

# Vision

*"Vision without execution is hallucination."*

*- Thomas Edison.*

## Corporate Vision

### Benefit of Corporate Vision



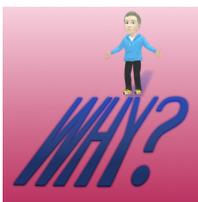
Leaders at all levels who are responsible for strategy, change management, and team performance, as well as the organization as a whole.

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Increased employee engagement, stronger organizational alignment, improved decision-making, increased innovation and creativity, greater competitive advantage, reduced turnover, and stronger leadership and communication.

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The corporate vision is a foundational strategic imperative that articulates the organization's aspirational future state (1-3-10 years). It functions as the ultimate guidance mechanism, filtering daily decisions. The Vision acts as a long-term quality control mechanism over the Mission, preventing the organization from losing its strategic orientation.



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# CORE AREAS OF VISIONARY FOCUS

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## 1. Defining the Vision

- **Unique and Challenging:** It must be an abstract, stretch goal that cannot apply to any other company (avoiding vague claims like "to be the best").
- **Future Focused:** It must avoid the failure mode of short-sightedness by not being confined to immediate, short-term goals.
- **Brevity and Clarity:** It must be easy for all employees to internalize and remember.
- **Longevity:** It must be broad enough to withstand short-term shifts in strategy, avoiding the strategic error of confusing the enduring vision with tactical plans.

## 2. Commercial and Cultural ROI:

- A compelling vision is a powerful economic tool.
- **Drives Talent Acquisition:** It acts as a rallying cry, attracting high-caliber talent, partners, and investors who share the organization's goals.
- **Guides Decision Quality:** It dictates long-term thinking and ensures sound capital allocation by aligning all investment decisions with the biggest goals.
- **Fosters Agility:** Employees with a clear line of sight to the vision are empowered to make rapid, autonomous decisions in response to market changes.

## 3. Setting Audacious Goals (BHAG):

- The most enduring visions align with the Big Hairy Audacious Goal (BHAG) framework (10 years); a goal so vast that no one immediately knows how to achieve it.
- This intentional discomfort forces structural innovation and pushes the team to stretch capacity beyond the status quo.
- Executives must choose a BHAG category (e.g., Target-Oriented, Competitive or Internal Transformation).

## GROW COACHING MODEL

### G-GOALS:

What do you want to achieve? In this session? Long-term? Define the specific, measurable outcome.

### R-REALITY:

What is the current situation? What have you tried? Assess the current state, obstacles and resources.

### O-OPTIONS:

What could you do? What are all the possibilities? Explore solutions and strategies without judgement.

### W-WILL:

What will you do and by when? What support do you need? Commit to a concrete, actionable plan.



#### 4. The Executive Coaching Protocol:

- Vision creation should avoid Declaring Truth From The Top but also temper Over-reliance On The Wisdom Of The Crowd.
- Stress-Testing: Use powerful questions (e.g., "What looks impossible right now, but if achieved, would change everything?") to test the vision's emotional and strategic validity.
- Removing Constraints: Ask, "If you had all the resources you needed, what action would you take?" to prevent the vision's scope from being prematurely narrowed by current limitations.
- Accountability: Transition abstract visioning to concrete action planning: "What is a first step you can take, and by when?"

#### 5. Vision-Driven Capital Allocation:

- The vision must be the primary filter for all investment and resource allocation decisions.
- The CEO must serve as the decision-maker-in-chief to ensure resources are allocated based on future strategic intent, not historical norms or "fair share" proportional division.
- Effective organizations resist laissez-faire resource management that stifles high-growth initiatives crucial for achieving the forward-looking vision.

#### 6. Cascading the Vision (OKRs):

- Alignment is achieved by establishing a clear, continuous line of sight from the executive vision down to the individual employee's daily tasks using the Objectives and Key Results (OKR) framework.
- The Vision provides the ultimate "Why." (Simon Sinek)
- OKRs serve as the mechanism to translate this high-level strategy into clear, measurable operational goals (the "what" and "how").
- Failure to cascade goals results in widespread misalignment, conflicting activities, and reduced employee engagement.

#### 8 Characteristics of a Great Vision

- **Future-Oriented:** Focuses on long-term aspirations and potential, not current operations.
- **Inspirational & Challenging:** Energizes people, sparks creativity, and sets a desirable, ambitious goal.
- **Clear & Concise:** Easy to understand, remember, and communicate across the organization.
- **Purpose-Driven:** States the organization's core reason for being and desired impact.
- **Differentiates:** Sets the company apart from competitors.
- **Actionable:** Guides decisions and daily work, providing a roadmap for the future.
- **Attainable:** Ambitious but grounded in reality, not just wishful thinking.
- **Values-Aligned:** Consistent with the company's core values.

## 7. Embedding and Sustaining the Vision

- The most powerful form of vision communication is the consistent, observable behavior of the leadership team.
- Leaders must embody the vision in every decision to prevent a debilitating credibility gap and organizational cynicism.
- Managers must formally integrate the vision into feedback delivery and performance criteria during continuous one-on-one meetings (EOS is extremely beneficial).



## 8. Communication Strategy:

- Communication must treat the vision as a core brand.
- Simplicity and Repetition: Distill the message to its essence and regularly reinforcing it through all available channels. (“The Leaders’ Mantra”).
- CEO Mandate: The CEO should begin every strategic meeting with a brief reminder of the vision and explicitly explain how current activities align with that long-term goal.

## 9. Vision Integration in the Employee Lifecycle:

- The vision must be structurally embedded into permanent human capital systems.
- Hiring: The vision and its associated values must be the foundation for recruitment, involving current employees in candidate evaluation to ensure cultural fit.

**Onboarding:** Must include a robust cultural component that immerses new hires in the organization's values and norms from day one.

## 10. Measuring Vision Impact:

- Success is quantifiable through metrics that track adoption and alignment.
- Qualitative Measures: Can every employee accurately articulate the vision? Do employees feel genuinely inspired?
- Quantitative Measures: Track the percentage of annual OKRs that are demonstrably linked back to the strategic priorities, and tracking the alignment of major capital allocation decisions with the vision.
- Longevity Check: Routinely ask, "Does our vision still challenge us?" If not, it needs an overhaul to restore the necessary organizational stretch.

Mission  
Vs  
Vision

- **Mission Statement:** Focuses on the present, defining the organization's purpose and values.
- **Vision Statement:** Is future-oriented, describing the desired future state and long-term aspirations.
- **Mission Statements:** are action-oriented and answer "What do we do?"
- **Vision Statements:** are aspirational and answer "What do we want to become?"