

Strategy & Milestones Development Worksheet

Use the instructions provided to lead you to creating your organization strategy and milestones. View an example of a completed strategy and milestones – the [Coco Fossland Inc. Strategy & Milestones](#).

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STEP 1 - DEFINE YOUR STRATEGY

Your Strategy and Milestones help you get from where you are, to where you want to be. The Strategy and Milestones help you articulate how you will manifest your vision. Your strategy is your approach.

So with your Vision Quadrant in front of you, follow the exercise below to build your business strategy.

Business Strategy -- The route you intend to take and the general methods you intend to use to reach the top of your specific mountain.

A sound strategy should:

- Serve as a framework for decisions
- Provide a basis for more detailed planning.
- Explain the direction of your business to others in orders in a clear, simple way
- Help you identify the key data points to track and monitor on a weekly/monthly basis.
- Stimulate change – both in the success of the business, but in the way that everything in the business is done.

To develop a good strategy for your business, it's important to consider what the internal strengths and weakness of your business are, along with the external opportunities and threats that exist.

Below is a list of examples of strengths, weaknesses, opportunities and threats that other business owners have listed:

Strengths:

- 10 Years of experience in the field
- Three relevant certifications
- Seed capital for start-up expenses
- Support from my family and friends
- Experience implementing a customer service system
- Have an assistant who is great at organization
- I have written out my systems and strategies
- I do follow a plan once I have one
- I already have five clients
- I have been in business before
- I helped someone else start a business
- I already have an existing website
- I have a template for how I can work with my clients

Weakness:

- Limited capital
- I get trapped in the details
- I let my business run me, rather than me running my business
- I don't like to think about finances
- I don't like the idea of selling
- I have much more to learn about marketing
- Don't have a budget and don't easily go there
- Not good at marketing
- Negative self talk
- I keep worrying that it's not going to work
- No one in the company knows anything about technology
- I'm worried that I'll create all this product, and no one will buy it – I don't have a good marketing plan and financial plan
- I have a tendency to make investments before I know whether I'll get a return on my investment
- I don't have a mailing list (or I have a very small mailing list)
- I don't have any good testimonials
- I don't have a clear list of solutions and benefits
- I haven't defined clearly, and in a compelling way, the benefits and solutions I offer to my customers

Opportunities:

- My husband is a brilliant financier who can help me create a plan
- I have a friend who owns a gallery, and I might be able to leave postcards describing my products and services there

- I can offer special discount packages for Easter, Valentine’s Day, St. Patrick’s Day, Independence Day and Thanksgiving
- There are three huge trade shows each year for people in my target market; I can table there and meet clients
- I have an existing website that I improve to bring me more people to my mailing list
- I could offer product demonstrations at the local vitamin store
- While I don’t offer “widgets” to my market, I know that my market likes widgets. I can partner with an expert widget-maker and package my product with theirs
- I can give a course at the local community college
- I could get a marketing intern from the local university
- I could join a breakfast networking group to build my referral sources
- I could use the mailing list I have to start building more regular connection and communication with my prospects
- I have several satisfied customers that I could ask to give me a raving review, which I can post on my website and include in my marketing materials
- My market is growing

Threats:

- The economy is sluggish
- My target market is in a low- to medium-income bracket
- My target market has several other commitments – children, work, yoga, and volunteering
- My brand is not visible in the market place – no one knows who I am
- Committed customers – customers that come try it and do it once and then don’t continue
- I don’t really have a clear target market
- I don’t know where to find and communicate with my market
- I don’t know the buying tendencies and buying objections of my target market
- Conflict with co-habitants
- There are several other businesses that do what I do in my area
- My market is not growing

Identify your SWOTs (Strengths, Weaknesses, Opportunities and Threats)

Take a moment to reconnect with the vision you created for your business. Recall your core purpose, the core values, your inspired goal, and the description of what it would look like if your vision was fully manifested. Bring to mind the vision of your products, your services, your satisfied customers. Notice the vision of your work environment, the people you work with, and the impact you are making. Inside your vision, notice how people feel when they are in the presence of your business.

