



BUILDING CHAMPIONS™

COACHING BUSINESS AND LIFE | ON PURPOSE

BUSINESS VISION

Every company needs a well conceived Vision. Your Vision will reflect your Core Convictions. It will provide guidance about what Core Convictions to preserve and what future to work towards, even to your successors.

Creating your Vision can be one of the most challenging, yet rewarding exercises you go through as a businessperson. It will take much thought and time. You will need to do some soul searching to create something that is of value. When complete, your Vision will act as a magnet and will pull you forward, regardless of the day-to-day changes and crises that will occur.

Your Vision begins with you addressing your Core Ideology. Your Core Ideology is comprised of your Core Convictions and Core Purpose. What are the essential tenets that make you who you are? What do you stand for? Why do you exist? This belief system is not something that is learned or even created. It is who you are – your core. Make sure you address your Core Convictions, as they truly exist, not how you want them to be. If you don't, it will show that no one around you believes in you, including yourself. Your Convictions and Purpose are going to be an agent for guidance and inspiration to you and your team.

You will then move on to consider your Envisioned Future. This process includes creating a long-term Mt. Everest Goal and a Vivid Description of what the future of your business will look like. By going through this process you will have a target to aim for as your business grows and changes. It will also allow you to communicate your Vision to those around you.

After addressing your Core Convictions and Envisioned Future you are prepared to craft your Vision. By going through this process you will create a Vision that will serve as a guide to you throughout the years.

IMPORTANT RULE

This action plan is to be completed in an environment that will allow for the highest probability of creativity and thought. We recommend that you schedule one full day away from the office (park, mountains, beach, stream, meadow, etc.). Go somewhere you will not be interrupted by phones, pager, people, etc.

VISION EXERCISE

Core Ideology:

Core Ideology defines the enduring character of an organization - a consistent identity that transcends product or market life cycles, technological breakthroughs, management fads and individual leaders. Core Ideology consists of two distinct parts: Core Convictions, a system of guiding principles and tenets; and Core Purpose, the organization's most fundamental reason for existence.

The authenticity, the discipline, and the consistency with which the Ideology is lived - not the content of the ideology - differentiates visionary companies from the rest of the pack.

Core Convictions:

- Intrinsic
- Define what we stand for
- Hold them even if they became a competitive disadvantage
- Only a few (three to five)
- Pursue with relentless honesty
- Don't ask what we should have, ask what Core Convictions we truly and passionately hold
- They must be authentic and "discovered" within the organization
- Don't change in response to market changes - change markets to remain true to Core Convictions
- Even global organizations composed of people from widely diverse cultures can identify a set of shared Core Convictions

Ask yourself the following questions to determine your Core Convictions:

- Work from the individual to the organization - what Core Convictions do you personally bring to work?
- What would I tell my children are my Core Convictions?
- If you were to start a new organization tomorrow in a different line of work, what Core Convictions would you build into the new organization regardless of its industry?
- If you awoke tomorrow with enough money to retire, would you continue to live those Core Convictions?
- If circumstances changed and penalized us for holding these Core Convictions would we still keep them?
- Can you envision them being as valid for you 20 years from now as they are today?
- Would you want to hold the Core Convictions, even if at some point one or more of them became a competitive disadvantage?

Create a list of Core Convictions - to identify the Core Convictions of your business or organization, push with relentless honesty to define what Convictions are truly central. Remember, Convictions must stand the test of time.

1. _____
2. _____
3. _____
4. _____
5. _____

Core Purpose:

- Organization's reason for being
- Reflects people's idealistic motivations for doing the company's work
- Captures the soul of your team
- Who do we exist to serve, with what and why

Ask yourself the following questions to determine your Core Purpose:

- Ask five whys. Start with descriptive statement: We deliver X services and then ask, why is that important? Five times. After a few whys you'll find that you're getting down to the fundamental purpose of the organization.
- Imagine you could sell the company to someone who would pay a good price and would guarantee stable employment for all employees at the same pay scale, but with no guarantee that those jobs would be in the same industry. Suppose the buyer plans to kill the company after the purchase - its products or services would be discontinued, its operations would be shut down. The company would utterly and completely cease to exist. Would you accept the offer? Why or why not? What would be lost if the company ceased to exist? Why is it important that the company continues to exist?
- If you awoke with enough money tomorrow to retire would you still keep working here?

Document your Core Purpose here:

Envisioned Future:

The Envisioned Future consists of two parts: A 5 year Mt. Everest goal, plus a Vivid Description of what it will be like to achieve the goal. It is the mountain to be climbed. It should be so exciting in its own right that it would continue to keep the organization motivated even if the leaders who set the goal disappeared.

5 year Mt. Everest Goal

- Difference between merely having a goal and becoming committed to a huge, daunting challenge
- Clear and compelling
- Serves as a unifying focal point of effort
- Acts as a catalyst for team spirit
- Has a clear finish line - your team can know when it has achieved the goal
- Tangible, energizing and highly focused

Document your Mt. Everest Goal here:

Vivid Description:

- A vibrant, engaging, and specific description of what it will be like to achieve your Mt. Everest Goal.
- Translating the Vision from words into pictures.
- Passion, emotion and conviction are essential parts of the Vivid Description.

Ask yourself the following questions to create your Vivid Description:

- We're sitting here in 10 years; what would we love to see?
- What should this company look like?
- What should it feel like to employees?
- What should it have achieved?
- If someone writes an article for a major business magazine about this company in 10 years, what will it say?

Document your Vivid Description (it is likely that you will need a separate page for this piece):

Conclusion

Now take everything you have documented above and craft your Vision. This will be your guide into the future.