Five Questions One Page 5011

Winning Business Plans for Growing Companies

Description and Process Overview

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- What Is 5Q1P? The 5Q1P Business Planning System helps build business plans which actually work:
 - Can be used for almost any business --- including not for profits.
 - Ideally suited for smaller or Early Stage companies.
 - Also works well for specific projects in big companies.

What Are The Benefits?

- It forces choices, clarity and alignment on what needs to happen.
- It drives the organization to match its internal capacity with its external dreams.
- It tells employees, customers, suppliers and investors what is needed from them.
- It makes the Three C's of effective leadership much easier to achieve: Consistency, Communication and Collaboration.

What Are The Limitations?

- 5Q1P assumes what is almost always true: Somebody, somewhere in every organization already knows exactly what to do!
- It is a process for sorting through the options people have already considered and debated.
- It is not a process for developing alternatives that have not been thought of.

The 5Q1P process helps organizations decide what to do --- and gives them a roadmap for actually doing it.

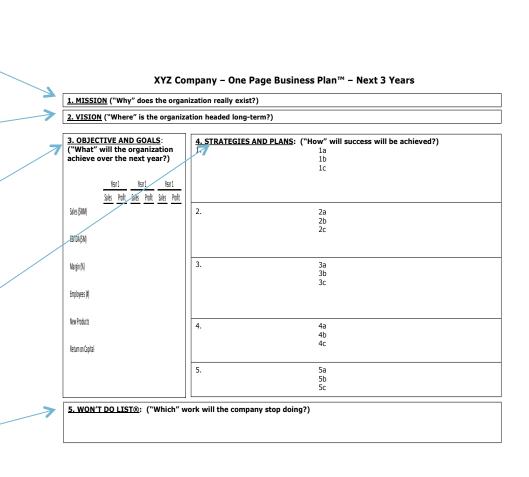
- Where Did this Come From? 5Q1P is a simplified version of the One Page Strategic Plan® process --- also known as OGSP® Planning.
 - Developed by three former P&G managers at One Page Solutions, LLC.
 - Used hundreds of times --- for profit and not for profit companies.
 - Works for entire companies or individual projects.



- Why Does 5Q1P "Always" Work? Because it is "structured thinking".
 - Based on the "truth" people already carry around about "what we must do".
- Built by the organizations which will use them.
- Draws out existing knowledge and organizes it in a powerful, disciplined way.

- How Does It Work? Led by an experienced moderator, the process has two steps:
- First, the management team summarizes its' strengths and weaknesses using a SWOT analysis.
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
- Then, the same team looks to answer five simple questions:
- 1. "Why" does the organization really exist?
 - This is the reason people really come to work.
 - This is called Mission.
- 2. "Where" is the organization headed long term?
 - This is a compelling, aspirational view of the organization's long term future.
 - This is called Vision.
- 3. "What" will the organization achieve?
 - This is a fact-based description of success over the next 1 to 3 years.
 - This is called **Objective and Goals**.
- 4. "How" will success be achieved?
 - These are the choices about the work needed to deliver the "What"; who will be responsible for delivering it and when.
 - This is called **Strategies and Plans**.
- 5. "Which" work will the company stop doing?
 - This is a list of all the projects the organization agrees to stop doing --- so it can focus completely on the "What".
 - This is called the Won't Do List[®].

- What Is The Output? As the name implies, a One Page Business Plan™!
 - 1. <u>"Why" does the organization really exist?</u> The reason people really come to work. (**Mission**)
 - 2. "Where" is the organization headed long-term? An organization's, aspirational view of the long term future. (Vision)
 - 3. <u>"What" will the organization achieve?</u> A fact-based description of success over the next year. (**Objective and Goals**)
 - 4. "How" will success be achieved? The choices about which projects will deliver the "What", who will be responsible for delivering them and when. (Strategies and Plans)
 - stop doing? So it can focus completely on achieving the "What". (Won't Do List®)



What Are The Downsides?

- Some organizations simply "go through the motions", then ignore the results.
 - 5Q1P must be truly embraced by the CEO --- and supported by the Board.
 - The biggest determinant of success: the leaders willingness to "walk the talk" --and live up to the 5Q1P plan.
- The organization views business planning as an event, not a way of life.
 - Developing a 5Q1P Business Plan is easy --- living up to it is more difficult.
 - 5Q1P is a journey that has to be reviewed, tested and revisited at least once per year.

Who Does This Work?

- This is not a "do it yourself" approach --- it depends on the leadership of an experienced process leader.
- Depending on the client situation, John Lilly typically leads this process personally:
- Interview management / Board
- Research strategic platform
- Conduct workshop --- typically on one day
- Follow-up session to present proposed One Page Business Plan
- 3 month "Health Check"

What Does This Cost?

- A 5Q1P Business Plan takes about five consultant days to complete.
- The cost is typically about \$40,000, plus expenses.