Describe your vision below:

Now take a moment to connect with your current life, your current circumstances, and the status of your current business. Take a moment and simply notice the gap between your current business, and your inspiring future vision of your business. What is noticeably different? Let yourself see the difference.

Describe the difference between your current reality and the vision you describe above:

Now again, focus your attention on your current life. And from your current situation, reflect on your long-term goal. And let yourself see – what are your strengths that will support you in growing your business and manifesting your goal?

- What are you good at?
- What are your natural talents and gifts?
- Notice your education. What certifications, trainings, workshops, and classes have you taken?
- What is your proficiency with business? What are you good at?
- What are your strengths with technology, marketing, selling, product development, or financial planning?
- What are your talents with people?
- Are you a gifted communicator?
- Are you good at customer service?
- Are you good at following a plan?
- What other qualities stand out about you – diligence, creativity, motivation, team-player, mentor, leader?
- And notice your business. What does your business have going for it?
- What resources does your business have? What people? What intellectual property? What expertise? What financial resources?
- And look at the existing customer base. Acknowledge and notice that whatever customer base you have is a strength.
- What experience does the business – or the members of the business have?
- Are there existing products or services?
- Does your business have a website? Marketing materials? Anything that is already in progress?

List the strengths of you and your business:

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Again, reconnect to your current world, your current life, and the way things are right now. And from your current situation, reflect on your long-term goal. Consider anything about you or your business that might get in the way of you manifesting your long-term goal. And now allow yourself to see the weaknesses that exist for you and your business.

- What skills don't you have that you feel you need?
- What are you not good at?
- What old habits or beliefs get in your way?
- What skills or knowledge are you missing?
- In what ways do you sabotage your success?
- What do you feel you need more of to make your business successful? – More money, more contributors, more customers, more experience, more time.
- Let yourself see your personal weaknesses, and also the overall weaknesses of the company.
- Do you have a defined market? A clear brand? Are you able to differentiate yourself from your competitors?
- Do you have a budget or financial plan?
- Is there an area of your business you know nothing about or don't feel like you're good at – perhaps product development, branding, marketing, sales, customer service, operations, people management, partnerships?

List the weaknesses of you and your business:

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Again, reconnect to your current world, your current life, and the way things are right now. And from your current situation, reflect on your long-term goal. Consider any outside factors that exist that might get in the way of the growth of your business and the manifestation of your goal.

- Look around and notice the external environment of your business. Let yourself see anything in the external environment that might pose a threat to the growth of your business?
- What external factors might make it difficult for you to attain the customers you would like?
- Notice the economy.
- Notice the competition.
- Notice any outside forces that might prevent your customer from purchasing your products and services.
- Are there other things that might be more important to them?
- Are they strapped for time, cash, or transportation?

List the external threats that affect you and your business:

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Again, reconnect to your current world and your current life. And from your current situation, reflect on your long-term goal. Now consider what opportunities exist in the outside world that can help you begin moving toward your goal.

- Consider all the people you know, and identify the opportunities that could exist within your network.
- Consider the events, conferences, and trade shows that are taking place in the future that could be ideal for you to meet with your market.



- Consider seasonal trends and possible opportunities you could create as a result of the season.
- Where could you go to interact with your target market?
- Where on the web might your target market frequent?
- To which clubs, associations, or memberships might your target market belong?

List the external opportunities that affect you and your business:

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Create Your Key Strategies

Now that you've completed the "SWOT Analysis" above, you will be able to create a strategy that makes sense for you and your situation.

Again, consider your key long-term goal and the strengths, weaknesses, opportunities, and threats you identified above. Create your strategy by building on your strengths, resolving your weaknesses, optimizing your opportunities and avoiding your threats.

Thinking with the end in mind, and acknowledging everything that would need to manifest between now and the completion of your goal, just ask yourself, *"How can I most easily and effectively accomplish the long-term goal for my business? What approach can I take? What will I focus on in the first years of my business? What will I focus on a few years out? And finally, what final approach will I take in reaching my goal?"*

Capture your answers below:

Now that you have identified your key approaches. Let's break it down and fine-tune it a bit more.

