

Outline

- What is a vision?
- Why create a vision?
- How do we communicate the vision?

What is a Vision?

“A vision is a portrait of the future that grabs.”

Warren Bennis

1. Mission Statement
2. Long-term goals
3. Core values

1. Mission Statement

A statement expressing the person's or organization's underlying reason for being.



“To make technical contribution for the advancement and welfare of humanity.”

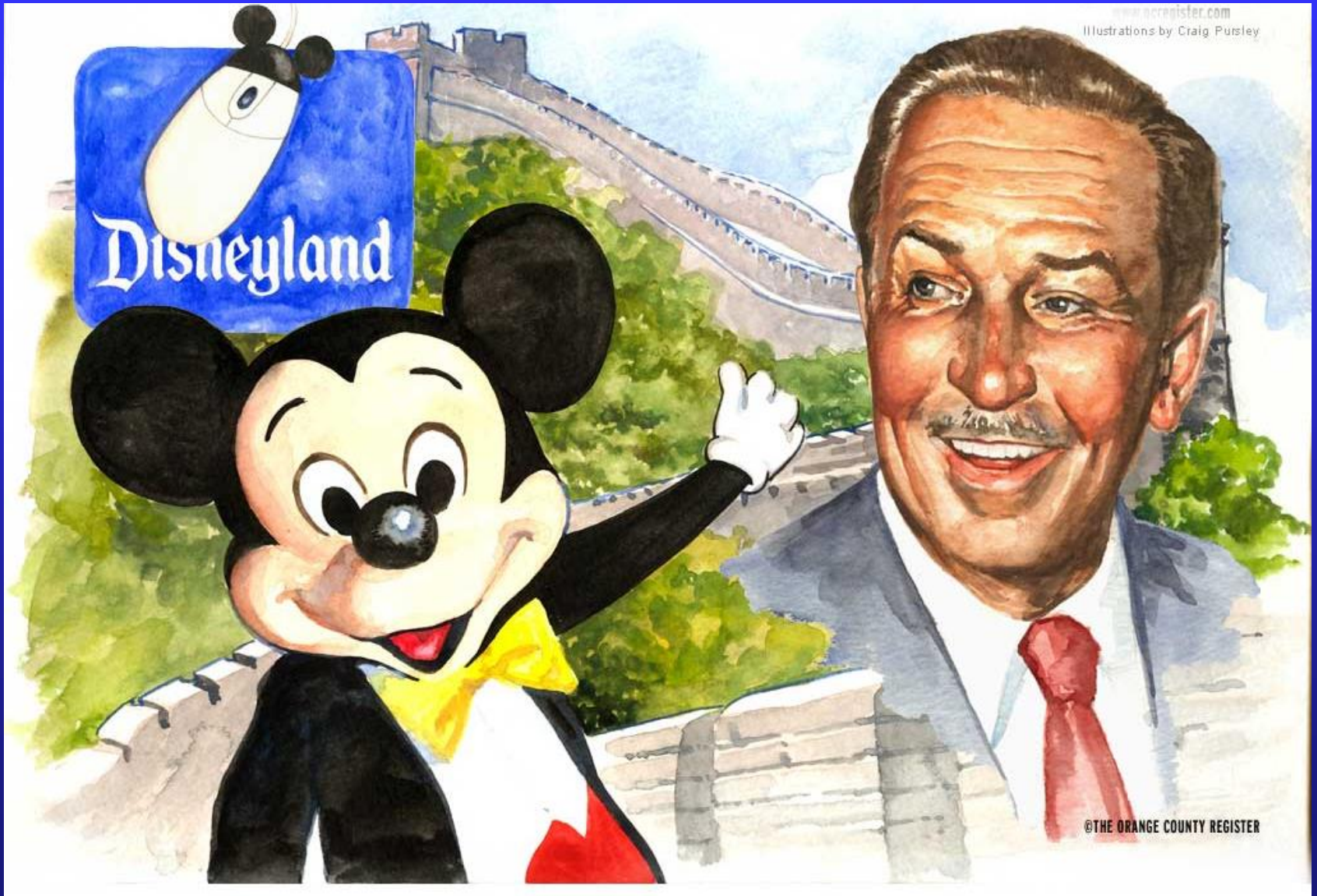


**HEWLETT®
PACKARD**

“To experience the emotion of competition,
winning, and crushing competitors.”



