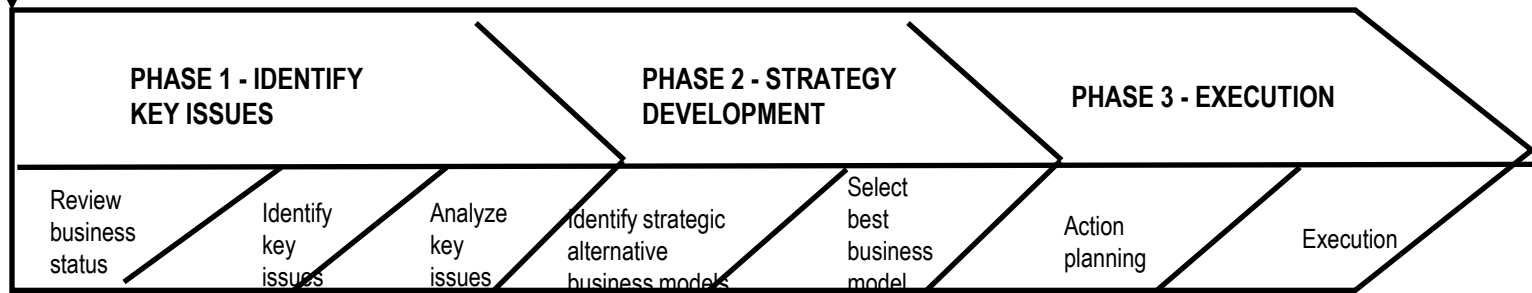


This project effort can be thought of as having 3 phases in the Red Hawk Process

## Red Hawk Issues-based Planning Model

*We are here today*



Define problems	Identify areas of uncertainty	Develop fact base	Creating alternative paradigms, views	Develop top down financial models	Development of plan	Implementation
Describe current strategy	Identify what is holding the Company back	Apply frameworks to develop new "so-what's" and options	• Leaps of faith • "What-if's"	Apply sensitivity test	Communication/ syndication of plan	Measurement
Describe organizational issues				• Normal risks • Wild cards	Source additional capital as needed	Modification
Define/describe markets – scan opportunity		Develop initial financial projections				
Define constraints						

The strategy diagram above lays out the overall direction of the Red Hawk Process. Below is how to get there.

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## **The Drivers of Success in this Process are based on Robust Questioning of Assumptions**

1. What is the desired end, the objective?
  1. Financial
  2. Strategic
2. What are the issues and problems to resolve?
3. Meet with top management (business unit owners, key players) for 2 days (semiannually) to review all aspects of the business, previous performance, external environment, identify opportunities, share best practices and determine issues to resolve – Set outside in, top down financial goals
  1. Followup with letter recapping meeting and issues
4. Each top manager then works to address the issues and develops his plan, going out 3 years with big focus on next 12 months
5. Meet with each manager to review his plan, his issues, his team (to assess them and their development)
  1. Followup with letter recapping changes and needs
6. Meet again with top management together to develop budget, work it in the meeting, so that it meets goals.
  1. Then each division develops detail budget
7. Be sure that plans are realistic and tie to the issues to resolve