

Strategy: One-Page Strategic Plan (OPSP)

Organization Name: _____

People (Reputation Drivers)

Employees

Customers

Shareholders

- | | | |
|----------|----------|----------|
| 1. _____ | 1. _____ | 1. _____ |
| 2. _____ | 2. _____ | 2. _____ |
| 3. _____ | 3. _____ | 3. _____ |

CORE VALUES/BELIEFS (Should/Shouldn't)	PURPOSE (Why)	TARGETS (3-5 YRS.) (Where)	GOALS (1 YR.) (What)																														
		<table border="1"> <tr><td>Future Date</td><td></td></tr> <tr><td>Revenues</td><td></td></tr> <tr><td>Profit</td><td></td></tr> <tr><td>Mkt. Cap/Cash</td><td></td></tr> <tr><td colspan="2" style="text-align: center;">Sandbox</td></tr> </table>	Future Date		Revenues		Profit		Mkt. Cap/Cash		Sandbox		<table border="1"> <tr><td>Yr Ending</td><td></td></tr> <tr><td>Revenues</td><td></td></tr> <tr><td>Profit</td><td></td></tr> <tr><td>Mkt. Cap</td><td></td></tr> <tr><td>Gross Margin</td><td></td></tr> <tr><td>Cash</td><td></td></tr> <tr><td>A/R Days</td><td></td></tr> <tr><td>Inv. Days</td><td></td></tr> <tr><td>Rev./Emp.</td><td></td></tr> </table>	Yr Ending		Revenues		Profit		Mkt. Cap		Gross Margin		Cash		A/R Days		Inv. Days		Rev./Emp.			
	Future Date																																
Revenues																																	
Profit																																	
Mkt. Cap/Cash																																	
Sandbox																																	
Yr Ending																																	
Revenues																																	
Profit																																	
Mkt. Cap																																	
Gross Margin																																	
Cash																																	
A/R Days																																	
Inv. Days																																	
Rev./Emp.																																	
	<p style="text-align: center;">Actions <i>To Live Values, Purposes, BHAG</i></p> <table border="1"> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> <tr><td>5</td><td></td></tr> </table>	1		2		3		4		5		<p style="text-align: center;">Key Thrusts/Capabilities <i>3-5 Year Priorities</i></p> <table border="1"> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> <tr><td>5</td><td></td></tr> </table>	1		2		3		4		5		<p style="text-align: center;">Key Initiatives <i>1 Year Priorities</i></p> <table border="1"> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> <tr><td>5</td><td></td></tr> </table>	1		2		3		4		5	
1																																	
2																																	
3																																	
4																																	
5																																	
1																																	
2																																	
3																																	
4																																	
5																																	
1																																	
2																																	
3																																	
4																																	
5																																	
	<p>Profit per X</p>	<p>Brand Promise KPIs</p>	<p>Critical #: People or B/S</p> <p> ■ ■ ■ <i>Between green & red</i> ■ </p>																														
	<p>BHAG®</p>	<p>Brand Promises</p>	<p>Critical #: Process or P/L</p> <p> ■ ■ ■ <i>Between green & red</i> ■ </p>																														

Strengths/Core Competencies:

1. _____
2. _____
3. _____

Weaknesses:

1. _____
2. _____
3. _____

BHAG is a Registered Trademark of Jim Collins and Jerry Porras.

Your Name: _____

Date: _____

Process (Productivity Drivers)

Make/Buy

Sell

Recordkeeping

- | | | |
|----------|----------|----------|
| 1. _____ | 1. _____ | 1. _____ |
| 2. _____ | 2. _____ | 2. _____ |
| 3. _____ | 3. _____ | 3. _____ |

