
The 100 Day Plan

A structured approach to creating a plan for long term success

The term '100 Day Plan' was first used in a radio address by U.S. President Franklin D. Roosevelt on 24th July 1933. He was referring to the 100-day session of the 73rd United States Congress between March 9 and June 17, rather than the first 100 days of his Administration – however it has since become associated with the first 100 days spent by anyone moving into a new role where they intend to make their mark and set out their stall within the first 100 days. Certainly most newly appointed CEO's would be expected to produce a plan of action within 100 days; they would also be expected to score some quick wins in that same period.

Understanding and insight – the first three weeks (1-3)

A newly appointed CEO is expected to be competent. If they are new to the organisation, they are unlikely to already have the specific knowledge they need to create their plan. They usually have up to 100 days to acquire that knowledge and present a compelling proposal to their board for approval to act. Fortunately, all organisations are made up of the same basic DNA and this can be used to structure and approach to quickly developing understanding and insight.

The logic is simple. Customers have needs. Organisations develop products and / or services to meet those needs. The organisation develops or secures capabilities so that those products and services can be delivered / sold to the customers. Customers buy the products and services – generating revenue – some of which pays for the capability that delivers / sells the products and services and the remainder of which is profit that might be invested into new or improved capabilities, products and services and / or returned to shareholders as dividends.

So to gain understanding and insight into any business you must first look at it through the four lenses of the DNA (Customer, Products and Services, Capabilities and Finance) and gather what it is intending to accomplish (its objectives), the measurable results that indicate how successful they are in accomplishing those objectives and the activities that they undertake to deliver the results.

It is worth noting that whilst all of it is important - particular attention should be paid to finances. No matter what kind of organisation it is, money will be its life blood. Regardless of how worthwhile the mission of the organisation or how valuable the products and services are – none of it will be realised without there being some form of income (even if it is a charity) that can cover the expenses. Getting an early handle on and control of the finances will be essential.

With the information gathered and structured in a meaningful way, you must analyse it to develop insight into its adequacy to meet the immediate and ongoing needs of the organisation.

Necessity - the mother of invention – the next four weeks (4-7)

Having developed the insight into the organisation and its current trajectory, the next step is to build on existing and develop new strategic objectives and targets to set the direction of the new trajectory. Engaging key stakeholders in hypothesis development and scenario planning will encourage early buy-in as well as instilling a sense of pace and urgency. Ensure you make conscious 'Stop – Start – Continue' recommendations from a place of knowledge, understanding and support.

...let us begin and create in idea a State; and yet a true creator is necessity, which is the mother of our invention.

Plato

The emerging thinking will be assessed, socialised and on selecting the preferred options, a more detailed set of plans can be formulated. Note that if the position and circumstances require a total overhaul of the strategy it could take up to six months to finalise plans – however, there is likely to be a raft of smaller adjustments that are appropriate in the interim that will also require some level of buy in – this this outline timing remains relevant.

Transition Planning – the next 3 weeks (8-10)

Any new plan obviously has to start from where you are today and should dictate where to make fast changes and to where to execute a smooth transition that manages the rate and stress of change and the associated risks in a way that brings about positive impact rather than unintended consequences. The key will be to establish clarity on what is required, be consistent with language and messaging, establish priorities and construct the plans and supporting processes so that the business can focus on what it needs to.

Whilst disruption can sometimes be seen as a good thing – too much disruption is definitely a bad thing. Implementation must be planned in a way that is sympathetic to the organisation and its customers. The opportunity to influence organisation culture should not be underestimated. Once the necessary decisions have been made and plans agreed, funded and resourced, the all-important work to make it happen can be kicked off.

Implementation – the last 3 weeks (11-13 and beyond)

Communication, communication, communication.... Communication will have featured throughout this 100 day process but it will be in overdrive during the early stages of implementation. I say early stages because this is the start of a journey – not the end of a race. The implementation phase will ensure quick wins are executed, that plans that should be started, are and that the groundwork is underway for near-term activities. It will also ensure that fit for purpose governance is established and understood.

Close – the last week (14)

The final week of the 100 days should be spent on review and lessons learned, making any necessary tweaks to the both content, communications and process. All strategies and plans need routine monitoring and adjustment in order to stay relevant to the environment and circumstances of the day. Re-using aspects of this planning process will ensure that your organisation also remains relevant and reaps the rewards it sets to achieve.

The tactical result of an engagement forms the base for new strategic decisions because victory or defeat in a battle changes the situation to such a degree that no human acumen is able to see beyond the first battle.

Field Marshall Helmuth Karl Bernhard Graf von Moltke (26 October 1800 – 24 April 1891)

How QOREX can help

QOREX Business Management Software was designed to not only support exactly this kind of scenario, but also to provide the ongoing management tool to keep the organisation on track and thriving. It's out of the box model can be quickly and easily adapted to each individual organisations need. The information gathered at each of the steps described is captured within the tool as it is gathered, eliminating the need for duplication of effort and building an in house capability as the work progresses.

If you think you would benefit from a discussion on how QOREX can accelerate and amplify the impact new appointment 100 day plan, give us a call on 07834 800416 or 07786 730 292 or contact us at info@qorex.co.uk for an initial informal conversation on how we can help.

New CEO checklist - the first 18 months...

0-100 DAYS

- Identify and build relationships with key stakeholders – including shareholders.
- Understand what money and resources are available and what is needed. If there is a gap, secure what it needed within the next 6 months.
- Kick off actions that require urgent attention.

6 MONTHS

- Formulate, socialise and set the vision and strategy for the future – this is the ideal opportunity to reset the pace and context of communications.
- Communicate the vision, strategy, objectives and expected results so that everyone understands how they can contribute and what is expected of them. Make certain that both the targets and the measures you will use to prove they have been realised are set in place, are communicated and remain visible to all.

9 MONTHS

- Having secured the necessary capital and human resources, ensure they are allocated where needed to deliver the required results.
- Performance management is critical – not only to make sure that you are getting the best from your people and your people are getting the best out of themselves. Identify and nurture people's talents to achieve win-win results.

12 MONTHS

- By now the well understood Strategy should be delivering results. Because the external environment and the internal capabilities evolve continuously, make sure that Strategy is discussed on a monthly basis, revisited for ongoing relevance on a quarterly basis, adjusted on a 6 monthly basis and formally reviewed on an annual basis. Active engagement by gives the senior team an opportunity to demonstrate its operational competence.
- The culture of an organisation also needs nurturing, and so the benefits of checking in on a regular basis to make sure the intended culture is thriving and delivering the intended impacts should not be overlooked.

15 MONTHS

- People satisfaction and customer satisfaction are of paramount importance but money is the lifeblood of all organisations. After 15 months you should be able to demonstrate improvements in financial performance; the targets and measures that you set and communicated and made visible to all over the preceding months will now be paying dividends.

