**Episode #45**

**Speaker 1** [00:00:01] Welcome to the Cabrera Lab Podcast.

**Speaker 2** [00:00:05] Hey. What's up? How are you? Today is another fun day.

**Speaker 1** [00:00:12] Yes it is. I know what we're talking about.

**Speaker 2** [00:00:15] We're going to do what we did with vision. We're gonna talk about the seven checks. That's sort of the mission. Yep, seven checks of mission that are, we think of them as like litmus tests, criteria for a good mission. We're also in the context of doing that, we're going show people the difference between a vision and a mission and how they're related.

**Speaker 1** [00:00:37] Absolutely.

**Speaker 2** [00:00:38] Now there are seven, so it's gonna take a little while, but it will be worth it.

**Speaker 1** [00:00:42] Some of them are very similar to the ones from Mission, that's from, sorry, from Vision. Yeah, see? You're even getting it. Yeah, they even sound the same, too.

**Speaker 2** [00:00:51] All right, are you ready? Yep. OK, and once again, these are from the book. Flock Not Clock. Flock not clock. There will be a discount code at the end of the podcast, because we want everybody to start thinking about their organization.

**Speaker 1** [00:01:05] organically about their organizations. More like a flock than a clock. Well, all these words have common roots, right? Organic, organism, organization, organelle, you know, they all have common routes to them. That's right. And we should understand that because I think we think of organizations mostly like machines. Yeah. Like clocks. And that is a bad metaphor. It's a fallacy. It is a fallasy.

**Speaker 2** [00:01:42] If you remember, a vision is a binary future state, intrinsically motivating. A vision should be short and simple. It should be measurable. And it lives in the hearts and minds of everybody.

**Speaker 1** [00:01:54] Yeah, and those are the checks. So those are like litmus checks. You can check a vision that exists to see whether it's well-designed and if it fails any of those tests. Or sometimes we'll rate them one to five. Yes, right. And wherever you are, you know where your vision or mission is weak and where it needs to improve. Or the litmus check can be used to design a new vision or a mission. So you can you can kind of like Renovate the house that you have or you can build a totally new house depending on where you at where you're at organizationally, yes, and that and those these are like the You know the codes that tell you how to build a vision or a mission

**Speaker 2** [00:02:36] without a meet code.

**Speaker 1** [00:02:38] You got me. Oreo house is insane. Yeah, but they're not ridiculous quotes. They're like really important quotes. Like make it so it doesn't fall down.

**Speaker 2** [00:02:44] The first check for mission is that a mission is actions done repeatedly.

**Speaker 1** [00:02:49] Yeah, that's really important. We sometimes say a vision is a seeing statement and a mission is a doing statement. Vision is seeing something, something in the future, ready state, that you're going to try to achieve. And a mission as something that you do, most importantly, and that you'd do repeatedly. You do it over and over again. So think about, when we think of missionaries, what do they do? They go out. and they convert the unconverted. Yes. And when they're done doing that, they do it again. And when you're done, doing that they do again. So they just go up, hey, are you, whatever religion I'm trying to convert you to? No? Oh, okay, well, I'm gonna focus on you. Oh, you are? Okay, thanks, have a good day. I gotta go to the neighbor and see if they're, so that's a repeatable mission that you do over and over and again. And why are you doing it over and over and and over again? to incrementally achieve. your vision. So you're doing something over and over again, repeatedly, to achieve your vision. Now this is a mistake people make all the time, that they confuse vision and mission, and one of the easiest ways to distinguish them, there's lots of ways to distinguish them but one of most easy ways to distinguished them is one is a seeing future state and one is a doing present state. And it's repeated doing, not just doing one time. Doing repeatedly. It's the pattern of doing.

**Speaker 2** [00:04:25] Well, that's a great segue into check number two, which is that the mission brings about the vision. That's right. And so if you take your convert the unconverted, which could be the mission, then the vision is the world converted to whatever religion you're thinking of.

