MotionOps

CONTRACTOR SCALER HUB · PLAN YOUR NEXT STAGE OF GROWTH

90-Day Business Plan Template

For lesson 5 of the course. One plan per quarter: the constraint, one objective, two or three measures, three milestones with their actions, and the reviews that keep it moving. The tinted rows are the lesson's remodeler example.

1. Header

QUARTER

PLAN OWNER

CONSTRAINT: ONE SENTENCE, WITH ITS EVIDENCE

OBJECTIVE AT DAY 90: ONE OBJECTIVE, MEASURABLE, TIED TO THE CONSTRAINT

Example: Constraint: supervision. The third crew can't run without the owner. **Objective:** by day 90, the third crew runs without the owner on site, and the owner's freed hours go into estimating.

2. Measures: two or three you can pull every month

Measure	Today	Target at day 90	Day 30	Day 60	Day 90
Example Owner hours on site per week	About 15	3 or fewer			
Example Owner calls from the third crew per day	Several	Escalations only, as defined in the decision limits			
Example Days from site visit to proposal	About 6	3			

3. Milestones and actions

Each milestone is a result, not an activity. Each action has one owner, a date and any dependency.

Milestone	Action	Owner	Due	Depends on	Status
Example Day 30: a lead is chosen and runs the crew with the owner on site	Choose the third crew's lead from the readiness list	Owner	Week 1		
Example	Write the lead's responsibilities and decision limits together	Owner and lead	Week 1	Lead chosen	
Example Day 60: the lead runs the crew with the owner on call	Owner leaves the site; reviews decisions in a weekly one-to-one	Owner	Week 7	A week of stage 2 with no decision the owner would have made differently	
Example Day 90: the lead owns the crew, and estimating is faster	Run the fourth-crew readiness check again	Owner and office coordinator	Week 12		
Day 30:					
Day 60:					
Day 90:					

4. Weekly review: five minutes in the team meeting

1. Read this week's actions from the plan: done, or a new date with a reason.
2. Anything blocked becomes an action in the meeting's log, with an owner.
3. Nothing else from the plan is discussed weekly.

5. Monthly review: 30 minutes at day 30 and day 60

With the owner and anyone who owns actions:

1. **Milestone:** reached, partly reached, or missed?
2. **Measures:** the numbers against their targets, pulled the same way every time.
3. **Constraint:** is it still the constraint? Measures moving and symptoms fading: keep going. Measures flat: find out why before adding actions.
4. **Course correction:** for anything off track, decide one of the three below, and write it in the review log.

Decision	When
Keep	On track, or behind for a reason that's already fixed
Change	The action isn't producing the milestone: change the action, the owner or the date, not the objective
Stop	The evidence says the constraint was wrong. Go back to lesson 1 with what you learned.

6. Review log

Put the day-30, day-60 and day-90 reviews in your calendar now, and write their dates in the first column.

Date	Milestone status	Measures	Decision (keep, change, stop)	What changed
Day 30: _____				
Day 60: _____				
Day 90: _____				

Don't change the objective mid-quarter. If it was wrong, finish the quarter's learning and pick a better one at day 90.

7. Day 90: what comes next

Hold the monthly review one more time, then answer:

DID THE OBJECTIVE HAPPEN? MEASURES AGAINST TARGETS, HONESTLY

WHAT'S THE CONSTRAINT NOW? FIXING ONE USUALLY REVEALS THE NEXT

WHAT GOES IN THE NEXT PLAN? ONE OBJECTIVE AGAIN, FROM THE NEW CONSTRAINT

What to review, and when

- [ ] Each week: this week's actions, done or re-dated
- [ ] Each month: milestones, measures, and whether the constraint is still the right one
- [ ] At day 90: the result, the new constraint and the next plan. Start the next quarter from the Growth Constraint Worksheet