing with an unwavering focus on superior customer service and the best selection in online shopping

Wells Fargo

Running a bank like a business with a focus on the western United States. *(This BHAG transformed the bank into one of the top performing corporations in the world)*

...the Wells Fargo team asked itself, "What can we potentially do better than any other company?" The brutal fact was that Wells Fargo would never be the best global bank in the world—and so the leadership team pulled the plug on the vast majority of the bank's international operations.

When the team asked the question about the bank's economic engine, Wells Fargo's leaders confronted a second brutal fact: In a deregulated world, commercial banking would be a commodity. The essential economic driver would no longer be profit per loan, but profit per employee. The bank switched its operations to become a pioneering leader in electronic banking and to open utilitarian branches run by small crews of superb people. Profit per employee skyrocketed.



*Finally, when it came to passion, members of the Wells Fargo team all agreed: The mindless waste and self-awarded perks of traditional banking culture were revolting. They proudly saw themselves as stoic Spartans in an industry that had been dominated by the wasteful, elitist culture of banking. The Wells Fargo team eventually translated...**Run a bank like a business, with a focus on the western United States, and consistently increase profit per employee. "Run it like a business" and "run it like you own it" became mantras; simplicity and focus made all the difference. With fanatical adherence to that simple idea, Wells Fargo made the leap from good results to superior results.***

After Wells Fargo initial BHAG, they then developed the follow on BHAG

To have one-million on-line customers by the end of the decade. (1990)

Collins, Jim. "Good to Great." *Fast Company* (2001).



ELEMENTS OF A BHAG

Developing a BHAG is an iterative process that engages your capacity for wonder and your best strategic thinking. Taking the time to reflect on the questions below can inspire your envisioned future.

- What can you be the **best** at?
- What work makes you feel compelled to **create greatness**?
- Where can you create **pockets of greatness** in your career, firm and life?
- How can you add **significant value** to your firm, clients and community?
- What are you **passionate** about?
- What is your optimum **target market**?
- What are your quantitative goals (*e.g. AUM, number of clients, timeframe*) and your qualitative goals?

As you create your BHAG, you may want to consider the elements of a BHAG listed below.

POSSIBLE ELEMENTS OF A BHAG	POSSIBLE EXAMPLES
TARGET MARKET (Ideal Client Profile)	<ul style="list-style-type: none"> • Women in transition • Senior executives • Business owners • Physicians • Intergenerational wealth transfer
ASSETS UNDER MANAGEMENT	<ul style="list-style-type: none"> • 100 Million • 1 Billion • 10 Billion
NUMBER OF CLIENTS	<ul style="list-style-type: none"> • 100 • 200 • 500
GEOGRAPHY	<ul style="list-style-type: none"> • Greater New York area • Focusing on the west coast • Nationally known experts in... • Premier firm in the state of...
TIMEFRAME TO ACHIEVE BHAG	<ul style="list-style-type: none"> • 10 years • 20 years • 30 years
ECONOMIC ENGINE	<ul style="list-style-type: none"> • Net profit • Efficiency • Leadership & ownership transfer
REPUTATION	<ul style="list-style-type: none"> • Premier • World expert • Specializing in • Recognized expert





PUTTING IT ALL TOGETHER

“Manage two billion for 500 women who are living their dream and influencing others to do the same.”

“50 clients, 50 million AUM, 50 vacation days and 52 fun filled weekends per year!”

“Be the dominant firm by 2025 in the Chicago area supporting entrepreneurs transitioning out of their business.”

“1 Billion to 5 Billion AUM in 5 years.”

“Recognized as one of the top 10 xyz firms in the world.”

“Helping 100 families with 100 million or more in assets in the greater New York area that want to empower and inspire the next seven generations.”

“Become the premier firm in the area of xyz, providing innovative solutions for the xyz target market.”

“50 executives with 15 million or more each.”



YOUR BHAG

Reflect on and write down your BIG HAIRY AUDACIOUS GOAL:

YOUR VIVID DESCRIPTION

A vivid description is what brings your BHAG to life. It is infused with passion and instantly invites enthusiastic participation.

- Does the vivid description conjure up pictures and images of what it will be like to achieve your vision? **IF THE VIVID DESCRIPTION DOES NOT CREATE A CLEAR PICTURE IN YOUR MIND'S EYE, THEN IT IS NOT VIVID ENOUGH. Experiment with writing the description in the present tense, as though it's already occurring.**
- Does it use specific, concrete examples and analogies to bring the vision to life, rather than abstract and bland platitudes?
- Does it express passion, intensity, and emotion?
- When reading your vivid description, do you think, "I'm excited to be a part of this process, and I'm willing to do whatever it takes to realize this vision!"?

