

DESIRED CHARACTERISTICS OF BUSINESS PLANNING AND BUSINESS PLANS

1. To be effective, business planning must be:
 - a. Real!
 - b. Designed to achieve results that are truly desired.
 - c. Ongoing and reiterative.
 - d. Part of the ongoing organization management process.
 - e. Done by those accountable.
 - f. Appropriate for the organization.
2. The resulting business plans must be:
 - a. Real!
 - b. Simple.
 - c. Short.
 - d. Communicated to all people in the organization and understood by all.
 - e. Used. Reviewed regularly comparing results to plan.
 - f. / Revised as necessary.
3. Effective business planning must be done regularly, because through such a process the people of an organization:
 - a. Create their future (instead of simply reacting).
 - b. Motivate all involved.
 - c. Coordinate and integrate for effectiveness.
 - d. Allocate resources effectively.
 - e. Evaluate efforts and make necessary changes to plans and operations.
4. The following considerations should not be allowed to deter regular business planning:
 - a. "Normal" work; no time for planning since everyone is always "putting out fires."
 - b. Fear of failure.
 - c. Fear of change.
 - d. Fear of accountability.
 - e. People don't know how.
 - f. Resulting plans aren't "real."
 - g. Lack of follow-through.
 - h. An expectation that "someone else" will do it.