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CHARTING THE COURSE: CEO Tools to Align Strategy and Operations

Tara Rethore & Catherine Langreney

T&C Business Books and Media

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Published by T & C Business Books and Media

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ISBN #978-0-578-86304-7

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Introduction

Translating strategic thinking into actions that work on the ground is one of the most challenging things senior leaders encounter in running their businesses.

In our experience, strategists are often encouraged to dream in order to drive forward thinking and aspiration. Operational¹ leaders are tasked with making it happen. Yet, too often, these activities are pursued independently. You've likely seen what happens when a strategic planning session is completed solely in the C-Suite, perhaps with the help of an external consultant and strategy expert. Afterwards, operational leaders receive the new strategy with a mandate to meet objectives. They must translate what the corporation has asked them to do into their own context and identify specific actions that make sense on the ground. In some ways, this demonstrates trust in operational leaders. In other ways, it sets them adrift—disconnecting CEOs and senior executives from the realities of effective operation and execution.

That's why we created this book—as a companion guide to help senior leaders like yourself take strategy forward more effectively. What if, instead of a rapid handoff from C-Suite to operations, CEOs took the time to explicitly connect strategy and operations? That would set the stage for the CEO to work with senior leaders to persistently and continuously maintain that connection.

Strategy, Mission, and Vision

Let's start with a shared definition of what we mean by strategy and operations, and their relationships to mission and vision. For us, **mission** is purpose. It's a simple, clear statement of *why* the organization exists. Mission rarely changes. For example, “The American Cancer Society’s mission is to save lives, celebrate lives, and lead the fight for a world without cancer.”²

Vision is the destination. It's *where* you want the organization to go or what it will achieve. A good vision contains an element of aspiration. By definition, a vision is future-oriented and will take at least a few years to achieve. For example, Walmart expresses its vision as: “Be *THE* destination for customers to save money, no matter how they want to shop.” The Walmart vision complements their mission to “Save people money so they can live better.”³

¹ Operational leaders include those who run business/product lines and functions (e.g., marketing, information technology, human resources, procurement, finance, legal, environmental health and safety, etc.).

² “Mission Statement,” American Cancer Society, online. <https://www.cancer.org/about-us/who-we-are/mission-statements.html>

³ Walmart Mission and Vision Statement Analysis, Walmart, online. <https://mission-statement.com/walmart/>

The Obvious Can Be Difficult

Strategy, then, is about *how*. It's the set of decisions and actions that get you where you want to go—or how you will achieve your vision. Typically, strategy describes the critical few priorities that guide the decisions. These should be forward-focused and, once set, not easily changed. Operations create the means through which you actually move; many tactics are operational in nature. Together, strategy and operations help you do what you set out to do. Planning is helpful for both, yet neither is simply about a plan. To reach your vision, both strategy and operations must be aligned and put into action.

To reach your vision, both strategy and operations must be aligned and put into action.

In the first articulation of an enterprise strategy, CEOs explain the strategy and its connection to employees and customers. At the same time, it's important to be clear about how operations contribute to strategy—or the role operations plays in reaching the vision. Having been CEOs ourselves and worked with many more, we know that this step is critical. Many CEOs and senior leaders recognize it as such. Still, the importance of doing this well can't be overstated. Rather than delivering a slide deck describing objectives, it's important to engage senior leaders in an active conversation to answer questions and constantly seek clarity. Then, all senior leaders can define their own departmental visions within the context of the larger enterprise vision and describe their contributions to the overall strategy. That creates the link between strategy and operations.

The need to align strategy and operations may seem obvious. Yet, in practice it's often more difficult to do, as we have learned personally.

Catherine arrived as a new CEO in a developing country—charged with defining and executing a growth strategy to take advantage of the rapidly growing economy and to drive demand for the company's product.

The business was already well-established, yet its potential had not been fully tapped. It benefited from a highly concentrated, oligopolistic structure and an underserved market. Very little product differentiation among the current players offered opportunity which, when combined with the growing economy, attracted new entrants.

While on the surface, growth might have seemed easy, other factors assured it was not. A scarce talent pool plus production facilities in need of upgrade made it more challenging to compete against new, state-of-the-art facilities introduced by the new players. Catherine needed not only to develop a compelling new vision (to set the destination), she also had to put everything in place to make it happen. That meant undoing old ways of working and producing, rather than starting from scratch.