ACTIONS (QTR) (How)	THEME (QTR/ANNUAL)	YOUR ACCOUNTABILITY (Who/When)																																																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 15%;">Qtr #</td><td></td></tr> <tr><td>Revenues</td><td></td></tr> <tr><td>Profit</td><td></td></tr> <tr><td>Mkt. Cap</td><td></td></tr> <tr><td>Gross Margin</td><td></td></tr> <tr><td>Cash</td><td></td></tr> <tr><td>A/R Days</td><td></td></tr> <tr><td>Inv. Days</td><td></td></tr> <tr><td>Rev./Emp.</td><td></td></tr> </table> <p style="text-align: center;">Rocks <i>Quarterly Priorities</i> <i>Who</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 5%;">1</td><td style="width: 75%;"></td><td style="width: 20%;"></td></tr> <tr><td>2</td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td></tr> </table>	Qtr #		Revenues		Profit		Mkt. Cap		Gross Margin		Cash		A/R Days		Inv. Days		Rev./Emp.		1			2			3			4			5			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 15%;">Deadline:</td><td></td></tr> <tr><td>Measurable Target/Critical #</td><td></td></tr> <tr><td colspan="2" style="text-align: center;">THEME</td></tr> <tr><td colspan="2" style="text-align: center;">Scoreboard Design <i>Describe and/or sketch your design in this space</i></td></tr> </table>	Deadline:		Measurable Target/Critical #		THEME		Scoreboard Design <i>Describe and/or sketch your design in this space</i>		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td colspan="2" style="text-align: center;"><i>Your KPIs</i></td><td style="text-align: center;"><i>Goal</i></td></tr> <tr><td style="width: 5%;">1</td><td style="width: 75%;"></td><td style="width: 20%;"></td></tr> <tr><td>2</td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td></tr> <tr><td colspan="3" style="text-align: center;"><i>Your Quarterly Priorities</i> <i>Due</i></td></tr> <tr><td>1</td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td></tr> </table>	<i>Your KPIs</i>		<i>Goal</i>	1			2			3			<i>Your Quarterly Priorities</i> <i>Due</i>			1			2			3			4			5		
Qtr #																																																																									
Revenues																																																																									
Profit																																																																									
Mkt. Cap																																																																									
Gross Margin																																																																									
Cash																																																																									
A/R Days																																																																									
Inv. Days																																																																									
Rev./Emp.																																																																									
1																																																																									
2																																																																									
3																																																																									
4																																																																									
5																																																																									
Deadline:																																																																									
Measurable Target/Critical #																																																																									
THEME																																																																									
Scoreboard Design <i>Describe and/or sketch your design in this space</i>																																																																									
<i>Your KPIs</i>		<i>Goal</i>																																																																							
1																																																																									
2																																																																									
3																																																																									
<i>Your Quarterly Priorities</i> <i>Due</i>																																																																									
1																																																																									
2																																																																									
3																																																																									
4																																																																									
5																																																																									

<p style="text-align: center;">Critical #: People or B/S</p> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #006400; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #90EE90; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #FFD700; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #FF0000; margin-bottom: 5px;"></div> </div> <p style="font-size: small; text-align: center;"><i>Between green & red</i></p>	<p>Celebration</p>	<p style="text-align: center;">Critical #: People or B/S</p> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #006400; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #90EE90; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #FFD700; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #FF0000; margin-bottom: 5px;"></div> </div> <p style="font-size: small; text-align: center;"><i>Between green & red</i></p>
<p style="text-align: center;">Critical #: Process or P/L</p> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #006400; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #90EE90; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #FFD700; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #FF0000; margin-bottom: 5px;"></div> </div> <p style="font-size: small; text-align: center;"><i>Between green & red</i></p>	<p>Reward</p>	<p style="text-align: center;">Critical #: Process or P/L</p> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #006400; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #90EE90; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #FFD700; margin-bottom: 5px;"></div> <div style="width: 15px; height: 15px; background-color: #FF0000; margin-bottom: 5px;"></div> </div> <p style="font-size: small; text-align: center;"><i>Between green & red</i></p>

- Trends**
- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

BHAG is a Registered Trademark of Jim Collins and Jerry Porras.