

BUILDING A VISION

<p><u>CORE IDEOLOGY</u> Preserve the core What we stand for and why we exist Continuity Genuinely sacred To be preserved A consistent identity that transcends individual leaders Provides the glue as we grow The principles that hold us together in our diversity Is discovered</p>		<p><u>ENVISIONED FUTURE</u> Stimulate progress What we aspire to become Change Not sacred To be stimulated Something concrete, visible, vivid and real Involves a time yet unrealized, with its hopes, dreams, and aspirations Is created</p>	
<p><u>CORE VALUES</u> Essential and enduring tenets A small set of timeless, guiding principles No external justification required Having intrinsic value Founders' inner beliefs Decided upon independent of external circumstances Probably no more than five</p>	<p><u>CORE PURPOSE</u> The organization's raison d'être People's idealistic notions for doing the organization's work Captures the soul of the organization Should last at least 100 years Serves as a guiding star on the horizon – forever pursued but never reached Doesn't change, but inspires change</p>	<p><u>BHAGs</u> "Big, Hairy, Audacious Goals" Clear and compelling Serves as unifying focal point Acts as a catalyst of team spirit Clear finish line to measure achievement Reaches out and grabs people Tangible, energizing, focused People "get it" right away The mountain to be climbed – and when done, another one awaits</p>	<p><u>VIVID DESCRIPTION</u> A vibrant, engaging, & specific description of what it will be like to achieve the BHAG Translates the BHAG from words to pictures An image that people can hold that conveys passion, emotion and conviction</p>
<p><u>How to discover core values:</u> Push with relentless honesty Work from the individual to the organization level Ask, "If circumstances changed and penalized us for holding a particular core value, would we still keep it?" What personal core values do you bring to this organization? What would you tell your children are the core values of this group?</p>	<p><u>How to discover core purpose:</u> Not simply current programs Ask "why?" five times Play the "Random Corporate Serial Killer" game If woke up w/ enough money to retire, what would nevertheless keep you with this organization? What deeper sense of purpose would motivate you to continue to dedicate your energies to this organization?</p>	<p><u>How to create a BHAG:</u> Think beyond current capabilities & environment of the organization Should not be a sure bet Should require extraordinary effort Four categories: target, common- enemy, role-model, & internal- transformation What do we want this organization to look like in 10, 30 years? If article written in 10 years about this organization, what would be in it?</p>	<p><u>How to create a vivid description:</u> "Paint it" in your mind's eye Requires a certain level of unreasonable confidence and commitment</p>