Like other CEOs in Catherine's shoes, she quickly realized that strategy and operations must be synchronized. The dynamic market meant that external forces were constantly in flux. Success required regular checks of both strategy and operations to assure alignment and make adjustments. It was simply not possible to drive strategy forward (a typical role for the CEO) without in-depth, deliberate, and regular understanding of what was happening on the ground.

Meanwhile, in her consulting work, Tara has advised senior leaders as they discovered the lack of balance between strategy and operations in their businesses.

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For example, the new CEO of an established US-based product and service company was hired to accelerate growth and dramatically increase revenue while maintaining profitability. Acquisition was an option, but only if the acquired company could show immediate and ongoing results. Investors also did not have the patience to wait for acquisitions to demonstrate growth. As a result, acquisition was unlikely to be the sole growth strategy. Additional drags included a long lead-time to create new products with a highly concentrated customer base, and few barriers to entry that encouraged new competitors in multiple parts of their value chain.

The CEO quickly realized that he needed not only a new strategy, but also a different approach to defining the strategy and involving the leadership team in the process. Like Catherine, he soon realized he also needed to align strategy and operations in order to demonstrate the value of the new destination and create an attractive path forward for investors. The “aha” moment for the team was realizing that what they were doing on the ground was inconsistent with what they wanted or needed to do to reach the destination. The CEO needed external help in clarifying the destination, identifying the key strategic priorities to close the gaps between where they were and where they wanted to be, and setting in motion the disciplines and tools to actively manage the balance between strategy and operations.

In these two examples, both CEOs realized they could benefit from practical tools and external support to help them align strategy and operations. We share these particular examples because they are typical of the situations we’ve encountered throughout our careers. Both of us have worked in a broad range of industries and organizations of varying sizes around the globe. We’ve held roles ranging from functional to purely operational, strategic, or entrepreneurial. Over the years, though our individual journeys diverged, we realized how deeply aligned we are, particularly about

the incredible power of the marriage of strategy and operations. This knowledge and expertise are both critical for CEOs to be successful.

Mapping the Journey

Charting the Course is a set of tools that make you think, help you plan, and spur action. None of our tools is industry specific. They work—or can be adapted—for any context to facilitate your journey or address a specific challenge you may face. This is a companion guide for leaders, written in a conversational way. It’s that voice on your shoulder or that resource you tap when you don’t know what you don’t know—or when you need a little extra support to put together the whys, whats, and hows of running your business. That’s what it means to balance and align strategic thinking with operational realities.

***Charting the Course* is a set of tools that make you think, help you plan, and spur action.**

While we often refer to the CEO for simplicity, the tools in this book are valuable not only for Chief Executives, but for other senior management leaders as well.

About The Book

As a companion guide, *Charting the Course* is designed to help senior leaders who are certain about many things, uncertain about some, and eager to learn about still more. Building on and sharing our own experience, we help you to ask new questions, discover things you hadn't considered in your current context, or bring different tools and approaches to the forefront. Our tools guide you along the journey you're setting for your business. That journey is essentially the path you will take to reach the objectives you've set for the business. Whether it's visioning to set your destination, assessing risks, onboarding new team members, managing crises, determining when you've reached the destination, or anything in between—we've got you covered. By bringing together strategy and operations in one resource, we make it easier to keep both in gear—interlocked and moving in the same direction.

Running a business today is vastly different from doing so a decade ago—or perhaps even as little as six months ago. It seems to be a universal truth that the world keeps moving faster and business must keep up or fall by the wayside. Yet, in our experience, it's not just about velocity; complexity is also a major challenge. Even in small businesses, the complexity of work is greater than ever before.⁴ Scanning the news, it's hard not to find an article about the latest disruption. Disruptions appear to be more prevalent and significant. In our work with other senior leaders, many of us find it increasingly difficult to know which disruptions are the most real or lasting. At the time of this writing, the world is embroiled in a global health crisis⁵ that has fundamentally shifted ways of working, living, and interacting with others. The near-term impacts are far-reaching and significant.

The longer-term path as yet remains unclear. How do we know when to shift direction or continue on our current path?

Not long ago, our work and work-related decisions were organized around hierarchical structures. Today, cross-functional teams are much more common, with an emphasis on collaboration and active, dynamic problem solving. For the last several years, collaboration has been largely in-person, or via co-located teams. The world has now moved more substantively and comprehensively to telework, remote teaming, and the use of online tools. Collaboration and interpersonal connections become both more important and more challenging to manage.

