
THE 1 PAGE BUSINESS STRATEGY

Streamline your business plan
in 4 simple steps

MARC VAN ECK & ELLEN LEENHOUTS

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*‘How you climb a mountain
could be more important than
reaching the top.’*

Yvon Chouinard

Chapter 3

What do you need to succeed?

A solid OGSM needs an effective process. In practice, there are two key elements that give OGSM a greater chance of success. It is important to make everyone realise that Support, Content and Technique (SCT) bring success; and that people need to think from their own circle of influence.

The cornerstones of effective planning

'Good things only happen when planned; bad things happen on their own.'

Philip B. Crosby

The success of OGSM is driven by SCT: Support, Content and Technique.

Support

By **Support** we mean that those who will carry out the plan actually stand behind it. If you have a good plan, but nobody feels they have ownership of it, or is inspired to get started with it, then it won't work. This can often happen if an external agency develops the plan without involving the employees, but it can also occur if, for example, the manager develops his own plan without involving his management team.

Content

The 'C' of SCT – **Content** – is fairly obvious. The content of the plan must be really effective, and must fit within the overall picture (of the organisation, for example). A plan that everyone supports, but which lacks substance, won't get you what you want.

Technique

Finally, the 'T': the plan must conform to the OGSM **Technique**. This means that you need to put the right things in the right place, using the right methods.

The rest of this book is about Content and Technique, but here are seven tips for gaining support.

Tip

Always create an OGSM together. The OGSM approach calls for a 'helicopter view' and posing critical and pragmatic questions. Experience shows that you can often achieve this better with others than by yourself. And you always need others to implement your plan. Therefore you should find partners with whom you regularly exchange views on your OGSM.

Tip

- Make a list of employees, and specify:
- who can contribute to the Content
 - whose Support it is important to have.

Tip

On the basis of this overview, determine who ought to be involved in the OGSM process, and invite them to the initial strategy session. Make sure that, during the session, you know why you have invited each attendee, so that you know what contribution to expect from each of those present. If you feel that the people you have invited to Support the OGSM might contribute less to the plan's Content, this is not necessarily a bad thing. It's more important to get their support for the plan, and have them help in its realisation.

The maximum number of participants for a meaningful session is 12. Invite these participants to the meeting well ahead and in an inspiring way. Make it clear that they all need to participate if success is to be achieved.

Tip

When constructing a business plan, it helps greatly to have a suitably inspiring environment, with a minimum of interruption. So, if possible, arrange for a location (perhaps an external one) with plenty of light. Give clear guidelines on the use of such things as laptops and mobile phones.