**Speaker 1** [00:04:41] Yeah, and that's important because sometimes people can come up with a vision that meets all the checks and a mission that meets all the checks, except for number two. And the only problem is, so for all intents and purposes, you have a really well-designed vision and a really well- designed mission. They're just not coupled. They're not connected. Right. So doing this repeatedly won't bring about this. It might bring about something else. It's coupled to something else, if you do something repeatedly, it's going to have some emergent property usually. But it's not inherently connected to this vision. So what we want to make sure is that you have a, I sometimes think of it as a mission vision. I know, like mission vision, like really fast, like mission hyphen vision. Because they're really super interconnected. We call that coupling. They need to be coupled. And that the second check. is about making sure, doing a little test that says, if I do this repeatedly, will that bring about this vision that we want?

**Speaker 2** [00:05:45] So one of my favorite slides that we use in class, because I like cute little furry things, is this one with all these different types of bunnies. And we're talking about that the vision of nature is biodiversity. And so then what we use the slide for is to say, well, if this is the vision, what is the coupled mission to that vision?

**Speaker 1** [00:06:06] go forth and multiply. So we can program into every organism, go forth, and multiply essentially, like just go mate and recreate yourself. And if you do that over and over again, and every organism's doing that, what you end up with, the emergent property that you end is this amazing state of biodiversity. That's evolution's vision mission. If you take the example I just gave, another mission would be convert the unconverted. Well, if you convert the un-converted to XYZ religion, doesn't matter which one, and you do that over and over again, and you keep focused on the mission, what will happen? Well, you'll have a world that is Catholic, or a world that is Buddhist, or whatever religion you want to convert the uncomverted on. Or any other sort of concept that you're trying to, you know, create a world of, right?

**Speaker 2** [00:07:06] I think this would be a good time. A lot of times we say you don't work directly on your vision.

**Speaker 1** [00:07:12] Yeah, visions are emergent properties. So you can't, they're outcomes, right? You don't work directly on being in San Francisco when you're driving across country. You work on driving another mile, repeat. You don' work directly on standing on the summit of a mountain. You work take one step, repeat, right. Take one step repeat. Eventually you'll run out of steps and that's how you know you're on the Summit, right, there's no more steps. You're either on the summit or you're not. The summit is the goal. You either won the Super Bowl or you didn't. The Super Bowl is the gold. But you can't work directly on that goal. You have to work on, I gotta make yards down the field, right? So all of these situations have the same basic structure which is there's something that you have to do repeatedly in order to bring about this state. And the state is a binary state. You're there or you are not. That's the vision.

**Speaker 2** [00:08:08] The only way the summit happens is if you take one step and repeat over and over again. The only, way, sports for me, a touchdown happens, is if take a certain number of yards over and again, right? It was good for me. I'm not a sports.

**Speaker 1** [00:08:25] Yeah, you gotta gain yards.

**Speaker 2** [00:08:26] Right, you just have to keep moving to get to the touchdown. You have to take one step over and over again to get to the summit, right?

**Speaker 1** [00:08:37] That was a good sportsman.

**Speaker 2** [00:08:38] And the bunnies have to go over and over again, you've got to get it over.

**Speaker 1** [00:08:41] or multiply and bunnies are very good at that.

**Speaker 2** [00:08:46] Okay, so the third check for mission is our mission explains who does what for whom. And this one will take a minute to explain.

**Speaker 1** [00:08:55] Yeah, this one we have activities for all these checks, but this one, we have one called a mission madlib. But a madlib is just like a sentence that has some blanks and you fill in the blanks. Right, so mission Lamadlib is the mission tells someone or some people. to do something, and this is kind of what we think of as the core of the mission, what you're doing, repeatedly. So to repeatedly do something in service. Someone or something. This is your customer essentially. It could be it could be usually as a customer But it also could be like, you know, you're trying to save the Yellowstone plateau or something like that To bring about the vision so then we have to just fill this in and This this part the repeated doing it tends to be what we what we think of as sort of a core of our mission, so I'll come back to this. And it usually includes one or more, usually something like three sort of repeated things that have to be done to get the vision. The big mistake that people make is they don't think about these two things, these two blanks, right? And this is essentially your customer. So this gets into value, who you're doing it for, what they care about, all that kind of stuff. It ensures that your mission is customer-centered and value-centered, right. This one's also really important, right, because it's... It's telling someone, it's telling some group of people usually, and we confuse who the mission is for. The mission is for your staff. The mission for your employees. It's tell your people to do something. And sometimes we confuse this because we're trying to use visions and missions as marketing statements. And so sometimes we think that we're telling our customers, well, you don't have control over what your customers do, right? You have influence, but not control. So we're telling our staff or employees or whatever in the name of your company, employees are, or whatever, right? But it's very important that you're very clear on who the mission is talking to. This is a mistake that is made all the time, right. The second thing is this one, which is another mistake that's made all of the time. And you'll remember the story that we tell all the time on this is we worked with an organization that was full of people who really loved working for the benefit of children, young people, right? And we worked for them for three days. There was hundreds of them in the room that we were facilitating. And they just couldn't get it out of their head. It was very difficult for them to get their head around. the idea that this slot wasn't children, because the whole reason they were doing their job, the reason they weren't drawn to their job was to support children, to help children. But the truth was they never interacted with children. Their whole organization was never designed to interact directly with children, their organization was designed to interact with people who served children, who helped children, so parents, teachers.