“To make people happy.”



“To strengthen the social fabric by continually democratizing home ownership.”



FannieMae

“To help leading corporations and governments be more successful.”

McKinsey & Company

“To preserve and improve human life.”



“To give unlimited opportunities to women.”



“To give ordinary folk the chance to buy the same things as rich people.”

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ALWAYS LOW PRICES.

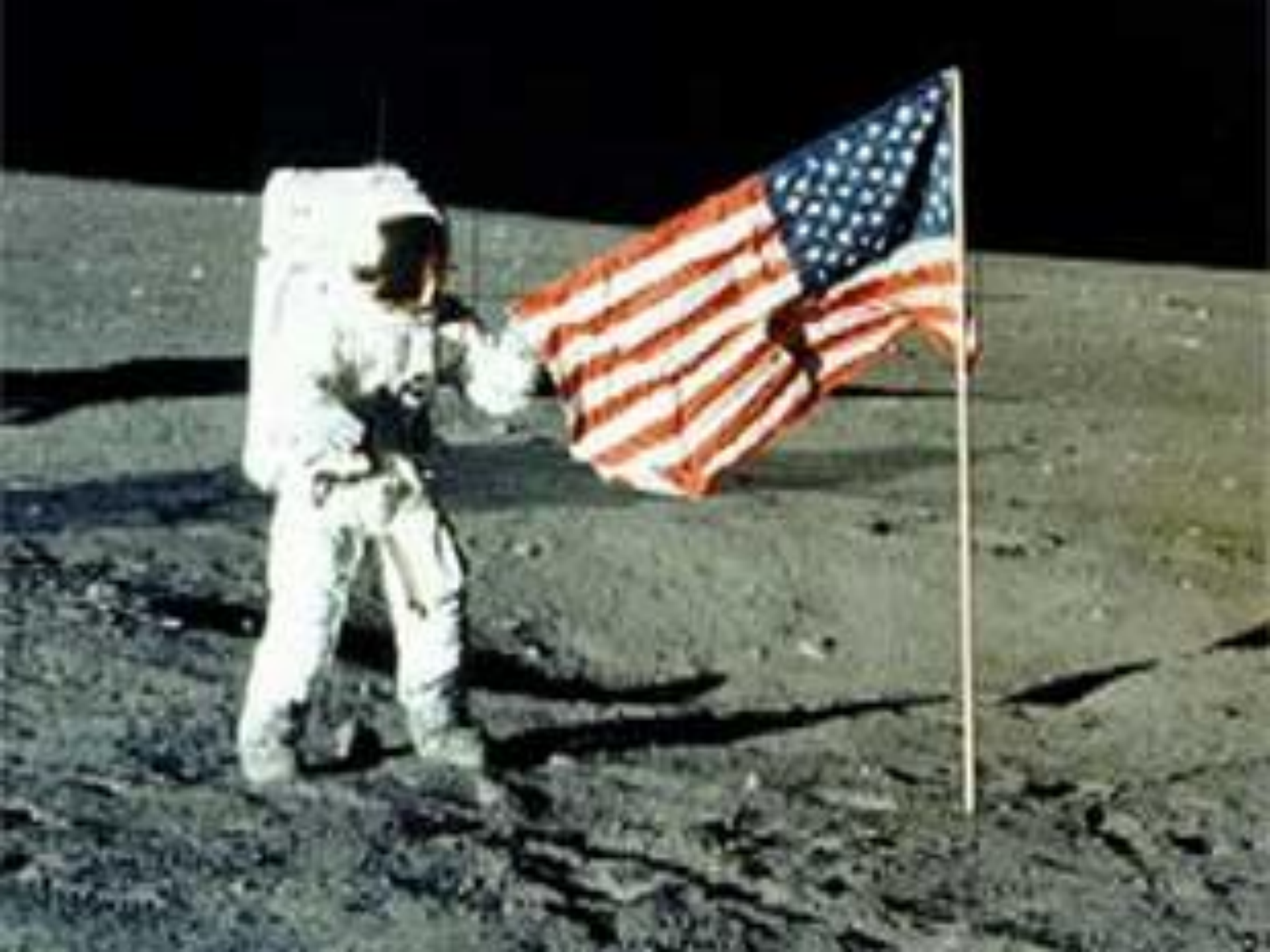
Always.

