

## 1 Our Strategic Plan is Complete **Essential:**



### Better to Also Have:

- ✓ SWOT
- ✓ Strategic Issues
- ✓ Competitive Advantages
- ✓ Customer Segments
- ✓ Organization-wide Strategies

## 2 Objectives & KPIs Are Ready to Be Measured

Objectives define what must be created or shifted and...

- ✓ Are either measurable or stated as a clear outcome articulating what must be achieved by when.
- ✓ If quantifiable, a data source is identified.
- ✓ Have an end-of-year target and incremental targets (monthly or weekly—at least quarterly).
- ✓ Are assigned to an individual ultimately accountable for reporting on and achieving the Objective or KPI.

## 3 Key Results Are Ready to Be Implemented

Key Results detail how the Objective will be achieved and...

- ✓ There are 2 or more KR's for each Objective.
- ✓ The deliverable is crystal clear (usually measured by effort, or percent complete, but can be quantifiable).
- ✓ Start with an action verb, e.g., "Build," "Reduce," "Install."
- ✓ Have clear start- and end-dates.
- ✓ Have an end-target (easy: usually 100%) and incremental targets (if the KR will take 6 months to complete, what milestone/percent complete is anticipated each month?).
- ✓ Are assigned to an individual responsible for completing the KR.