Reflect on and write down your VIVID DESCRIPTION



ONE PAGE BUSINESS PLAN TEMPLATE WORKSHEET

Core Values

Core Purpose

Big Hairy Audacious Goal (BHAG)

5 Year Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

12 Month Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

90 Day Objectives

- 1.
- 2.
- 3.
- 4.
- 5.



ONE PAGE BUSINESS PLAN

Core Values

Core Purpose

Big Hairy Audacious Goal (BHAG)

5 Year Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

12 Month Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

90 Day Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

One Page Business Plan: Revolutionizing Strategic Planning

1

Tracy Beckes, MBA
Handout

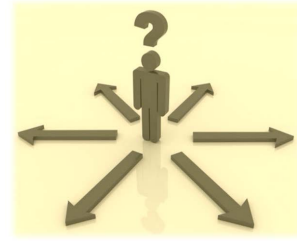


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Hey Strategy,

2



do something!



Overview

3

- Evaluate why strategy is important
- Develop a one page plan
- Learn the quarterly review meeting process (Monday Sept. 23 at 10 am)



Why is strategy important?

4

- Use limited resources wisely
- Leave a legacy
- Guides the Essential Formula
- Create a great firm



Jim Collins

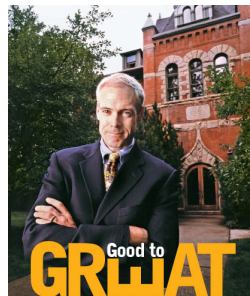
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Author of

Good to Great

and

Built to Last



Why Greatness?

6

“Greatness is not a function of circumstance.”

“Greatness, it turns out, is largely a matter of conscious choice, and discipline.”

Jim Collins



What is The Essential Formula?

Alignment

- Right clients
- Right services
- Right processes
- Right advisors



What is success in this industry?

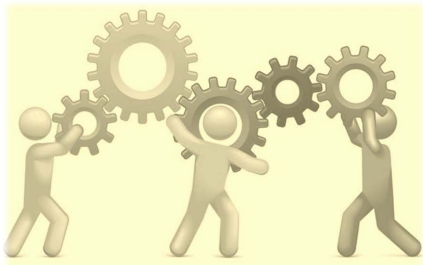
Alignment and fit

- The better the match...
- The better the alignment...
- The better the fit...

The more successful your business will be

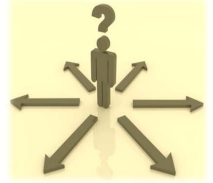
The Essential Formula

Strategy ≈ Client ≈ Service ≈ Process ≈ People ≈ Biz Model ≈ Mktg



Great strategy requires two things

- What do you most want?
- What is the next step?



Getting Things Done by David Allen

- Outcome
- Next action

Business Strategy

When your strategy is clear, decisions are easy!

Failure is the opportunity to begin again, more intelligently.



One Page Business Plan Outline

- Core Values
- Core Purpose
- Big Hairy Audacious Goals (BHAGs)
- 5 Year Objectives
- 12 Month Objectives
- 90 Day Objectives

Vision Framework	Timeframe
Core Ideology Core Values Core Purpose	Preserve 100 years 100 years
Envisioned Future Big Hairy Audacious Goal (BHAG) Vivid Description	Change 10 to 30 years 10 to 30 years

Vision Framework	
Preserve	Change
Core Ideology Core values Core purpose	Envisioned Future 10 to 30 Year Audacious Goal Vivid Description
Essential and Enduring Provides Guidance & Inspiration	Strategies and Practices Growing, Changing & Evolving
Fixed	Adapts
Never changes	Open to possibilities
Inspires continuity	Inspires innovation
Core to preserve	Future aspirations
Ideological	Progressive

Core Ideology

Core Values
 Core Purpose



Core Values Examples

- Integrity / Honesty
- Excellence
- Innovation / Creativity
- Lifelong learning
- Follow through / Attention to detail
- Inspiration / Enthusiasm
- Accountability / Responsibility
- Efficiency / Simplicity

Core Values

- Guiding principles and tenants
- What you stand for
- Who you are
- Stand the test of time, rarely change
- Represent who you are, not who you aspire to be