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2. Long Term Goals

“Ambitious, concrete, and meaningful goals for 1-30 years down the line.”





“To democratize the automobile.” (early 1900s)



“Become the dominant player in commercial aircraft and bring the world into the jet age.”
(1950)



“Crush Adidas!” (1960)



“Become a \$125 billion company by the year 2000.” (1990)

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“Become the Harvard of the West.” (1940s)

STANFORD UNIVERSITY



3. Core Values

“An organization’s or person’s most fundamental and inviolable codes of action.”



- Elevation of the Japanese culture and national status
- Being pioneer — not following others; doing the impossible
- Encouraging individual ability and creativity

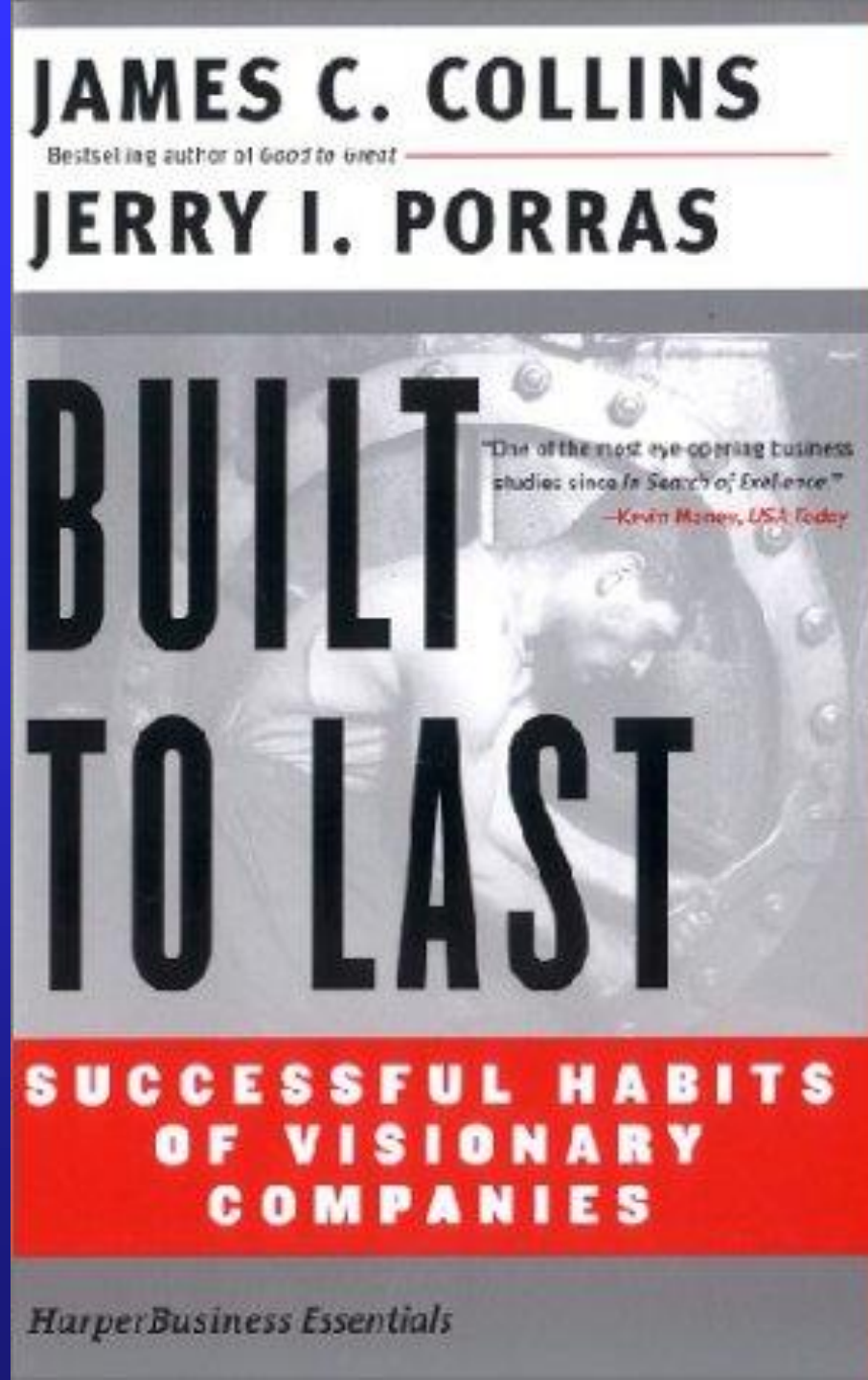


Why Create a Vision?