**Speaker 2** [00:12:45] Nutrition.

**Speaker 1** [00:12:45] nutritionists, all kinds of drivers, all those kinds of people. Well, what they were effectively doing was because they were confusing us, whenever they interacted with their customer, they would actually kind of be dismissive of their customer.

**Speaker 2** [00:13:00] I remember it was a heated day.

**Speaker 1** [00:13:02] It was a heated day because they really wanted who they were serving to be children, yet their entire organization was not designed to serve children. It was designed not directly, indirectly. So they were confusing who their customer was and what the value that they were providing to their customers. So it's very important that in figuring out your mission, you know who it's telling to do something, what it's telling them to do, who that... action is in service of and that it is tied to bringing about your vision. Those are the most important parts of that.

**Speaker 2** [00:13:39] Yes, and I think one of our clearest examples actually in the book is around MyFitnessPal. The mission tells staff or employees to facilitate and motivate healthy behavior repeatedly in service of users to bring about living healthy as the new norm. Yep. And that for them at the moment was so crystal clear.

**Speaker 1** [00:14:05] Yeah, it was amazing.

**Speaker 2** [00:14:06] And remember, we had this conversation. You know, we have the conversation. When you do this with people, you have conversations about each one of these slots. Each one of the slots is a conversation.

**Speaker 1** [00:14:15] It is. It's really important. And this one is kind of the, once you've figured it out, once you make clear who the statement is for, who it's telling to do these things, and in service of what group or function or something. Like I said, it doesn't always have to be people customers. It could be you're trying to save a beach or something like that, or whatever, and that it's tied to vision. And then this part is, you need to kind of really dive into this part. Those are the sort of repeated steps that we talked about in the first check.

**Speaker 2** [00:14:51] The fourth check for mission is our mission is clear, concise, and easily understood. And this mirrors a little bit of the third check for vision, which is short and simple. So what do we mean by that?

**Speaker 1** [00:15:06] we want our mission to sort of just make sense when you say it. It shouldn't be this long, you know, a lot of these are really dense paragraphs and you read them and it's just, it sounds like a philosopher or something like that. You can't even understand what they're saying. And the ability to translate that for everybody in your organization, it's so complex and so difficult to get a shared mental model. Your mission should be a set of very short words that, you know, a nine-year-old can understand or ninth-grade reading level or something like that, you know.

**Speaker 2** [00:15:42] You know, if you think about some of our examples, I mean, if think about facilitate and motivate health behaviors, the point of the mission statement is much like vision, for people to have a shared mental model, but in this case, that directs their daily work, you know, towards the given end, which is the vision. And so when we say, you know concise and easily understood, the reason we're saying that is so that there's an ability for everybody to remember it. to build the same mental model and to be able to share that mental model about what their daily work is.

**Speaker 1** [00:16:17] Again, all this complexity of who it's telling and what it's for and what is brings about was reduced down to a very simple statement, which was FM, facilitate and motivate for MFP. My fitness pal, sorry. It was facilitate and motivated. And their engineers literally used that to sort of say, we have to make it simpler. And if we can't make it simple, we gotta motivate people to use it, or both. You know, and, and that. That is a very simple thing that underlies all the engineering, all the usability, all of it.

**Speaker 2** [00:16:55] and it directed all of their work. It was a frame for their work, we also need to be able to measure our mission. Now this might seem a little odd because we also talked about measuring your vision, but talk about the difference between measuring your mission and vision.

