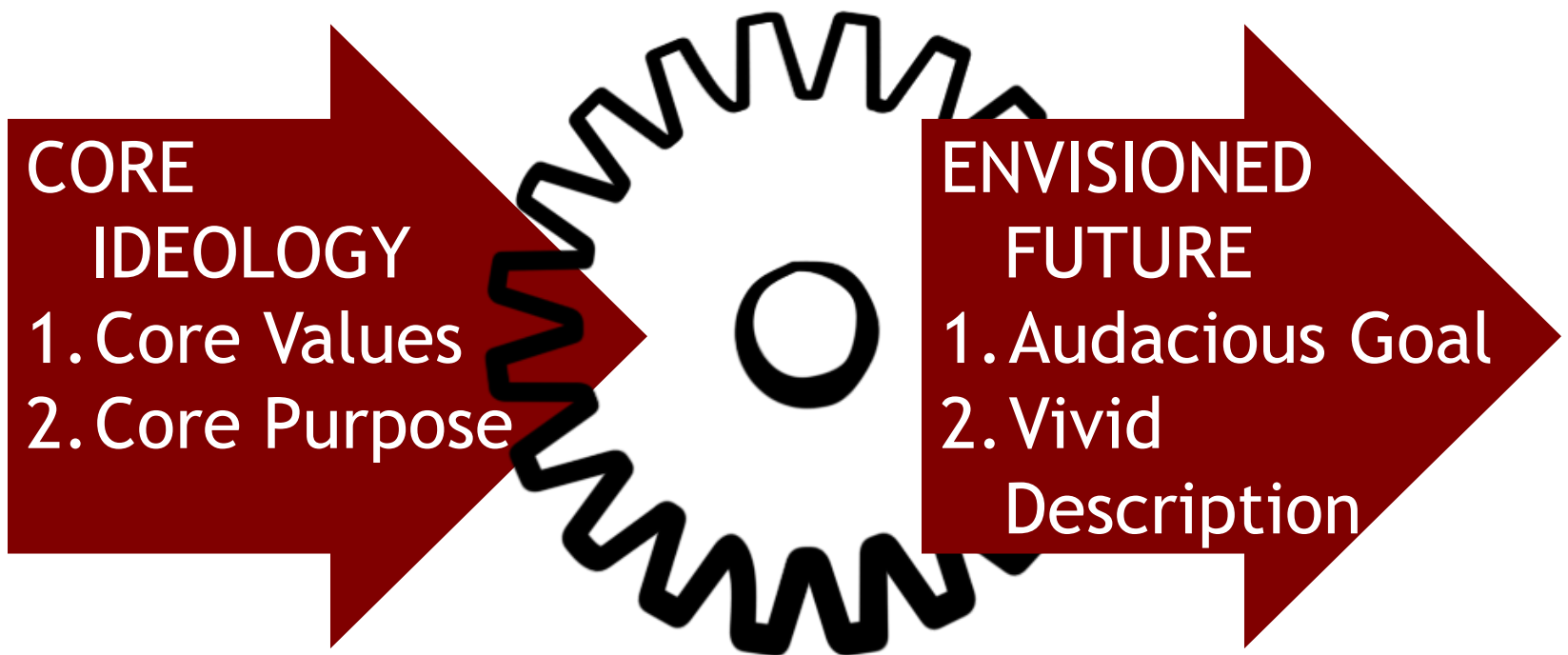


Developing Your Vision

Elements of a Vision



(From Jim Collins & Jerry Porras)

Developing Your Vision

Truly great leaders understand the difference between what should never change and what should be open for change, between what is genuinely sacred and what is not. This rare ability to manage continuity and change--requiring a consciously practiced discipline--is closely linked to the ability to develop a vision.

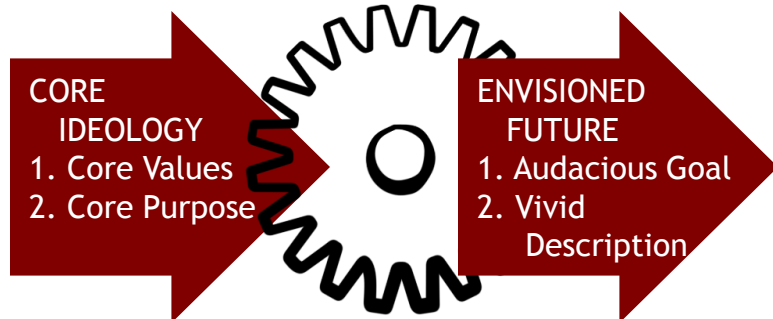
Jim Collins & Jerry Porras
“Building Your Company’s Vision”
Harvard Business Review, September-October 1996

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CORE IDEOLOGY: 1. Core Values

List your organisations values, then ask the following questions about each, and narrow down your list to three, four or (at most) five *core* values

- Would you want your organisation to continue to stand for this core value 100 years into the future, no matter what changes occur in the outside world?
- Would you want your organisation to hold this core value, even if at some point in time it became a competitive disadvantage—even if in some instances the environment penalised the organisation for living this core value?
- Would you personally continue to hold this core value even if you were not rewarded for holding it?
- Would you change jobs before giving up this core value?