⁴ For example, see these articles discussing the growing complexity and its impact for leaders: Lucas Smith, "How are You Managing Increasing Complexity in Your Work?," *Skyline Technologies Blog*, 2017. https://www.skylinetechnologies.com/Blog/Skyline-Blog/November_2017/how-are-you-managing-complexity-work; and Lynda Gratton, "Leading in Complex Times" *Harvard Business Review*, 2013. <https://hbr.org/2013/10/leading-in-complex-times>.

⁵ The COVID-19 virus began spreading through Asia in 2019, and reached global pandemic proportions in 2020.

⁶ AGILE is not an acronym, although it's generally written in all caps. The term originated as a set of principles for software development but is now applied to many other aspects of managing business operations and projects. AGILE concepts promote adaptive planning, early delivery, continuous improvement, and rapid and flexible response to change. AGILE is highly dependent on teams, and it promotes self-organization and cross-functional participation.

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Work today also requires agility, which is simply the ability to shift direction quickly and smoothly. That has spawned both behavioral changes in our leadership style and more formal approaches, such as AGILE⁶ project management. Our workforce includes multiple generations, with varied expectations and ways of working—the implications of which we’ve yet to fully comprehend. In many countries (though perhaps most keenly in the US), we’ve come to realize that diversity matters and true inclusion is far more difficult to achieve than it should be. Businesses and economies benefit when individuals are treated equitably and are afforded the same opportunities and respect. How do we structure our businesses and organizations to respect differences, incorporate varied ideas and concepts, and foster cross-generational collaboration?

Today, we have more tools and technology available that make it easier to connect with customers and colleagues, to share information, and to collect and understand data. Yet, having so many options can make it difficult to determine which tool is best for each purpose and then to make the best use of the tools and resources we already have. How do we choose?

These types of decisions are just some of the twists CEOs and senior leaders must navigate on the road to successful destinations. In addition, each industry and organization type also encounters its own kinds of roadblocks and opportunities. By the time you are reading this overview, new factors will have emerged.

That’s why each section suggests critical questions and provides tools to help you address them. We look across the key facets of business – strategy, operations, capital (money), and people – and deal with the interdependencies. *Charting the Course* addresses five areas that have

a significant impact on your ability to continue delivering on what’s happening now, while also driving toward the future you’ve defined. Take a look:

Journey Map

Section 1: Set the Destination

- Understand your external landscape—industry trends, drivers of change, opportunities, and threats—and current reality
- Set your vision (destination)
- Get everyone on the same page

Section 2: Plan the Journey

- Assess competitive position and internal capabilities (strengths and weaknesses)
- Describe your value proposition
- Identify critical gaps between where you are and your vision
- Define strategic priorities and the plan to close gaps and monitor progress

Section 3: Manage the Journey

- Link specific actions to high level strategic priorities
- Assess the ongoing performance of the organization and individuals
- Leverage your Board
- Navigate crises effectively

Section 4: Sustain the Pace

- Create an environment that fosters high performance and attention to people
- Attend to cultural elements and strategic communication
- Set and manage the rhythm and pace of the organization

Section 5: Reach Your Destination

- Know when you've achieved the vision, what you've learned, and how to retool the organization before starting a new strategic initiative

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While these are the key components required for any journey, they are not always used sequentially. Much depends on where you are at any given point in the journey. A number of components may be iterative. The learning you develop as you travel or continue on your way—plus changes in landscape, competitive positions, or market and customer needs—require rethinking your approach. With those lessons, you adjust the tactics, decisions, and actions needed to achieve your vision.

We've applied that same idea to the structure of this book. We liken the five areas to the steps you take on a journey to reach a compelling vision—that's your destination. We've also identified a number of challenges that CEOs and their teams commonly face at various points along the way. You may choose to access the tools from either perspective, or to dive more deeply into a specific area as needed.

The first step in any journey is knowing where you are today. There are two common starting points:

I know where I am in the journey to reach the destination.

Great! The flow of the book suggests a sequence. In practice, however, the tools can be used in any order—because not every business starts from the same place or has all the same pieces fully in place, all the time. Start with the section and tools that reflect your current position and move on from there. You may also find moving forward requires revisiting earlier parts of your journey to ensure that your team shares your understanding of where you are. Either way, *Charting the Course* works.

