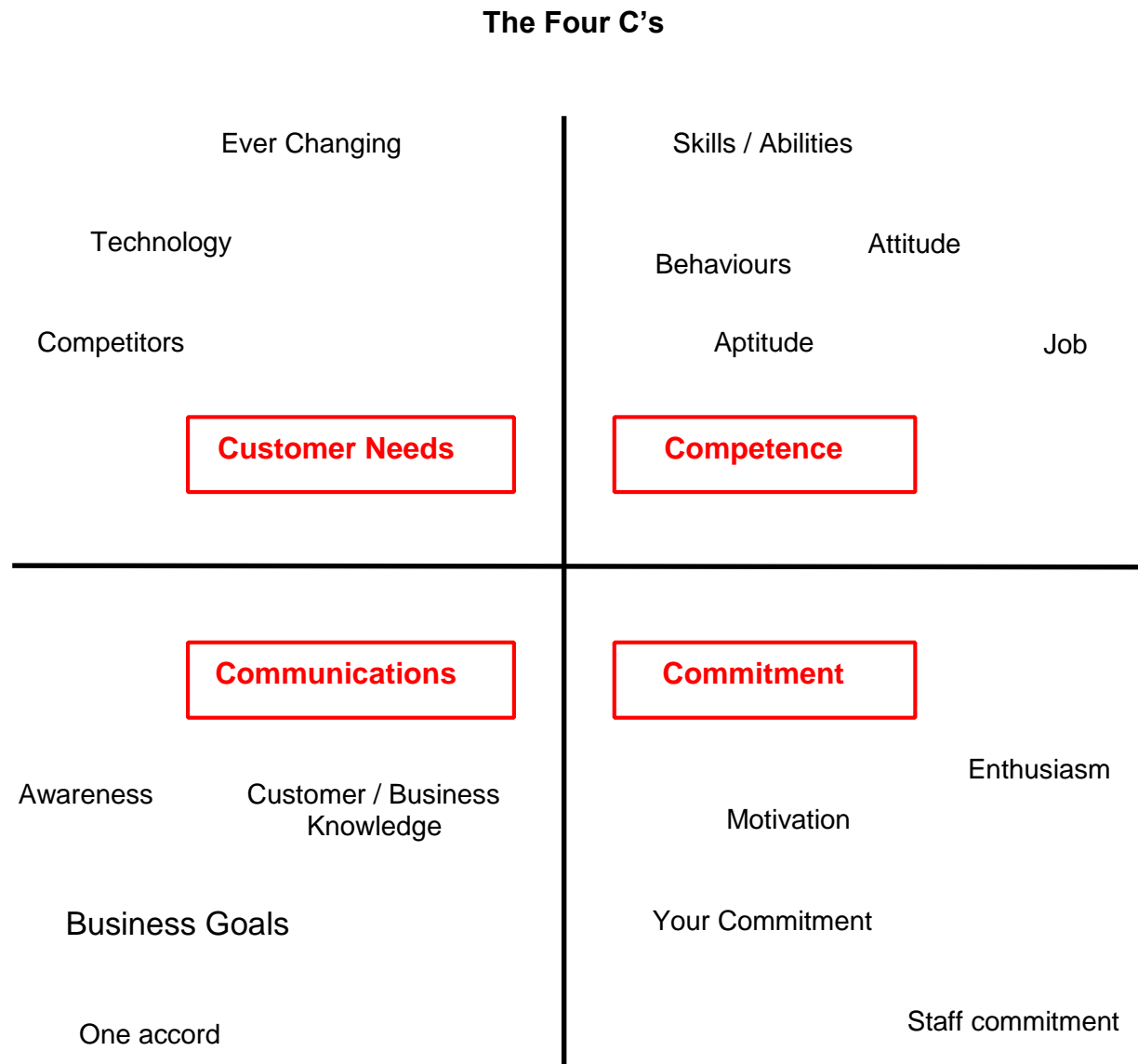


## Business planning with your people

This section covers business planning from a people perspective and complements any other planning processes already in place.

One view of a successful organisation is the 'Four C's'. It holds that competency, commitment, communication and customer needs are all key to success. Within each of the C's there are some key areas of knowledge and attitudes that together ensure organisations continuously meet customer needs.



These aspects of attitude and knowledge are key to people doing a good job and are an important part of leading and guiding them.

To make people really effective, managers need to: -

- Formulate and communicate clear business goals
- Plan for the training and development required to deliver the goals

- Communicate the goals to all staff
- Ensure staff understand how their job impacts upon the goals
- Deliver the training required to meet goals
- Make sure the training is effective
- Tell staff how they are doing
- Keep the process going

Remember – what is important as a leader is not what happens when you are there; it is what happens when you are not!

### **Mission Statements, Visions and the Business Plan**

These are useful tools in making the overall aims of your business clear. A vision is an aspiration or value statement, whereas a mission is a medium to long-term target. However, they are not of much use without a clear business plan that states how they will be put into effect.

The business plan is a shorter-term (1 – 5 years) statement made up of clear measurable goals. Unlike a vision or mission, it is something you could show your accountant or bank manager. In short it states where you are now, where you want to be and how we will get there. A simple plan for a passenger airline might look like this: -

<b>Action</b>	<b>Measure</b>	<b>Training &amp; Development</b>
Increase routes in 2000	From 10 to 20	Train new ground staff and cabin crew
Increase seats filled	From 85% to 95%	Travel Agent Sales Team - Recruitment & training
Maintain current profit	10% of turnover	--
Improve customer service levels	From 92% to 95%	CS training programme for handling staff and cabin crew

Note that the actions are SMART – Specific, Measurable, Achievable, Realistic and Trackable.

Use the Business Planning Form as a template for your own plan. It will help to complete a SWOT Analysis first as it is important that your business plan captures all of the issues that are key to your business.