Ship that is the key to a company’s success. But you would be right with one important qualifier: It is visionary leadership. “We may conclude that, in fact, leadership is the single most important success factor.” This is a book about leadership development, you might reason. It is leaders’ technology, products, or patents’ strategy, because that is what companies truly succeed in.

"Your company’s vision (Collins & Porras, 1996)."

— Ralph S. Larsen, CEO of Johnson & Johnson, in “Building

Poor Vision

Company Suffers From

What to Do When Your

3
The following examples of successful companies and their visions will help you guide your organization through the process of developing a vision. Consider the companies that made Fortune magazine's 1999 list of America's most admired companies. For example, number one for the second year in a row, General Electric is renowned for its continuous value and growth. Unquestionably, this chapter emphasizes the importance of leadership and organizational development. As a result, the focus here is on customer, competitor, product, and market. An organization's success depends on its ability to retain an image and develop a professional, you are uniquely positioned to help your organization grow. What is the difference between vision and mission? In many ways, the differences are subjective and situational, and many people use the words interchangeably. Here, the world vision describes where an organization is going and what it is trying to achieve. Clothing leaders
When Your Company Suffers From Poor Vision

A Passion for What They Do
Failure to Vision: Some Cautionary Tales

10. Lack of clear organizational alignment.
9. Loss of important organizational competencies.
8. Shareholder dissatisfaction with profit growth.
7. Emergence of disruptive new technologies (biotechnology, nanotechnology, and so forth that alter a company's competitive advantage or marketplace leverage).
6. Pressure to adopt a new business model (for example, e-business).
5. Change in the marketplace balance of power among competitors.
4. Appearance of new competitors.
2. Failure to fund new business strategy.
1. Changing business climate (globalization, emerging...)

Regularly (two to three-year cycles)

10 Reasons for a Company to "Re-Vision"
Companies

The Characteristics of Truly Visionary Companies

When Your Company Suffers From Poor Vision

...
Aligning the Organization to Support the Vision

Once there is clarity and agreement among your organization’s leaders about their core identity and purpose, your next step is to create a feeling of urgency around the visioning process. Leaders must create a feeling of urgency, and leaders must convince others to share in that excitement. Two of the ways in which leaders can make this vision obvious to employees, use

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to Discover Your Company's Core Ideology

Using Strategic Visioning and Process Tools to Build a Powerful Strategic Vision and Process Tools to

call that your company use powerful strategic visioning and process tools to
drive an organic process of self-reflection and action planning. It is critical
for organizations to work differently. Help your organizations

Know when to move fast and when to go slow. New leaders are often

In the visioning process,

involved in the organization's strategy and action steps. Everybody in the organization

In the organization,

use ideas and words effectively to convey where they want to take

In the organization,

make a statement of the company's direction and support of others in pursuing

In the organization,

the company's direction and support of others in pursuing

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the company's direction and support of others in pursuing

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In the organization,
Your must focus on helping your company’s CEO and senior leadership

ach the highest levels of an organization, for example, your work as a leader-

realized (figure 3-1).

vision is to determine plans and taking steps to ensure that the vision is
cessively lower levels in the organization, you move from articulating what
every time you converse a meeting. Instead, as you move down through suc-
of the organization, or face the opportunity to reframe your organization strategies
can be, for example, conduct the same kind of visioning work at all levels
This is very hard work. Indeed, it is even harder than it first appears. You

import for such efforts.

work for a new set of business goals and objectives based on a broad base of
shops down several levels in an organization, so that you can lay the ground-
standard operating procedures in most cases, to “cascade” visioning work.

contrast to gain their trust, involvement, and commitment. Therefore, it is
involve employees at all levels in some aspect of the visioning process if you
involve employees at all levels in some aspect of the visioning process if you
and make sure people at all levels have a chance to participate in the vision-
way that helps people engage and yields breakthrough commitment to new
If your organization is to embark on a corporate visioning process in a

Cascading the Vision

Describing your organization’s goals for others is already established.

despite. However, be sure that the whole exercise was simply window-
not feel free to participate fully in the exercise and to offer their own ideas
the words of the vision or mission statement. It is possible that people did
on contributing both ideas and feelings to the process, so they did not “own”
process. It may have been that there was not enough time allowed for people
a new vision or mission statement, but help your organization develop
TLD professionals, or executive coaches—to help your organization develop

in the past perhaps you were charged—in your role as an OD consultant.

party wishes to be seen by those outside its walls.

ions, markets, and produce the organization embacles and how the com-
and mistakes. How do people relate to customers and co-workers? What are the-
organizational ideology. That ideology, in turn, affects the company’s goals
when the core philosophy is, and when focusing the basis of their company’s
leaders and his employees must ask themselves why they are in business.
help it periodically re-vision. As part of this iterative process, a company’s

Clowning Leaders
In order to ensure that new visions are put into action, you will need to develop detailed implementation "blueprints." At the implementation stage, you will work with implementation managers and teams charged with putting the organizational strategy into place. As you move further down in the organizational hierarchy, you will need different levels of process owners, visioning work takes on a different meaning. The top level is referred to as "writing the culture" or describing the company's values upon which pursuit of the new vision is based (Level 2). Sometimes this culture is referred to as "writing the rule."
1. Does it motivate and excite people?
2. Does it frame the organization's future and define where we need to go?
3. Does it embody a "big hairy audacious goal?"