I want to address a specific challenge that I'm facing now or anticipating I will face soon.

We've captured common challenges CEOs face and mapped the tools that may help to address them. Find the challenge that's closest to the one you face and review the suggested tools. You may find your challenge is a hybrid or combination of several common challenges. In that case, dive more deeply into the relevant tools or sections to identify new techniques or how you might improve on what you're currently doing.

Common CEO Challenges

Your growth has hit a plateau. You want to take it to the next level.

You're not sure if your team has a clear and shared understanding of what it will take to achieve the objectives.

Your team seems to be constantly playing catch-up; you're regularly fighting fires and reacting, rather than anticipating trends, changes, opportunities, challenges.

Your team is mired in the daily demands of the business, leaving little space to pursue the long-term objectives.

You're surrounded by stakeholders with competing agendas that get in the way or slow progress toward the vision.

You're not sure if your company environment is conducive to achieving your ambition.

You're not sure that you have the right capabilities and processes to scale up the business and fuel the next stage of growth.

	External Landscape	Visioning	Current Reality	Effective Decisions	Onboarding	Competitive Positioning	Value Propositions	Gap Analysis	Strategic Planning	Strategic Dashboard	Capital Investment	Risk Assessment	Operational Execution	Organizational Capabilities	Performance Management	Crisis Management	Strong Board Relations	Elements of Culture	High Performance Teams	Strategic Communication	Feedback	Rhythm & Pace	Vision Accomplished	What We Have Learned	Retooling
	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓		✓	✓		✓		✓	✓		✓	✓		✓
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Section 1:
Set the Destination

Section 2:
Plan the Journey

Section 3:
Manage the Journey

Section 4:
Sustain the Pace

Section 5:
Reach the Destination

Common CEO Challenges *(continued)*

You feel you've gone as far as the organization can go to meet the current ambition, and now need to prepare the team for the next phase.

You're dependent on a few critical customers or a particular agreement; or you want to diversify your customer mix.

You feel like you are swimming upstream without a team to support and advise you.

Your board members or your team do not understand your business strategy or opportunity for value creation.

You are not sure the right information is flowing upward allowing you to engage stakeholders and to make good decisions.

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	External Landscape	Visioning	Current Reality	Effective Decisions	Onboarding	Competitive Positioning	Value Propositions	Gap Analysis	Strategic Planning	Strategic Dashboard	Capital Investment	Risk Assessment	Operational Execution	Organizational Capabilities	Performance Management	Crisis Management	Strong Board Relations	Elements of Culture	High Performance Teams	Strategic Communication	Feedback	Rhythm & Pace	Vision Accomplished	What We Have Learned	Retooling
	✓	✓	✓			✓	✓	✓	✓				✓			✓		✓	✓			✓	✓	✓	
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			✓												✓		✓	✓	✓						

- Section 1: Set the Destination
- Section 2: Plan the Journey
- Section 3: Manage the Journey
- Section 4: Sustain the Pace
- Section 5: Reach the Destination

Agility and Flexibility

In our experience, finding the right balance of strategy and operations requires agility. The book is designed to facilitate fluid movement among all tools and to accommodate a variety of business journeys, regardless of your current position or challenge.

Charting the Course contains 25 tools, and is organized to help address strategic and operational questions or challenges. Managing your business is rarely split so nicely between the two; that's why alignment and balance become so critical. Overall, you need both; yet at any given moment, a focus on either strategy or operations may be more necessary. Similarly, each tool sits on the spectrum between strategy and operations, and at times, they toggle between the two. That structure gives you the flexibility you need to adapt the tools to best suit your specific situation.

We guide you through each Section—each step in your strategic journey—with an overview and tips to dive into the relevant tools. We then define each tool in the Section and suggest how you can apply the tool effectively. We include a **Roadmap** (an outline of the steps you take to implement the tool), additional context, and **Aids** and **Examples** that support you as you move through the **Roadmap**. These are practical frameworks that translate theory into action, so that you can tailor the tools to your situation. At the end of each tool, you'll find **Acceleration Tips** to improve your performance or use of the tool. Throughout the book, we use common icons to identify each element and to help you to navigate the tools.

Ready? Fasten your seatbelt and let's get started.

Section 1: Set the Destination

Travel for the sheer joy of traveling can be exciting and wonderfully appealing: you are creating the rules and forging ahead into the relative unknown.

