NEW WAY GROWTH

THE MONDAY MORNING ONE-PAGER

Your 30-Page Plan on One Page, Reviewed Every Monday

The VTA Matrix™, plus the guide to reviewing it every Monday. If the plan doesn't fit on one page, it can't be reviewed in fifteen minutes on a Monday. And a plan that isn't reviewed weekly will drift.

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BEFORE YOU START

The one-page test

It's November. The plan you signed off in October is somewhere in a shared drive, and the week-to-week work of the business has already moved away from it. That usually isn't a strategy problem. It's a format problem. A 30-page plan is read once; a one-page plan can be put on the screen every Monday and checked line by line. That weekly check is what turns a plan into plan, do, check, act.

Plan

QUARTERLY

Set the VTA Matrix: objectives and 90 day projects on one page.

Do

EVERY DAY

Owners deliver their projects and run the business.

Check

EVERY MONDAY

Fifteen minutes on the scorecard and the projects.

Act

EVERY MONDAY

Assign issues, commit to actions, adjust next quarter.

How the VTA Matrix reads

The Vision to Action Matrix reads top to bottom, from who you are to what happens this quarter. Each layer serves the one above it.

VALUES & PROPOSITION	How you behave, who you serve and why they choose you. The filter for every decision below.
3-YEAR PICTURE	Sales, profit and cash on a future date, what the business looks like then, and the vision in one line.
12-MONTH OBJECTIVES	Two to four OKRs with this year's numbers. Most important at the top.
90-DAY PROJECTS	This quarter's work, scored against the objectives, each with an owner, a date and a measure.

ALONGSIDE IT

The **Monday Scorecard** holds five to seven weekly KPIs on a separate sheet. The matrix changes once a quarter; the scorecard changes every week. Together they are what goes on the screen on Monday morning.

Vision to Action Matrix

ORGANISATION _____

QUARTER _____

CORE VALUES

VALUE PROPOSITION

TARGET CUSTOMER

UNIQUE SELLING POINTS

PROVEN PROCESS

3 YEAR PICTURE

FUTURE DATE | SALES | PROFIT | CASH

WHAT THE BUSINESS LOOKS LIKE

3 YEAR VISION

In one or two lines

12 MONTH OBJECTIVES

2–4 only · most important at the top, work down

FUTURE DATE | SALES | PROFIT | CASH

	OBJECTIVE	KEY RESULTS	OWNER
01			
02			
03			
04			

NEXT 90 DAY IMPROVEMENT PROJECTS

Impact: 1 primary · 2 supporting · too many 2s, rethink

01	02	03	04	PROJECT	WHO	WHEN	MEASURABLES

An £8m steel fabricator

COMPOSITE EXAMPLE

A composite built from several businesses, not a real company. £8.0m turnover, 60 staff, structural and architectural steel for main contractors. Quarter: January–March.

CORE VALUES

- Do what we said, when we said it
- Measure twice, cut once
- Everyone home safe, every day
- Fix the cause, not the symptom

VALUE PROPOSITION

CUSTOMER	Tier 2 main contractors, £2–20m commercial and education frames
USPS	Drawings to site in six weeks; in-house paint line; Execution Class 3
PROCESS	Fixed-price quote in five days, shared programme from award, one contact to handover

3 YEAR PICTURE

FUTURE DATE	SALES	PROFIT	CASH
31/12/2029	£12.0m	£1.1m	£1.5m

- Preferred supplier to eight main contractors
- 92% OTIF, every month
- MD out of day-to-day estimating
- Second paint line running

3 YEAR VISION

The fabricator main contractors call first for mid-size frames.

12 MONTH OBJECTIVES

Three, and they stopped there

FUTURE DATE	SALES	PROFIT	CASH
31/12/2027	£9.2m	£640k	£700k

	OBJECTIVE	KEY RESULTS	OWNER
01	**Deliver on time, every time**	OTIF from 78% to 92%. Late jobs per month from 9 to 2.	Ops
02	**Make the margin we quote**	Gross margin from 22% to 26%. Quote-to-actual variance under 5% on jobs over £20k.	FD
03	**Win the right contractors**	4 new main-contractor accounts worth £1.2m a year. Bid win rate from 22% to 30%.	Sales

NEXT 90 DAY IMPROVEMENT PROJECTS

Impact: 1 primary · 2 supporting

01	02	03	PROJECT	WHO	WHEN	MEASURABLES
1	2		Weekly load-vs-capacity plan for fab shop and paint line	Ops	31/01	Load % by bay, OTIF
	1	2	Cost review of the last 40 jobs, quote vs actual	FD	15/02	Variance by job type
	2	**1**	Bid/no-bid rule and a 20-name target contractor list	Sales	28/02	Qualified bids, win rate
1	2		Re-lay weld bays to cut material handling	Prod.	31/03	Hours per tonne

Core Values and Value Proposition

These two boxes change least often, and they settle arguments further down the page. When two projects compete for the same people, the one that fits who you are and who you serve goes first.

Core Values

Three to five. Write them as things people do, so they can be seen on the shop floor and in the office.