It is tempting to immediately think about planning what you will do this year, this month, or this week. For example, as you read the approach you wrote above, you may find that your approach only describes what you want to do for the short-term horizon. Don't worry if this is the case. Just notice that it is just the beginning of the larger picture.

As you continue this exercise, I invite you to let your mind think in larger chunks of time – at least for the moment.

Again, restate your goal and the date by which you intend to accomplish it:

<The Long-Term Goal for Your Business and the date by which you intend to have it accomplished.>

How much time are you giving yourself to complete your goal? How many months or years?

<# of months or years>

A good strategy will take you from where you are to your goal. As with all things, your business will develop in stages. Your strategy will help you define what those stages of growth will look like.

Divide the total amount of time into three to five stages.

For example, if your long-term goal is slated for completion in 6 years, divide that time into 3 stages lasting 2 years each. If your long-term goal is due for completion in 10 years, you might consider 3 stages of 3-4 years each. If your long-term goal is set for 30 years out, you might consider 4 or even 5 stages of 6-7 years each.

How many stages and years for each stage do you envision? (Don't think about it too much, just make a quick choice on this.)



Write the number of stages and the approximate duration of each stage below:

Each of these stages will take you to your goal. Consider how each of these successive stages will lead you to your goal.

Stage One

The first stage of growth will be based on the current strengths, weaknesses, opportunities and threats that exist for you and your business.

What will be the focus of the first stage? What key objectives will you fulfill? Which products/services will you focus on? What marketing strategies will you use? What systems will you put into place? In what ways will your business grow? In order to support your growth, where will you be making investments? How many people will you hire? Will you need new office space or a new production facility?

Summarize, in three sentences or less, your key growth strategies for the first stage:

Stage Two

Now, moving on to the second stage of growth. You will be starting from where you left off in the first stage. Because you've been building and growing in stage one, your strengths, weaknesses, opportunities and threats will have evolved. –Hopefully you have more strengths and opportunities, and you've overcome some weaknesses and threats.

Your second stage of growth will likely be a time when you make considerable progress toward your goal. In other words, there will be a fairly dramatic difference in your business at the beginning of stage two, versus the end of stage two.

Because the first stage often represents a “building” or “preparation” phase, stage two is a time when you can begin reaping the harvest from the work you did in phase one.

Based on the strengths, weaknesses, opportunities, and threats you imagine will be present at the end of stage one, create your approach for stage two.

What will be the focus of the second stage? What key objectives will you fulfill? Which products/services will you focus on? What marketing strategies will you use? What systems will you put into place? In what ways will your business grow? In order to support your growth, where will you be making investments? How many people will you hire? Will you need new office space or a new production facility?

Summarize, in three sentences or less, your key growth strategies for the second stage:

Stage Three

Now, moving on to the third stage of growth. You will be starting from where you left off in the second stage. Because you've been building and growing in stage two, your strengths, weaknesses, opportunities and threats will have again evolved. –Hopefully you have more strengths and opportunities, and you've overcome some weaknesses and threats.

Your third stage of growth will likely be a time when you make considerable progress toward your goal. And if you only have three phases, it is the phase when your goal becomes realized.

Either way, stage three builds on the profits of stage two. Hopefully stage two will be a time of harvest, so that you can use a portion of that harvest to invest in whatever is needed to bring your business powerfully toward its goal.

Based on the strengths, weaknesses, opportunities, and threats you imagine will be present at the end of stage two, create your approach for stage three.

What will be the focus of the third stage? What key objectives will you fulfill? Which products/services will you focus on? What marketing strategies will you use? What systems will you put into place? In what ways will your business grow? In order to support your growth, where will you be making investments? How many people will you hire? Will you need new office space or a new production facility?

Summarize, in three sentences or less, your key growth strategies for the third stage:

Stage Four (If you have one)

Now, moving on to the fourth stage of growth – if you have one (if you don't, skip this section). You will be starting from where you left off in the third stage. Because you've been building and growing in stage three, your strengths, weaknesses, opportunities and threats will have again evolved. –Hopefully you have more strengths and opportunities, and you've overcome some weaknesses and threats.