Many CEOs and entrepreneurs do just that, fueled by a fundamental belief in their business concept and their ability to “figure it all out” as they go. Often, that approach works for a while, but becomes increasingly difficult to manage as the business grows and the environment becomes more volatile.

While you need a clear destination, it's also important to understand the broader context.

This is when you need a clear destination: where are you going? It's also important to understand the broader context. On a journey, you need at least a sense of the environment or landscape—including the potential hazards you may encounter or what it's like to travel in that area. If you are traveling with others, you also need a shared understanding of both the destination and the starting point.

In business, we've found it's helpful to start with a conversation that's focused on specific, well-articulated outcomes, and to ask a few key questions. Our Tools will help you to address those questions as you set your destination. Perhaps start with these:

Questions to consider:

- **In what ways might the dynamics of our world, customers, or industry change? What's driving those changes?**
- **What opportunities and threats for our business arise from this understanding of our world?**
- **Where do we see our company in 5 years?**
- **What does success look like in 3 years? In 5 years?**
- **Do we have a good understanding of our current reality?**
- **How do we ensure that our senior leaders hit the ground running?**
- **How will we take decisions?**

How To Use The Tools To Set The Destination:

This section contains Tools to help you balance strategy and operations from the very beginning. From a strategic standpoint, first articulate your vision—that’s where you want to go. The **Visioning Tool** helps you do this, and ensures everyone has the same understanding of what that destination actually looks like. Your vision benefits from a clear assessment of the context in which your business operates. That’s the **External Landscape**, including the opportunities and threats for your industry.

You and your team may already have a sense of where you are right now. If so, great! It’s helpful to describe that in a consistent way. That is your **Current Reality**. Remember: your strategy is the set of decisions and actions that close the gap between where you are (the current reality) and where you’re going (destination/vision). Use the **Current Reality Tool** to develop a consistent understanding of your current strengths and weaknesses, focusing on those that are most relevant to the opportunities and threats identified in the **External Landscape Tool**. That makes it easier to take¹ decisions about what the team will do to close the gaps. Those strategic priorities also guide operational choices (e.g., retooling, enhanced operating capacity, new capabilities, different teaming or organizational structures, etc.)

In our experience, we find it’s often unclear *how* the organization takes decisions. Thus, we have included the **Effective Decisions Tool** to frame and take decisions consistently and effectively. As the senior leader, you offer a framework for decisions and encourage your team to shape their questions or challenges in terms of the decisions you (or others) must take. By adopting a consistent framework, you also give others a better sense of their role in the decision.

It’s critical to onboard people effectively—to get them up to speed on where you are going, the ways in which you work, and where you are in the journey. That’s why we’ve included the **Onboarding Tool**. This will make it easier for them to contribute both strategically and operationally. They’ll know what’s expected and the role they will play in executing the strategy.



¹Throughout the book, we refer to taking decisions rather than making them. It’s more than semantics. Certainly, leaders at any level regularly make decisions. Unfortunately, not everyone owns the decisions they make. We’ve learned that when a leader takes a decision—and uses that terminology—it suggests ownership of the decision and a commitment to its impact or consequence. Some decisions are simply made. Others require more deliberate ownership and emphasis; those are the decisions leaders take.

Visioning

Regardless of where you are now, you can't get 'there' if you don't know where the destination is. In that case, there's no 'there,' there.

As we've already noted, vision is essential for strategy as it defines where you want to go, or what you intend to achieve or do. It's your destination. Visioning allows you and your team to consider the *possibilities* for your business, rather than getting stuck in what your business and industry look like today or what's just over the horizon.

Vision is essential for strategy as it defines where you want to go, or what you intend to achieve or do. It's your destination.

Using the insights gained from considering your **External Landscape**, dream with your leadership team about what 'could be' for your organization. Better yet, include critical stakeholders or thought leaders in your visioning sessions to enhance the quality of the vision and assure a *shared understanding* of that vision. Set a specific timeframe within which to achieve the vision. There is no magic timeframe, but it should be at least a few years out. Select a year that's close enough to the present to feel relevant and generate a sense of urgency, yet far enough into the future to allow stretch.

