

## CHAPTER 9

### What now? - Action Strategy - Strategic Clarity: Linking Your Vision to Measurable KPIs

<b>What</b>	Build and Publish a One-Page Strategic Plan That Everyone Can Recite
<b>Why</b>	This creates the North Star and removes the “shiny object” problem.
<b>Background</b>	The chapter mandates: “Create a One-Page Strategic Plan so clear that every team member... can explain it in simple terms.” This step eliminates ambiguity and aligns the entire organisation around a single map.
<b>How</b>	Define Vision (Where) and Mission (Why) with absolute clarity. Translate Core Values into observable behaviors (from Ch. 5). Publish the plan and require every leader to cascade it to their teams. Test comprehension: every employee must be able to explain the plan in under five minutes.
<b>What</b>	Force Strategic Focus by Limiting the Organisation to 3–5 WIGs
<b>Why</b>	This creates ruthless focus and ensures resources flow only to what moves the business forward.
<b>Background</b>	The chapter states: “If you have twenty priorities, you have none.” This step kills the Growth Trap by eliminating energy dispersion.
<b>How</b>	Audit all current projects and initiatives. Cancel, postpone, or deprioritize anything not tied to the top 3–5 Wildly Important Goals. Stress-test each WIG against unit economics: LTV:CAC, margin durability, operational load. Assign one owner per WIG—no shared ownership.
<b>What</b>	Translate Every WIG Into Leading and Lagging KPIs
<b>Why</b>	This creates a closed loop between strategy and execution.
<b>Background</b>	The chapter calls KPIs “the architecture of truth.” This step ensures that strategy becomes measurable and predictable.
<b>How</b>	Define 1–2 Leading Indicators per WIG (daily/weekly controllable actions). Define 1–2 Lagging Indicators per WIG (outcomes like revenue, churn, margin). Build KPI scorecards for each team.  Require weekly KPI reviews tied directly to WIG progress.



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<b>What</b>	Democratize Data Through Real-Time Dashboards
<b>Why</b>	This turns data into a shared operating system rather than a leadership artifact.
<b>Background</b>	The chapter warns against “Founder-only data” and demands “Actionable Dashboards.” This step eliminates bottlenecks and empowers teams to self-correct.
<b>How</b>	Build dashboards that show Leading Indicators, not just historical results. Make dashboards accessible to all teams—no gatekeeping. Train teams to interpret data and adjust actions without waiting for leadership. Integrate dashboards into Weekly Reviews and Daily Huddles.

<b>What</b>	Audit Leadership Suitability and Align Strategy With Cash Flow
<b>Why</b>	This ensures the strategy is executable, financially viable, and led by people capable of delivering it.
<b>Background</b>	The chapter mandates: “Audit for Personal Suitability” and “Link Strategy to Cash Flow.” This step ensures the leadership team can actually execute the strategy.
<b>How</b>	Evaluate leaders for adaptability, emotional intelligence, and ability to operate in uncertainty. Replace or coach leaders who cannot operate in a scale-up environment. For every WIG, document its impact on cash flow, capital requirements, and unit economics. Review cash-linked strategic assumptions monthly.

<b>Closing Thought</b>	It forces the organisation to choose, measure, and execute only what drives Velocity Work and scalable economics.
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