Your fourth stage of growth will likely be a time when you make considerable progress toward your goal. And if you only have four phases, it is the phase when your goal becomes realized.

Based on the strengths, weaknesses, opportunities, and threats you imagine will be present at the end of stage three, create your approach for stage four.

What will be the focus of the fourth stage (if you have one)? What key objectives will you fulfill? Which products/services will you focus on? What marketing strategies will you use? What systems will you put into place? In what ways will your business grow? In order to support your growth, where will you be making investments? How many people will you hire? Will you need new office space or a new production facility?

Summarize, in three sentences or less, your key growth strategies for the fourth stage (if you have one):

Stage Five (If you have one)

Now, moving on to the fifth stage of growth – *if you have one (if you don't, skip this section)*. You will be starting from where you left off in the fourth stage. Because you've been building and growing in stage three, your strengths, weaknesses, opportunities and threats will have again evolved. –Hopefully you have more strengths and opportunities, and you've overcome some weaknesses and threats.

Your fifth stage of growth will be when your goal becomes realized. Thus, here is where you pave the final stretch to the completion of your goal.

Based on the strengths, weaknesses, opportunities, and threats you imagine will be present at the end of stage four, create your approach for stage five.

What will be the focus of the fifth stage (if you have one)? What key objectives will you fulfill?

Summarize your key growth strategies for the fifth stage (if you have one):

Now, using the summaries from each of your stages, compile your approach:

In stage one, our approach will be...

In stage two, our approach will be...

In stage three, our approach will be...

In stage four, our approach will be...

In stage five, our approach will be...

What you stated above is the overall growth strategy for your business.

Congratulations!! You just created the strategy for your business!!

STEP TWO – DEVELOP KEY MILESTONES

Write down your 10- to 30-year Inspired Goal again here (I know, it might seem redundant to keep writing down your goal, but the more you focus on the goal, the more clear you become around it, and the more easily your goal can be drawn to you.):

[Your Inspired Goal!]

Consider your 10- to 30-year Inspired Goal. Just ask yourself, what are the milestones, or big steps, that would lead you to your Inspired Goal? Following the stages of your strategy, simply list out everything that would need to happen to lead you to your stated goal.

These milestones are likely to each be significant goals themselves... goals that lead you in the direction of your ultimate goal. These milestones will follow the Business Strategy you completed above.

List the Key Milestones that will lead you to your 10- to 30-Year Inspired Goal:

Examples of the kind of information your milestones might contain:

- Have a ABC CO. Website up and running by (date)!
- Launch first ABC Co. Product for (X) by (date)!
- X # of people have participated in the ABC Co Program by (date)
- Meet hits first sales goal of XXX by (date)
- ABC Co. puts on its first live event that does (X) by (date)
- ABC Co. has 30 customers at one time by (date)!
- ABC Co. has a mailing list of 1,000 subscribers by (date)!
- Hire first five (?) employees by (date)
- ABC Co. has served it's first 500 customers by (date)!
- ABC Co. has a mailing list of 10,000 subscribers by (date)
- Launch another ABC Co. Product for (X) by (date)!
- First \$100,000 (or whatever number you want) in revenue by (date)
- First \$500,000 (or whatever number you want) in revenue by (date)
- First year of \$500,000 (or whatever number you want) in revenues by (date)
- First year of \$1 million in net profits by (date)
- ABC CO. is mentioned three times in one month in the media by (date)

- The President & CEO (you), authors and releases a book about X by (date)

Note: When we get to the planning stage, you will create a detailed, step-by-step plan for the near-term items listed above.

Now go through your list of Key Milestones above and put them into some kind of chronological order. Next, loosely identify “by what date” you will complete each milestone.

For example:

- **Change** - Have ABC CO. Website up and running!
- **To** – Have ABC CO. Website up and running by July 2005!