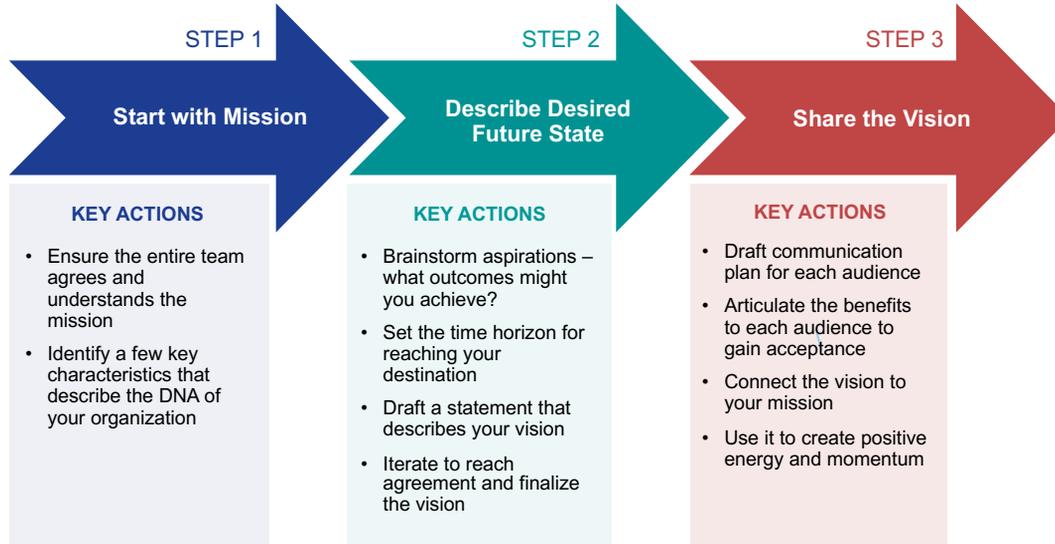
Our **Visioning Roadmap** describes the three steps needed to create a shared vision. Importantly, the value is in the *conversation*. You are thinking and crafting the vision together, melding ideas, and drafting a statement that captures what the group means when it talks about vision.



ROADMAP

Start with mission. Focus on ‘what could be,’ not ‘what is.’

Visioning



Remember, vision is not mission. Mission is about purpose. Distinguishing between the two is often tricky in organizations. And both are founded upon the organization’s *values*—which describe your collective beliefs and are demonstrated by how all employees behave. The following table offers a snapshot of these key terms.



Clarify Your Terms

	Mission	Vision	Values	Strategy
	<i>Purpose</i>	<i>Destination</i>	<i>Beliefs</i>	<i>Decisions & Actions</i>
Answers the questions	Why do we exist? What is our purpose? What do we want to be known for?	Where do we want to go? What do we aspire to be or do?	What do we believe? What guides our behaviors?	How will we get to where we want to go?
Spans this timeframe	A mission statement is anchored in the present leading to the future	A vision statement projects your future	Values are timeless	It reflects the time needed to move from the present to your aspired future
Passes the litmus test	What do we do today? For whom? What is the benefit? Why we do what we do? For whom do we do this and to what end?	Where do we see ourselves in 5+ years? What do we hope for? What does success look like?	What traits embody what's best about our organization? Has this been present in our organization for a long time (core) or is this something we need to work hard to cultivate (aspirational)?	What decisions and actions will close the gaps between where we are and where we hope to be?