- Success
- Happiness
- Resilience

The Sample

- Premier institutions in their industries.
- Widely admired.
- Made a significant contribution to the world.
- Founded before 1950



Visionary

Comparison

Procter & Gamble

Colgate

Sony

Kenwood

Hewlett Packard

Texas Instruments

Boeing

McDonnell Douglas

Johnson & Johnson

Briston-Myers Squibb

Ford

General Motors

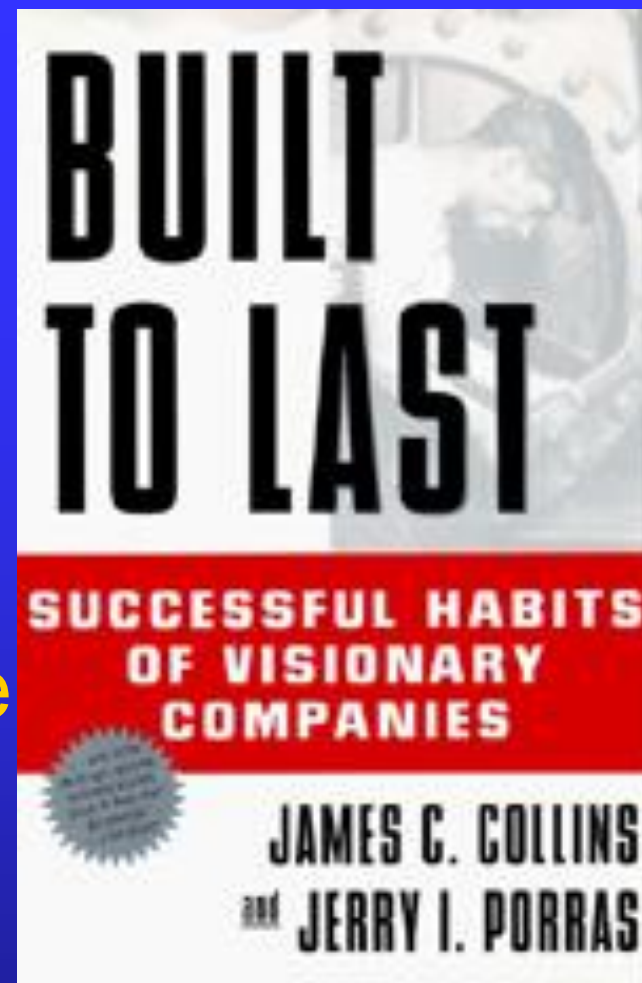
General Electric

Westinghouse

Walt Disney

Columbia

“The fundamental distinguishing characteristic of the most enduring and successful corporations is that they preserve a cherished core ideology while simultaneously stimulating progress and change in everything that is not part of their core ideology.”



Myth : The most successful companies exist first and foremost to maximize profits.

Reality : Making money is important, but primarily guided by their core values and a sense of purpose.

Success of Visionary Companies

- Long term performance (1926-1990):
 - General Market: \$ 415
 - Comparison Companies: \$ 955
 - Visionary Companies: \$ 6,356
- Kotter & Heskett (1992)
 - 4x revenue growth
 - 7x jobs created
 - 8.5x profit
 - 12x stock price increase

Are All Visions Created Equal?

- Some more than others (O'Reilly 1989)
 - High performance standards
 - Caring attitude
 - Sense of uniqueness and pride

What is your vision?

- Kouzes & Posner (2003)
 - loyalty and commitment
 - job satisfaction
 - motivation and increased productivity

