

HOW TO USE THE PRIMARY GOALS PAGE

Much of the work you've done so far on your Business Plan has lead up to the selection of your big goals for the year.

You may choose to think of these as "projects." These are the major initiatives that your company plans to undertake in the next year. Each needs to be assigned to an "owner" – someone who accepts responsibility for completing this project by the specified date.

This list of goals or projects should be chosen carefully, since your company has a finite supply of people, time, money and resources. Most entrepreneurs are natural optimists, so don't fall prey to the over-planning trap. Choose a handful of important initiatives, and accomplish them. Five is plenty. There's always next year. Rome wasn't built in a day.

This isn't to say that you shouldn't have more than 5 projects going on simultaneously. The goals or projects you'll include as part of your plan are the important, high-profile ones that really matter in the big picture. You'll undoubtedly have many other smaller projects in the works also.

How do you select these primary goals? Use the assessments and questionnaires provided in this workbook. Review your new business plan. Some of the goals will be obvious and some won't. Look at your current status, your Values, your 1 Year Targets, your Marketing Strategies, and your Business Strategies. Look at all aspects of your plan and see what needs to be done to bridge the gap between the company you are and the company you want to become.

For instance, opening a new location, buying a competitive company, opening a new sales territory, taking on a new product line, or launching an e-commerce initiative are big decisions. They require lots of thought, discussion and planning, and can consume tremendous amounts of time and resources to roll out. Also, the risk of failure can be significant. You need your people to rally around and support these projects. These are the types of major initiatives that belong on your list of Primary Goals. You'll have to decide whether a goal or project is "primary" enough to warrant a position in your plan. Each company's situation is different, and the situation changes from year to year.

Each task or step needs to be assigned to an "owner" – someone who is accountable for completing this task by the specified date.

Example:

Primary Goals		
Goal 1	Owner	Due
Rebuild compensation and benefits plans	Jane	June 30
Define success for this goal		
Achieve competitive salary and benefits position in local employment marketplace		