**Speaker 1** [00:17:09] Yeah, you just want to have metrics. You want to tie what you're saying in words to, well, how would we know that we accomplished one of these repeated doings, right? How would we that it's simpler? How would know that it is motivating? Right. What metrics would we use to determine whether we're successfully completing mission moments, right? And what metrics would use to know that we are successfully. getting closer to vision, right? So there's mission metrics and there's vision metrics. And those actually help to define the mental model of vision and mission. Yes. Again, that's a little hard for folks to understand that a vision and a mission is not a statement. It's captured in a statement, a verbal statement, but that's not the vision and mission. The vision and the mission is the meaning, the mental model that a person builds and the fact that it's held by everybody or for the most part, everyone in the organization.

**Speaker 2** [00:18:20] Yeah, I think we should talk a little bit more about metrics, because I was thinking about, there's a little of a difference between the kinds of metrics that you, well, but they're both metrics. But the metrics for mission are more about to what degree are we actually executing our mission, whereas the metrics per vision is how close are we getting to accomplishing our vision. And those seem a little different. And when we've worked with organizations, one of the things that we have had long conversations about is. A lot of times people realize they're collecting a lot of data and metrics that have nothing to do with their mission.

**Speaker 1** [00:18:57] Yeah, great point. There's numerous old sayings in research and evaluation in those fields of measure what matters. Just because you can measure it doesn't mean you should. People start with this mentality a lot of times of let's make a brainstorm list of every single thing we can measure. I would not do that. Don't do that, that'll get you a really difficult place. I would focus on we have a vision. We have a mission. What are the very small set of measurements, of metrics, of numbers that we care about in order to measure how close we're getting to the vision, what progress we're making to the incremental progress are we making in the mission and those are the numbers that should be the most important numbers in your organization.

**Speaker 2** [00:19:58] Yes, and I would also say, I think you would agree with me, most of the organizations that we work with, when we get to the moment of trying to think about metrics for the mission, there's a long list. I mean, a really long list of the stuff that they're tracking and collecting and monitoring. And when you ask them, which of these things are related to executing your mission, they have a moment. I will say sometimes they will get rid of two-thirds of the kinds of things they're tracking because they realize it's not helping them to measure things that are not directly measuring mission to bring about their vision. So they realize that they're putting a lot of energy and a lot time, even like FTE, in doing things that are totally unrelated to what they're hoping to accomplish.

**Speaker 1** [00:20:53] Yeah, I think this all of this really taking some front end time with building a super coherent vision and mission is predicated on a very simple idea of like less is more. And I've always loved the apparently somebody asked Michelangelo, you know, when he did the statue of the David. You know, because David is such a remarkable statue. He said, how did you come up with this masterpiece? And he said, oh, it was easy. I just took a block and chipped away everything that wasn't David. And I think a lot of the vision mission design process is simply like really chipping away everything that isn't your organization and just getting down to the. The absolute essentials of like where are you going and how are you gonna get there? If where are going and what are the repeatable steps that you're gonna take to get there Yeah, and let's get everybody on the same page This episode is sponsored by training camp the ultimate online spot for building the mental fitness that drives personal and professional change and success at training camp You'll have access to the science and practice of thinking with personalized thinking assessments tiered training, and best of all, practice that improves skill. Go to CabreraLab.org to learn more. And now, back to the episode. We sometimes call it the distal CEO, like distal is, like your distal pulse is down in your finger and things like that. The distal ceo is that every one of the dendritic ends of your organization, right? Every, if somebody that's on the phone with a customer, in customer service, somebody that is out in the field. fixing something or doesn't matter who or what every single employee that's at the ends of the organization touching up against customers should make the same decision that the CEO would make in that situation if the CEO was out in the field fixing some plumbing or whatever yeah they and talking to the customer they would make a decision well We want all of the people in the organization to be the distal CEO. Right. The only way that's possible is for everybody in the organization to have a shared mental model like why are we doing what we're doing and what are we

**Speaker 2** [00:23:21] Absolutely. 100 percent.

**Speaker 1** [00:23:22] We want everybody on the same page, which means that page has to be as simple as possible, but not simpler, as Einstein said. So it should be very simple, very accessible, but also not so simple that it's a meaningless tagline. That it really tells you, do these things repeatedly, and we will bring about this amazing, you know, passionate, emotionally engaged vision. that we care about and if you do that, you'll have people making micro decisions every day based on that lens because they will have that vision and that mission and they'll say, I'm in this situation and there's all these variables and it's very complex and how do I serve this person or this customer or solve this problem and they will take a CEO's perspective of the vision and the mission. and then they'll act. And there's no other way to create that level of adaptability, that level of adapt-ability in an organization.