STEP THREE – ALIGN STRATEGY & MILESTONES

First, align your strategy and milestones so far.

As you create your milestones, you may find that you want to “tweak” your strategy above. Arriving at a final strategy and list of milestones is an “iterative” process – where as you adjust or clarify one element, you may find that another element also requires adjustment.



Go back and iteratively align your Strategy and Milestones so that they are fully aligned with one another.

Ultimately, shoot for having your strategy and milestones aligned to manifest your goal and vision.

Second, align your strategy and milestones ongoing.

The map you are creating today is based on a long list of assumptions. Lots will happen over the course of time – especially if your goal is a 25- or 30-year goal. Hence, your strategy and milestones are living and breathing entities, which will be adjusted and updated based on the realities you create in the coming weeks and years.

The strategies and milestones you create today are a starting place. They are not necessarily the hard and fast rules of the exact path you will take. Let that be okay. It's okay to create your list and then adjust as you go forward.

The important thing is that you have something to start with. Businesses that have no strategy or milestones to begin with really get jumbled when the unexpected happens in the market. When you have a plan in place, it is way easier to navigate.

So the process of aligning your strategies and milestones is ongoing.

Pick a date of the month (like the 1st, 12th, or 20th day of each month), and commit to taking an hour to update and re-align your strategies and milestones with whatever new information becomes available over time.

What date of the month do you commit to spending an hour updating and aligning your strategies and milestones:

<p>The date of each month</p>

Schedule a one-hour meeting on your calendar on this day each month for the next year.

STEP FOUR – COMMIT TO YOUR SUCCESS

In order to be successful and create what you've set out to create, it is essential that you consciously commit to your goal, strategy, and milestones.

In the book *Secrets of the Millionaire Mind*, by T. Harv Eker, he beautifully articulates that the number one reason most people don't get what they want is that they don't know what they want.



In this exercise, you have just articulated what you want. So you are already way ahead of 97% of the population.

However, if you lose focus or forget what you want, you lose the power of what you already have working for you.

Harv Eker explains that there are three levels of wanting.

1. Wanting
2. Choosing
3. Committing

The first level, or the *wanting* level is like saying, “I want my goal to be fulfilled.” That’s another way of saying, “I’ll gladly take it if it falls from the sky into my lap.” Notice that wanting generally leads to more wanting. Wanting becomes habitual and leads only to itself.

The second level, or the *choosing* level is like saying, “I choose to have my goal fulfilled.” This entails deciding to manifest your goal. This is what you did in the first phase of our World-Changing Business journey. You decided to make a change. Choosing is a much stronger energy and goes hand in hand with the notion of being responsible for creating your own reality. It is much better than wanting, but even choosing will only get you so far.

The third level is the *commitment* level. It is like saying, “I commit to having my goal fulfilled.” The definition of the word commit is “*to devote oneself unreservedly.*” This means holding nothing back. It involves giving everything you’ve got to achieve your vision and goal – everything you’ve got to create your new reality.

The truth is, manifesting a business requires your full commitment – your unreserved devotion.

Take a moment to connect with your vision and goal, and when you feel it in your heart, make the commitment to yourself:

“I, _____ [your name], do hereby commit to manifesting the goal of _____ [state your goal] by _____ [date].”

Now, following the instructions of Harv Eker, make the commitment to someone else.

Meet with a friend or family member who is willing to support you. Tell that person you want to evoke the power of commitment for the purpose of creating greater success.



- **Put your hand on your hear, look that person in the eye, and repeat your commitment statement (above) to them.**
- **Tell your partner to say, “I believe in you.”**
- **Then say, “Thank you.”**

STEP FIVE – ADD YOUR STRATEGY AND MILESTONES TO YOUR WORLD-CHANGING BUSINESS OWNERS MANUAL

Under Section Two, “The Working Plan,” behind the tab marked, “Company Vision,” put your Vision Quadrant (if you haven’t already.) Behind it, put your life vision and life purpose.

Under Section Two, “The Working Plan,” behind the tab marked, “Company Strategy & Milestones,” put your strategy and milestones.