

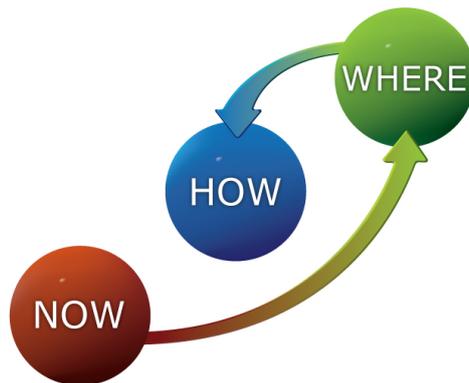
90 Day Planning – An Overview

What is a 90 day plan?

A 90 day plan is a simple approach to help define the specific actions needed to be undertaken in order to achieve the deliverables you aim to deliver in the next 90 day period. A 90 day plan can be for whole of an organisation, a department, a team, individuals, and even specific projects.

The 90 day plan is based on the simple structure of NOW-WHERE-HOW.

It requires you to think through where are you NOW (i.e. at the start of a 90 day period). WHERE you want to be at the end of 90 days (i.e. what you want to achieve). And then lays out the strategies and actions as to HOW you will get there.



Why 90 days?

Why not a typical 12 month plan? Well, 12 months is a long way out - directionally right but detail wise, can leave it "for later" – it helps create **urgency** and ensures **immediacy**

It helps you chunk your goals into manageable actions - forces **action** whilst enabling **alignment** and **clarity** across the organisation.

A 90 day time frame allows you to embed learning based on success and failure, and be agile; adapt to change.

For this reason, the concept of a 90 day One Page Plan can be a very useful way to provide **focus** but enable **flexibility** at the same time.

How do I develop a 90 day plan?

The following provides some guidance around the types of questions you should ask to facilitate this process.

1) NOW Analysis – This should be a succinct summary of the current NOW state. To do that consider the following questions:

- Evaluate how you went in the last 90 day period, how would you describe the teams strengths and weaknesses? What is working, what's not?
- Where are you NOW on your key challenges and opportunities, projects, deliverables and priorities?
- How would you succinctly describe how the team is operating – aligned to the values and strategy, collaborative, high performing etc.?
- You should consider such factors as achievement of KPI's and targets, alignment to strategy and direction, allocation of resources, staff capability and motivation.

Start by brainstorming all the factors (you could consider doing a SWOT but make don't spend too much time on it – aim is to be succinct!). Identify the key ones that best describes the current NOW state.

2) WHERE Analysis – This should be a succinct summary of the desired WHERE state in 90 day's time. To do that consider:

- What you delivered and achieved in the last quarter
- Your overall strategy and key deliverables for this quarter
- What you want to achieve in the next 90 days?
- What would success look like?

Start by brainstorming all the key factors (as you did in the NOW analysis), and then identify the key ones that best describes the desired position in 90 days' time.

3) **HOW** Analysis – given where you are NOW and WHERE you want to be, what do you need to do to bridge the gap for the most critical items?

- Brainstorm all the key ideas and options to help bridge the gap between the NOW and the WHERE.
- Most importantly think through the strategies and actions you need to take to achieve the key deliverables.
- Then identify the HOW’s that will have the biggest impact –you can’t do everything!
- What is achievable and will have the biggest impact?
- Finally flesh out the key actions and steps to achieve each individual HOW.
- Agree when each step will be completed (i.e. a date) and who will be responsible for ensuring it happens, not necessarily doing it in its entirety, but the person who is responsible to makes sure it is delivered.

Capture all the NOW, WHERE and HOW factors into a 90 Day One Page Plan template:

NOW	WHERE

HOW - Strategies	Actions	Who	When
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How do I ensure I stay on track?

It is important to check in on progress with the 90 day plan to see how you are tracking, and whether you are progressively ticking off on the actions. This should be done at least on a weekly or two weekly basis.

As the plan covers the critical deliverables for the quarter it needs to be front of mind – so have it as the first agenda item in your meetings. Identify success and work through any barriers to achieving the WHERE you have set yourself.

At the end of each quarter the 90 day cycle starts again...aim to learn and build on the process to ensure you are setting achievable, but stretch, WHERE targets as you move forward. Think through what worked and what didn't, refine the HOW actions with those learnings in mind.