**Speaker 2** [00:24:29] Well and also if you think about your beach ball from the last podcast, what you're saying is the ability to have those shared mental models about mission and vision means A, you're all going in the same direction and B, you are all taking a step, one step at a time. You're all pushing once, you know, and you're all doing the same thing inside the beach ball to make that ball move towards the vision. That's right.

**Speaker 1** [00:24:54] It's really important to understand what happens when that beach ball, if you are lucky enough to have the vision and the mission set and everybody in the ball is really working hard for the vision of mission, and maybe there's always going to be stragglers. But statistically, the ball's moving in the right direction at a good rate, and then you run into like some cluster of umbrellas. and the ball can't get over this horde of umbrellas that probably have people underneath them, right? Probably some. Probably some, right, and it's a blocker. people that understand the vision, which is the visions that way, yeah, they're going to understand, oh, we have to go this way and then that way. They're going be able to make those micro adjustments, those adaptable adjustments on the ground to move in an illogical direction, meaning away from the vision in order to move back to the vision versus if people don't, if they're just kind of following like mindlessly, they just keep bumping up against this umbrella, this hoard of umbrellas. They just keep bumping-up against it. And they never say to themselves, wait a minute, what are we trying to do here? What's the real goal here? Is the goal to get over these umbrellAs? No. The goal is to get to the lemonade stand. So maybe we don't have to go over the umbrellAS. Maybe we can go around.

**Speaker 2** [00:26:25] Right. So taking that from that to the mission level, what we're saying is inside of the bubble, everybody knows they have to push with their arms and step with their feet. So their mission is push with your arms, step with your feet, repeat. Now there might be a, okay we're going to go this way, but they're still pushing with their arm and stepping with their feet, which is their mission they have do over and over again.

**Speaker 1** [00:26:50] And it makes sense why we're going in the wrong direction for a small little bit to course correct around an obstacle. So people have the big picture of what's happening, and they also know what to do to bring that about. That's the crux of vision emission and how they work together.

**Speaker 2** [00:27:10] Okay. Number six. Yes. I should probably have these memorized, even when I wrote the book with you. Check six for mission will sound familiar. We ensure that our mission lives in the hearts and minds.

**Speaker 1** [00:27:24] Yeah, same thing a vision and a mission is in a statement. It's a mental model. It' s a mental model that's held by humans. And the more you can get it held by all the humans in your organization, the more, you can it shared, the more people you have in the ball pushing in the same direction. Right. It's really, it's really important. There's like a Pareto law here too, kind of an 80-20 rule. You don't need to get everybody in your organization. There are some organizations, I mean, if you're If you're ultimately in control of everything and you can hire and fire anybody at any time, that's great. Then you can get rid of people that aren't on board or whatever. But you should sometimes check why they're not on board, because you might learn something about it. But there's a lot of organizations where you can't just willy-milly get rid of everybody that isn't working. And it's a mistake that leaders make that they think that everybody has to be on board.

**Speaker 2** [00:28:18] Because of the 80-20 thing.

**Speaker 1** [00:28:19] because of the 80-20 rule, right? So again, just think of that beach ball. If I get 60% of the people pushing in the right direction and 40% of them are sitting and doing nothing, the ball's going to move. Right. Right? And they're coming with it. And they are just going to come with it, right. So it gives you kind of liberates you to be like, I don't have to have perfection here. We're not seeking optimization. We're seeking satisfying. That's loving reality. Reality satisfies this, it doesn't optimize, right? So it just gives you a little bit of an understanding of, I don't have to have perfect- Adoption. Yeah, perfect adoption, yeah. We've struggled with this with educators, you superintendents a lot, right.

**Speaker 2** [00:29:06] Yeah, because there was this sort of mistaken belief that you had to mandate everything for everybody, which just causes all kinds of fractures and issues and rebellion.

