How to Turn a Business Goal into a Practical 90-Day Action Plan

Service area: Strategic Planning & Execution



"We need to run more efficiently." Most owners have said something like it, and most teams have nodded in agreement. Then Monday arrives, and nobody is quite sure what to do differently. The goal is sincere, but it does not tell anyone where to start, what to measure, or when it is finished.

A 90-day plan is a practical bridge between a broad intention and the next concrete action.

Illustrative example: targets and numbers are for illustration only.

Key takeaway:

A 90-day plan turns a broad goal into focused, measurable action.

Select a priority worth focusing on

Ninety days goes quickly, so choose one priority or at most two.



Customer impact
delays, errors, or service quality customers notice

Operational risk
a dependency or gap that could cause a serious problem

Business constraint
something limiting growth, capacity, or margin

Just as important, name what is outside the 90-day scope. Writing down what you are deliberately not tackling protects the plan from quietly expanding.

Key takeaway:

Protect the plan by choosing a small number of priorities and naming what is out of scope.

Translate the goal into a measure

"Run more efficiently" becomes useful when it is specific. For example:
"Reduce average order turnaround time."



- **Baseline:** where it stands today
- **Target:** where you want it to be at day 90
- **Unit:** days, hours, percentage, count
- **Data source:** where the number comes from
- **Measurement owner:** who tracks it

If you do not have baseline data, collecting it is your first action.

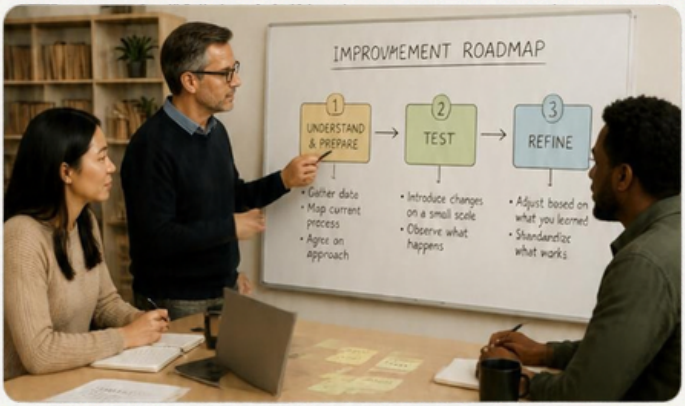
Avoid inventing a starting number to fill the gap; a target based on a guess makes it impossible to tell whether the plan worked.

Key takeaway:

A useful goal has a baseline, target, unit, data source, and measurement owner.

Build an action sequence

Break the priority into concrete outputs things you can point to when they are done and identify dependencies between them.



Team maps a three-stage improvement roadmap on a whiteboard

1

Month one: understand and prepare

Gather data, map the current process, and agree on the approach.

2

Month two: test

Introduce changes on a small scale and observe what happens.

3

Month three: refine

Adjust based on what you learned and standardize what works.

Not every priority fits this pattern exactly, but it helps avoid the common mistake of launching changes before understanding the problem.

Key takeaway:

Sequence the work from understanding, to testing, to refinement.

Assign owners and realistic dates

Every action needs a clear owner and a date.



It also helps to distinguish the **accountable owner** the one person responsible for the result from the people contributing to the work.

Readiness check

1. **Does the person have the capacity?**
2. **Do they have the authority to make the decisions the action requires?**

Shared accountability often means no accountability.

Key takeaway:

Give every action one accountable owner, a realistic date, enough capacity, and the authority to act.

Review actions and outcomes

Hold short, regular reviews every two weeks is a reasonable starting point.



Execution progress are the planned actions happening?

Outcome measure is the number moving?

A completed checklist is not necessarily a successful outcome.

If every action is done but turnaround time has not improved, the plan needs a different approach, not more of the same.

Key takeaway:

Review both whether actions happened and whether the outcome measure moved.

Decide what happens after day 90



At the end of the period, review the evidence. Keep what worked and make it part of normal operations. Adjust or stop what did not. Then use what you learned to choose the next priority. Over time, this cycle builds a habit of steady, evidence-based improvement.



Key takeaway:

Day 90 is a decision point for learning, standardizing, and choosing what comes next.

Reader exercise

Fill in a single line for one goal: objective, baseline, target, unit, owner, three actions, and review date.



Objective	
Baseline	
Target	
Unit	
Owner	
Action 1	
Action 2	
Action 3	
Review date	

Use illustrative numbers only until real data is confirmed.

Key takeaway:

Put one goal into a single, reviewable 90-day action line.

When to bring in support?



If your goals are clear but turning them into a workable plan is not, AuofOnyx can help.

Contact AuofOnyx to discuss a prioritized roadmap or planning support suited to your business.

Key takeaway:

A practical roadmap turns clear goals into owned, sequenced, measurable work.

Source:Atlassian Team Playbook. "Objectives and Key Results (OKRs)."
Read the OKR guide and template: https://www.atlassian.com/team-playbook/plays/okrs