

Seven elements, and the rule each one carries.



A strategic plan is a loop, not a document: develop the strategy, execute it, then come back and ask whether it is still right. These seven elements are what the loop is made of.

1 Vision

Where the company is going, five to ten years out.
Ambitious, but something the team could genuinely reach.

Rule: One sentence. No buzzwords. It should be recognisably yours and nobody else's.

3 Focus areas

Three to five themes that say where the effort goes.
Narrower than the vision, and written to motivate.

Rule: No metrics, no deadlines. The moment a theme gets a date it has become an objective.

5 Measures

The numbers that show whether an objective is moving. A mix of leading measures, which let you steer, and lagging ones, which confirm the result.

Rule: Measures belong to objectives, never to projects.
Outcomes have numbers; work has milestones.

7 The management system

The rhythm that keeps the plan alive: regular meetings, one page everyone can read, and teams aligned to it.

Rule: Two kinds of meeting. A review asks whether the work is moving. A refresh asks whether the plan is still right.

2 Values

How people behave while they chase the vision. Values give the team a common purpose and set the boundaries.

Rule: They matter as much as the numbers. A plan hit the wrong way is not a plan hit.

4 Objectives

What the company will have achieved, stated as a measurable outcome with a deadline, usually about three years out.

Rule: Three to six under each focus area, and one accountable leader for each.

6 Projects

The work that moves an objective: named steps, dates, and people whose time is committed to it.

Rule: Every project serves an objective. An objective no project serves is a wish.

The one-page test

You have a clear plan when it fits on one page: vision, values and focus areas across the top; each objective with its measures, targets and projects beneath. That page is what the leadership meeting runs from.