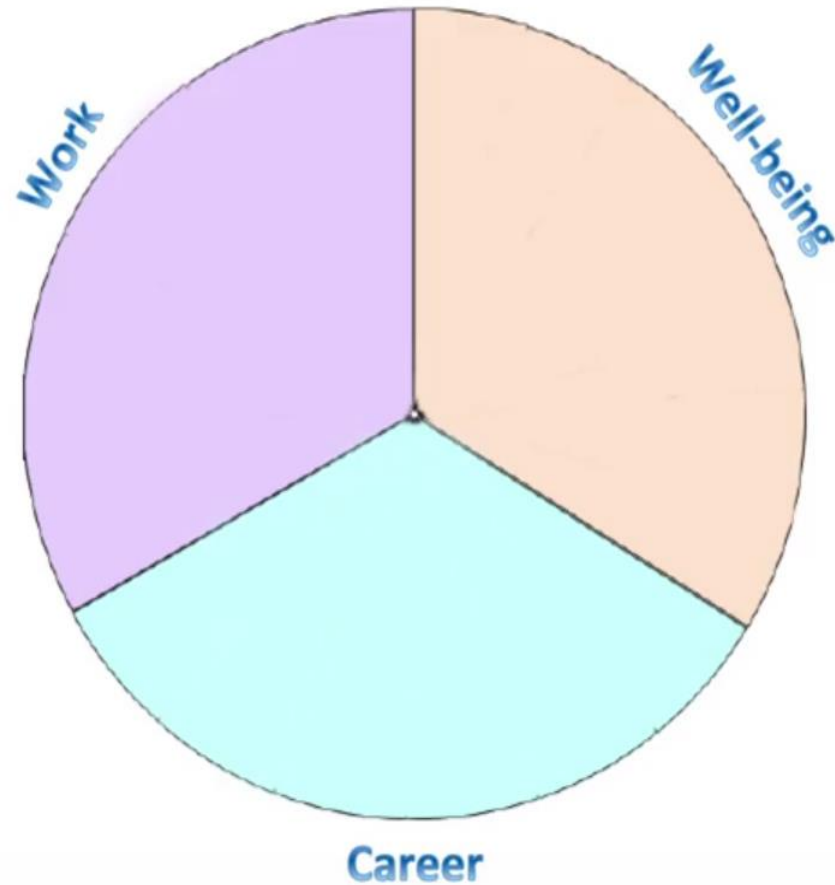
“A leader’s dynamism doesn’t come from special powers. It comes from a strong belief in a purpose and a willingness to express that conviction.”

Step 1

Step 1: The heart of Your action plan.

Identify at least 3 parts of your life that are most important to you.

If you are completing the action plan assignment, you will list each of the important parts of your life and provide an explanation of why each of these parts is of great importance to you.



Step 2

The Power of a Plan: Creating Your Action Plan

SCIENCE OF SUCCESS:
WHAT RESEARCHERS KNOW
THAT YOU SHOULD KNOW



Step 2:

For each of the important parts of your life that you identified in Step 1, write down at least 3 goals you want to achieve.



Step 3

The Power of a Plan: Creating Your Action Plan

SCIENCE OF SUCCESS:
WHAT RESEARCHERS KNOW
THAT YOU SHOULD KNOW



Step 3: The head of Your action plan.

Of all the goals you
listed in Step 2,
choose only one goal
that you want to start
working on
immediately.



Step 4

Step 4: The hands of your action plan.

Create your personalized action plan by documenting at least three specific steps you will take to achieve the goal you identified.



Step 4

The Power of a Plan: Creating Your Action Plan

SCIENCE OF SUCCESS:
WHAT RESEARCHERS KNOW
THAT YOU SHOULD KNOW



	What I will do (Be specific and use action verbs)	Start date	Completion date	Who will I tell?	How will I measure my success?
Action 1	Take a course on public speaking	Sept 1	Dec 15	My boss	Completing the course; Being able to articulate at least 5 best practices for public speaking
Action 2	Join a Toastmasters Club through which I can practice speaking in front of others	next week	ongoing for at least one year	My boss	Attending and participating at all meetings; Being able to articulate 5 additional best practices for public speaking
Action 3	Volunteer to give presentations at work	next week	ongoing	My boss	Giving at least 3 presentations every month
Action 4	Teach at a local community college	next summer	end of next summer	My spouse	Completing the course and reading student evaluations
Action 5	Speak up at meetings	now	ongoing	Two of my colleagues	Acknowledgement from my two colleagues that I'm speaking up more
Action 6	Read a book about public speaking	Oct 1	Oct 31	My spouse	Completing the book and implementing at least 3 strategies from the book

Step 5

Step 5: Prioritize Your Time

Identify at least one
thing you will stop
doing (or modify) so
that you can spend
more time and effort
on achieving your goal



Step 6

Step 6: Reflect on Lessons Learned

Identify the two most important lessons you learned from creating your plan or taking this course.