**Speaker 1** [00:29:19] Totally. So later, when we talk about culture and a particular tool that we use for building and driving change in culture, you're going to come to the understanding that we can work with the people that are working it. And that will leverage the people that aren't, and there's lots of things we can do to kind of change the dynamics of those 40 that are sitting while putting all of our energy into the 60 that are pushing.

**Speaker 2** [00:29:48] Well, that's going to be a fun one.

**Speaker 1** [00:29:49] Yeah, I figured.

**Speaker 2** [00:29:50] But I think the basic idea is work with what you've got, get a collective sort of collective movement and hopefully a majority or at least enough people that they influence everyone else over time and then you get that movement. So the final check for mission is, and it's gonna take a minute to explain this, so get ready. We ensure that mission moments are sacrosanct.

**Speaker 1** [00:30:16] Yeah, this one is like super happy mind-blown emoji, right? H-M-B-E, but it does take a little bit to understand. So a mission moment is not the same as a mission. A mission moment, remember the Madlib has who you're serving in it, what they care about, your customer. It's customer-centered. You're Your mission is inherently customer-centered, and therefore value-centered. Any time that your organization is bumping up against a customer or the purpose or the people that you're serving is a mission moment. Any time your organization is touching up against the customer. So what does that mean? That could mean a salesperson is engaging with a customer.

**Speaker 2** [00:31:12] You just mean interacting.

**Speaker 1** [00:31:13] Interacting. Well, but I say bumping up against, because it's important to distinguish. When we say interacting, we think all those times are somebody in our organization is interacting with somebody who's in our customer, right? Your organization could be bumping up against a customer at 3 AM in the morning, and there's no one in your organization that is talking to that customer. That customer is visiting your website.

**Speaker 2** [00:31:42] I see. So any time that they're literally interacting, touching up against whatever.

**Speaker 1** [00:31:48] Your organization could be bumping up against your customer with their reputation at a barbecue and word of mouth with your reputation as an organization, your brand, right? Your brand is what people say about you when you're not around, right. And so anytime you're bumping up against a customer is a mission moment. Yeah, so anytime your bumping up against you customer is mission moment, That's different from a mission statement. which is the XYZ in the Mission Madlib, right? Right. A mission moment is really something that you have to build culturally that people cherish. That is a sacrosanct moment, and here's why. If that moment that you bump up against the customer goes well, you'll get more of them. Right. and if it goes poorly. you'll get less of them. So mission moments are sacrosanct. They are truly the moment where you make or break your organization, your business. If you do well in that mission moment, you'll more mission moments. If you poorly in that moment, you'll less mission moments, and this is hard because of delay. We talked about delay. Delay is something that in systems are really important. It's hard because of delay. A lot of times we have a mission moment and we don't find out, sometimes never, but sometimes really delayed, whether or not it went well. Right. Which is why when we work with C-suite teams and stuff, a lot of time we'll set up experiential kinds of trainings where we go to a Michelin star restaurant or something like that, because... The great thing about restaurants, restaurants are beautiful metaphors for businesses. Anytime you're completely confused about the complexity of your business, go to a restaurant and just pay attention. Because the amazing thing about a restaurant is there's almost no delay.

**Speaker 2** [00:34:07] Right, between the mission moment being executed and the feedback about it.

**Speaker 1** [00:34:10] The feedback is immediate. The feedback you didn't finish your food. The feedback that you're complaining vociferously about the service, the food, everything. The feedback, you send it back. The feedback plates are coming back half-eaten. The feedback people are upset about their meal. Right. There's so much feedback.

**Speaker 2** [00:34:36] Well, and it's visible.

**Speaker 1** [00:34:38] It's visible, it's tangible, it' tactile, it is visceral sometimes. So if you're paying attention, you know, in the restaurant business, the feedback is very quick. And even over the course of weeks or months, you're going to see people returning or not. That's right. Right. And so very quickly you're gonna see, and it's amazing because you watch like, what's One with Gordon Ramsey.

**Speaker 2** [00:35:07] Hell's Kitchen, Kitchen Nightmares.

**Speaker 1** [00:35:09] Kids and nightmares.

**Speaker 2** [00:35:09] from our Ramsey fans.

**Speaker 1** [00:35:11] Yeah, kids in nightmares, he fixes like broken businesses, right, restaurants, every single time, every episode.