Make them behaviours	"Do what we said, when we said it" can be checked. "Integrity" can't.
Test them on people	If you wouldn't hire, promote or let someone go on it, it isn't a core value.
Test them on cost	Keep the ones you'd hold to even when it costs you a job.

Value Proposition

Three parts, each a line or two. If a customer wouldn't recognise it, rewrite it.

Target customer

Sector, size and the person who signs the order. Narrow enough that sales knows who to call.

Tier 2 main contractors, £2–20m commercial and education frames.

Unique selling points

Two or three reasons customers pick you over the next quote. Each one provable.

Drawings to site in six weeks; in-house paint line; Execution Class 3.

Proven process

The steps a customer goes through from enquiry to handover, as they'd describe them.

Fixed-price quote in five days, shared programme from award, one contact to handover.

Pick 2–4 OKRs and stop there

The matrix has room for four objectives, on purpose. Every one needs an owner, a quarter's worth of projects and a slot in the Monday meeting. Past four, the meeting runs over, projects get scored 2 against everything, and the page stops being a plan and becomes a list.

1

Start from the 3 Year Picture

Ask what has to be true in twelve months for the three-year numbers to still be reachable. Write every candidate down. Expect eight to twelve.

2

Cut anything that's business as usual

Hitting budget, keeping customers happy and staying compliant are the job, not objectives. They belong on the Monday Scorecard.

3

Rank what's left, then draw the line

Put the one that moves the three-year picture most at the top and work down. Draw a line under the fourth at the latest. Everything below it waits.

4

Give each one two or three key results

A key result is a number with a start point and an end point: "OTIF from 78% to 92%". If you can't say how you'll know it's done, it isn't ready.

5

Name one owner

One person per objective. Shared ownership means it gets reported on but not moved.

THE STOP RULE

When a new objective comes up mid-year, it replaces one that's on the matrix or it waits for the next quarter. It doesn't become number five.

The KPI shortlist

Choose five to seven for the Monday Scorecard. Each one should be available every Monday morning without anyone building a spreadsheet, and each should connect to an objective on the matrix or to the health of the business.

AREA	KPI	WHAT IT TELLS YOU
SALES	**Order book (weeks)**	How much secured work sits ahead of the shop floor.
	Quotes issued	Whether the pipeline is being fed this week.
	Win rate	Whether you're bidding for the right work at the right price.
OPERATIONS	**OTIF %**	The share of orders delivered on time and in full.
	Capacity load %	Booked hours against available hours, by area.
	Hours per unit / tonne	Labour productivity on a like-for-like basis.
	Scrap and rework %	Quality cost before it reaches the customer.
FINANCE	**Gross margin %**	Whether jobs are earning what they were priced to earn.
	Cash at bank	The number that decides how much room you have.
	Debtor days	How quickly invoiced work turns into cash.
PEOPLE	**Absence %**	An early signal on capacity and morale.
	Open vacancies	Roles holding back output or growth.

LEADING OVER LAGGING

Quotes issued and capacity load tell you about next month. Profit tells you about last month. Keep at least half the list leading.

THE FABRICATOR'S SIX

OTIF, gross margin, hours per tonne, order book, bid win rate and cash at bank. Four tie to an objective; two watch the health of the business.

The Monday Scorecard

ORGANISATION _____

QUARTER _____

Five to seven KPIs, one owner each, updated by 8am every Monday. One column per week of the quarter. Mark each actual green on target, amber within 10%, red beyond.

KPI	OWNER	TARGET	1	2	3	4	5	6	7	8	9	10	11	12	13

GREEN

On or better than target. No discussion on Monday.

AMBER

Within 10% of target. The owner says whether it's turning.

RED

Off target. One sentence on why, then it goes to issues.

The 15-minute Monday agenda

This is the Check and Act of plan, do, check, act. Same time every week, the scorecard and the matrix on the screen, the leadership team standing. The meeting is for seeing where the plan is and who acts. Problem-solving happens afterwards, with the people who need to be in it.

0–3 CHECK

Scorecard: red, amber, green

Each owner reads their KPI against target. Green gets no discussion. Red gets one sentence on why and goes to issues.

3–8 CHECK

90 day projects: on track or off track

Project owners read their line on the VTA Matrix. On track, or off track and what's needed. Finished projects are ticked off and the next one goes straight in.

8–12 ACT

Issues: name it, assign it

For each red KPI or stuck project: what's blocking it, and who will clear it this week. No solving in the room.

12–15 ACT

Commitments for the week

Each person says the one or two things they'll have done by next Monday. Those are the first thing checked next week.

WHO

MD plus the owners named on the matrix. Usually four to six people.

BEFORE

Scorecard actuals updated by 8am. Owners update their own lines.

IF IT RUNS OVER

Something is being solved that should be assigned. Stop and take it offline.

NEW WAY GROWTH

THE IMPLEMENTATION ENGINE

Plan, do, check, act. Every week, with support

The Implementation Engine programme puts the VTA Matrix and the Monday review into your business, with your leadership team, so the plan you wrote is the plan you deliver.

EXPLORE THE IMPLEMENTATION ENGINE