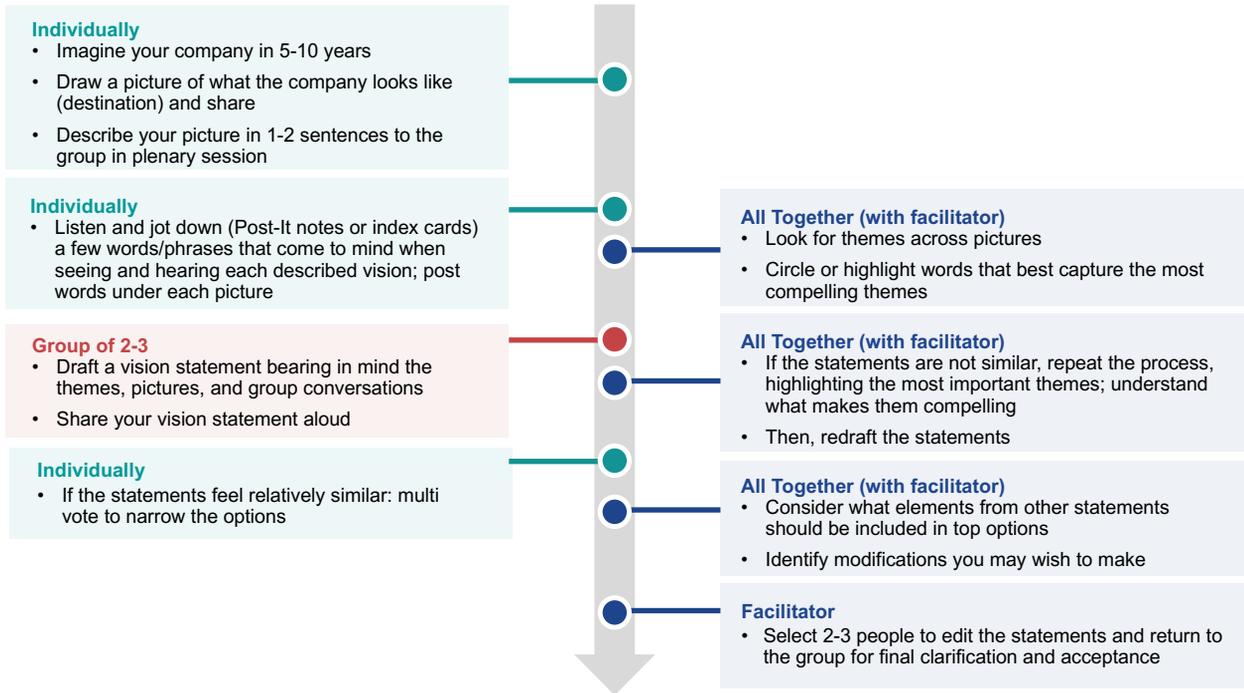
The **Visioning Session Aids** walk through possible conversations you might lead to establish your shared vision, including examples of strong visions and missions.

In the end, keep it simple. Your vision should roll off the tongue with ease, so that everyone in the organization can remember it, talk about it, and embrace it meaningfully as they take decisions, interact with customers, and do their jobs.



AID

Establishing a shared vision: The value is in the conversation.





AID

Use a vision board to establish a shared vision.

	Vision Board			
	Team Member 1	Team Member 2	Team Member 3	Team Member 4
<p>Imagine your company in 5-10 years</p> <p>Draw a picture of what the company will look like and share/post for all to see</p>				
<p>Describe your picture in 1-2 sentences (each person shares verbally with the whole group)</p>	By 2025 we will be launching a satellite			
<p>Listen to the descriptions. Jot down on Post-It notes words or phrases that come to mind when seeing and hearing each of the described visions</p>				
<p>Post your words under each picture</p>	First global coverage			

Together: Look for themes across all the pictures. Consider which are most compelling and why.



EXAMPLE

Examples of Mission Statements

PBS	We create content that educates, informs, and inspires
Google	We organize the world's information and make it universally accessible and useful
Make-A-Wish	Together, we create life-changing wishes for children with critical illnesses
Southwest Airline	Dedication to the highest quality of service delivered with a sense of warmth, friendliness, individual pride, and COMPANY SPIRIT and CUSTOMER SERVICE
General Motors	To earn customers for life by building brands and inspire passion and loyalty through not only breakthrough technologies, but also by serving and improving the communities in which we live and work around the world
Samsung	We will devote our human resources and technology to create superior products and services, thereby contributing to a better global society



EXAMPLE

Examples of Vision Statements

Ford	To become the world's leading consumer company for automotive products and services
Google	To provide access to the world in one click
Make-A-Wish	We are dedicated to making every eligible child's wish come true
Southwest Airline	To become the world's most loved, most flown, most profitable airline
General Motors	To become the world's most valued automotive company
Samsung	To inspire the world with our innovative technologies, products, and designs that enrich people's lives and contribute to social prosperity by creating a new future



ACCELERATION TIPS

Know your mission before drafting your vision.

- If your team doesn't already understand and articulate mission in the same way, start over.
-

Make sure your passions are reflected in the vision.

Try working backwards: Imagine a world where you've achieved your organization's vision.

- Of what are you most proud?
 - Whom are you serving? What are you doing (or not doing)?
 - What benefit or value do you offer?
 - What was the most significant breakthrough that got you here?
 - What will be the same as today? What will be different?
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Consider having pictures on hand to spark vision ideas, rather than requiring people to draw their vision.

Remember: The best visions are not boring.

- They're difficult to achieve, meaningful to the whole organization, and motivational
- They don't require eloquence: be simple, direct, and explicit