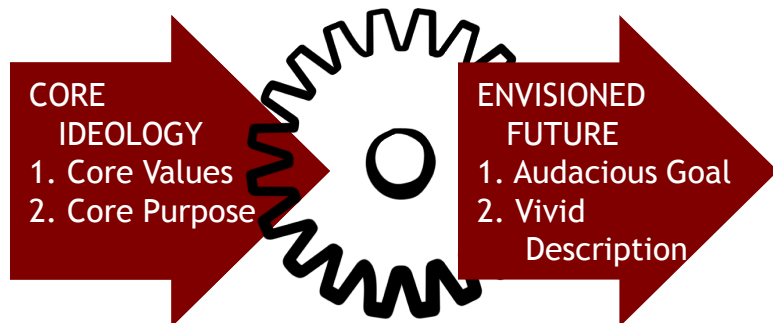
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CORE IDEOLOGY: 2. Core Purpose

("Five Whys") State what you do as a in clear and simple language. Then ask yourself, "Why is this important?"

Use your answer to redefine what you do (as an organisation) and then ask, "Why is *this* important?" again, and repeat the process four more times.

It may take fewer than five "Whys?" or it may take more, but at a certain point you will have a sense that this is your core purpose.

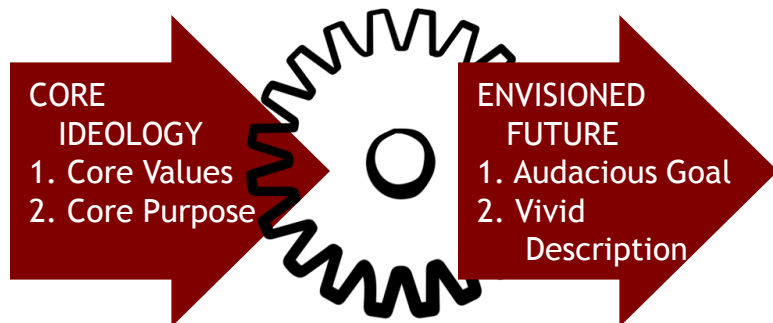


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ENVISIONED FUTURE: 1. Audacious Goal

Identify an audacious goal that...

- Looks beyond your current capabilities and environment.
- Is clear and tangible, requiring little or no explanation.
- Is compelling, energising and engaging.
- Focuses your efforts on its fulfillment.
- Has a defined finish line.

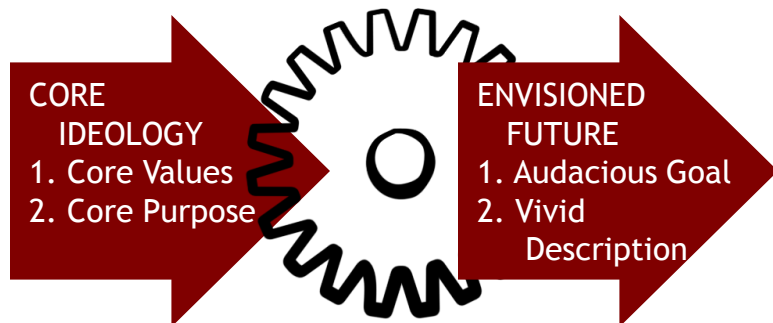


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ENVISIONED FUTURE: 2. Vivid Description

Describe what it would be like to achieve your audacious goal. Think not only in linguistic terms but also in images, as if it were a picture you could carry around with you. Start from a vivid description of what success would feel like. Ask yourself:

- Where do you see the organisation in ten or even 25 years?
- If a journalist in the future were to write an article about the organisation and its success, what would the article be about? What topics would it cover?
- What limits have you set for the organisation? And what would it look like if it exceeded those limits?



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CREDITS

1. “Building Your Company’s Vision,” Jim Collins and Jerry Porras, Harvard Business Review, September-October 1996,

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2. “Built to Last, Jim Collins and Jerry Porras, HarperBusiness, 1994,

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