Zappo's Core Values

- Deliver WOW Through Service
 - Embrace and Drive Change
 - Create Fun and A Little Weirdness
 - Be Adventurous, Creative, Open-Minded
 - Pursue Growth and Learning
 - Build Open and Honest Relationships With Communication
 - Build a Positive Team and Family Spirit
- (7 of 10 Core Values at Zappos)

IBM's Core Values

- **Dedication to every client's success**
- **Innovation that matters—for our company and for the world**
- **Trust and personal responsibility in all relationships**

Johnson & Johnson's Core Values

- **Productivity**
- **Creativity**
- **Individual opportunity and reward based on merit**

Hewlett Packard's Core Values

- We have **trust** and **respect** for individuals.
- We focus on a high level of **achievement** and **contribution**.
- We conduct our business with **uncompromising integrity**.
- We achieve our common objectives through **teamwork**.
- We encourage **flexibility** and **innovation**.

Core Values Examples

- **Integrity / Honesty**
- **Excellence**
- **Innovation / Creativity**
- **Lifelong learning**
- **Follow through / Attention to detail**
- **Inspiration / Enthusiasm**
- **Accountability / Responsibility**
- **Efficiency / Simplicity**

Moss Adam's Core Values

PILLAR

Passion for excellence

Integrity

Lifetime learning

Lead by example

A balanced life

Respect

Core Values Examples

Del Monte Group

- **Excellence**
- **Integrity**
- **Innovation**
- **Inspiration**
- **Family**
- **Fun**

Abacus Planning Group

- **Listen**
- **Keep a beginner's mind**
- **Embrace change**
- **Seek mastery**
- **Practice gratitude**
- **Commit to radical responsibility**

Core Values Discovery Process

- Select three to six per firm
- Ask what core values you *passionately hold*, don't ask what core values you should hold
- Realize it's a *discovery process*, look inside
- Realize they must be authentic, can't fake it



Core Ideology

Core Values
Core Purpose



Core Purpose

- Why your firm exists
- The primary role of core purpose is to **guide and inspire**

Disney's purpose:
To make people happy



Core Purpose Discovery Process

We provide the best market research available

Why is that important?

To provide the best market research data available so clients understand their markets better

Why is that important?

To contribute to our clients success by helping them understand their markets



Five Why's Exercise

1. Find a partner
2. Person with the shortest hair is designated as Partner "A" and will be the "Questioner"
3. Partner "B" will be answering
4. After one minute, you will switch roles



Five Why's Exercise

Partner A: **What do you do?**

Partner B: *I deliver XYZ service...*

Partner A: **Why is that important?**

Partner B: *To...*

Partner A: **Why is that important?**

Ask "Why is that important" three more times...

After one minute, switch roles



Core Purpose Sample Phrases

- Realize financial goals and personal dreams
- Create personal fulfillment
- Achieve security, success and fulfillment
- Obtain true goals

Core Purpose

What deeper sense of purpose would motivate you to continue to dedicate your precious creative energies to this company's efforts if you were not paid?

"The best and most dedicated people are ultimately volunteers, for they have the opportunity to do something else with their lives."

Peter Drucker

Core Ideology

- Core ideology is the glue that holds the firm together.

"It is more important to know who you are than where you are going, for where you are going will change as the world around you changes."

Jim Collins

Envisioned Future

Big Hairy Audacious Goals (BHAGs)
Vivid Description



BHAG



To Create a BHAG

- Remember you are creating your legacy
- Recognize that it requires visionary thinking
- Realize it is the most important strategic decision



To Create a BHAG

- Aim for greatness
- Use the wisdom of a team to create it
- Realize it is an iterative process
- Create alignment
- Ask BIG questions



BHAG Development Questions

- What can you be the best at?
- What work makes you feel compelled to create greatness?
- Where can you create pockets of greatness in your career, firm and life?

BHAG Development Questions

- How can you create significant value?
- What are you passionate about?
- What are your talents, gifts and firm capabilities?
- What is your optimum target market?
- What are your quantitative and qualitative goals (e.g. AUM, number of clients, timeframe)

BHAG Examples

- Manage two billion for 500 women who are living their dream and influencing others to do the same
(Hopkins Investment Management LLC)
- Become the Harvard of the West
(Stanford University, 1940's)

BHAG Development Process

Four examples:

Charles Haines of Kinsight

Cheryl Holland of Abacus Planning Group

Dana Pingnot of Lee Financial

Carolyn McClanahan of Life Planning Partners

One Page Business Plan: Revolutionizing Strategic Planning

**Tracy Beckes, MBA
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**One Page Business Plan:
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