**Speaker 2** [00:35:21] I know, I know where you're going. Yeah.

**Speaker 1** [00:35:24] They go, he goes in and he goes, you know, these people are struggling. Most of them are losing millions of dollars, just terror in terrible situations about to lose their house, all kinds of stuff. And he goes and he says, you know, like, what's the problem? And he go, and every time they go, well, it's not the food.

**Speaker 2** [00:35:41] Right, or even worse, you go, well, the customer...

**Speaker 1** [00:35:43] The press is always the customer.

**Speaker 2** [00:35:44] They just walk by, the customers don't understand, blah blah blah.

**Speaker 1** [00:35:47] It's always the customer. I don't know. It's just that the customers, they used to come all the time, and now they don't show up. It's never the food. But you're sure it's not the food? No. No, the food is fantastic. Really, the foods fantastic? So these customers are just like walking by fantastic food. That's what's happening.

**Speaker 2** [00:36:11] Talk about love and reality.

**Speaker 1** [00:36:12] Yeah, it's just so in denial, so much confirmation bias, so little loving reality. And you know, eventually he tastes the food, it is absolutely horrific, then he goes into the back of the kitchen and sees that the capacitive systems are all completely horrific. And you just see the obvious reason why, you know? Places with good food. Do well. They do well, they get more mission moments.

**Speaker 2** [00:36:38] Yeah, so people aren't making that connection. And it's so immediately obvious in the moment whether or not a customer is pleased in a restaurant. It's so obvious in a wider picture where you see your sales are going down, right? And so that's why every time they're interacting with a customer, it should be precious. It should be the most important thing that they do.

**Speaker 1** [00:37:00] And as we get into capacity systems, which drive mission, capacity systems give you the sort of energy to do mission or the things that you need to accomplish your mission. What you'll see is that all of your capacital systems that matter will oftentimes touch in the mission moment. They'll all be coming together to make that mission moment go well or make it go not so well. And it's a simple equation. You do like in a mission moment, if you do well. you'll get more. Yes. And if you do poorly, you'll less of them. It's a simple, a very simple equation. And that's why mission moments are sacrosanct.

**Speaker 2** [00:37:54] You've done a lot here. You've also sort of given everybody a preview of where we're going, which is capacity and the systems of capacity. But let's recap across vision and mission. I think the most important things people need to remember, right? So the first thing is that visions and missions are different.

**Speaker 1** [00:38:10] I think you can you cannot underestimate how many times really intelligent leaders conflate vision and mission. Yes. I mean you mentioned a couple episodes ago that we collect you know visions and missions out in the world. We take photos everywhere we and we have thousands of these things, and... and my favorite one of all times, we found in a bank, I think, in New Mexico.

**Speaker 2** [00:38:42] Yeah, well that's New Mexico.

**Speaker 1** [00:38:43] And it was on this beautiful poster board. And for some reason, it had been falling off the wall or something, so it was like in a corner, kind of just sitting. And it said, our vision and our mission. And Alina will post it. And it says, basically, our mission is to be the greatest of the trust and resource and financial and whatever.

**Speaker 3** [00:39:09] Blah, blah, blah. Blah blah.

**Speaker 1** [00:39:10] blah blah blah and then and then the mission is we are the trusted financial resource and you're like so you've already arrived like you're done yeah i mean it just it just demonstrates how little people understand the difference between these two these two really powerful tools yes and if you don't understand the different between a hammer and a screwdriver If you think they're the same thing, they're really basic tools. One does one thing really well and the other does another thing really, well. And if you confuse them, you're not gonna get anything done, right? And people, and even the research shows that they are massively confused. So distinguishing between what a vision is and what it does and what a mission is and what their roles are. and how they work together is the whole point of the checks. The checks are really just to pull these things apart. And then to put them together, to relate them together. And so that way, we have this really stable thing that drives the whole business, this coupled vision and mission. And that's the core that we build off of. And then capacity and learning are the other functions that are going to drive that thing, that little barbell.

**Speaker 2** [00:40:45] Alright, well, I think we've done it. What do you think?

**Speaker 1** [00:40:49] I think so.

**Speaker 2** [00:40:50] I think we've done it.

**Speaker 1** [00:40:51] That's a wrap.