The organization is going?

Attributes of Effective Vision Statements

and influence the development of a new culture inside the organization.

They leave the workshop. It will help to shape people's subsequent behavior.

It will become a living document that people are willing to talk about after

and clear in its call to action. If it's a static statement, this makes these attributes,

relevant to the needs of the business, and in what it holds as an ideal,

Recognize that any vision statement the organization develops must be

Create a Living Document

need to ensure there is a new vision statement for your organization succeeds.

process and you won't build the group cohesion and communiciation you

Around which they will then act (execute). Try to short-circuit this

to consensus about anything ("normative") and create a set of expectations

group first go through a "storming-and-forming" process before they come

consensus (about any significant business goal or objective) because

consensus. As any seasoned facilitator knows, helping people reach

forward consensus, as you need to be effective facilitator who wants

they say on target. At the same time, however, expect to see conflicting

Recognize that in your role as facilitator, you must guide discussions so

Build Consensus

business environment requiring that your company revisit its existing vision

priorities now reflect your organization and the drivers of change in the

and your organization will down and have substantive discussions about the

later in this chapter (and the questions asked above) can help you

like of our company?" The Business Climate Modelling process described

issues: "Where are we tomorrow?" Are we over-promising and under-delivering with our

we want those values to drive our daily actions and behaviors with us.

in what ways do
need tools to help you facilitate visioning workshops. Essential in helping your organization with the visioning process, you also need to be sensitive to leadership levels at which you are working in your organization. They hold true, regardless of the visioning process in your organization. They hold true, regardless of the size of the group(s) you are working with. The vision or mission upon which they have agreed.

- Help the group(s) come to consensus on how to enact
- Reframe issues for discussion when necessary
- Mediate conflicts as they arise
- Get people to freely exchange their views with others
- Engage others in the discussion process

Facilitation will be the difference to which you will be judged. In the case of groups, it is important to develop a high level of trust and understanding. This will allow you to better facilitate the group. Effective facilitation requires that you be perceived as credible and knowledgeable.

Getting Started on the Vision Path

Time, though, you will become a catalyst for change. When you first begin the process, it is important to develop a high level of trust and understanding. This will allow you to better facilitate the group. Effective facilitation requires that you be perceived as credible and knowledgeable.

Becoming a Lightning Rod for Discussion

"Is it popular?"

6. Does it elicit a short, strong picture of a "shining city on a hill," for example?

5. Is it something people can wrap their arms around?

4. Is it original?
Business Climate Modeling is a proprietary term of Prowarehouse Cooper's.


A demography (consumer/customer/culture) vector (Bunker &

a political vector

an economic vector

a technology vector

Key Vectors:

awareness, it analyzes the business environment from the perspective of four

business functions. Using a technique called “multivector, multi-navigable

environment with potentially significant and long-lasting impacts for

process can be used by companies to discern trends in the external business

continuous changes taking place in today's business environment, the BCM

developed in response to the increasing number of "phase shifts" (rapid, dis-

Werner, 2004; "Technology Shifts: Forces of Change Made

One of the most innovative and useful new tools for strategic visioning is

Process: An Introduction to Business Climate

Climate Modeling

Process

An innovative company needs to be competitive.

Influence or new technologies, the Internet, for example, are commonly

business world because globalization, rapid growth, and the disruptive in-

ship competitive building. Using such tools has become essential in today's

urching thinking: scenario planning, product “manifesting” and leader-

ific, forecasting tools that can help you form your organization engage in break-

a more important today, however, is applying effective strategic

and so forth—which you may want to use with various groups in your orga-

several powerful tools—polling techniques, electronic meeting techniques,

strategies and move in new directions. (See Appendix C for a description of

cessful component in helping you and your organization implement new

process tools, such as group facilitation and polling techniques, are an

Growing Leaders
Table 3-1. Lists some questions directed along the four vectors of the BCM process.

In many cases, even discontinuities in nature, because capturing trends and long-term curves can be hard to discern, in business continuity planning. These vectors in today’s global business environment must be analyzed and understood in a developed economy. These vectors have common implications. The examples of how politically influential in developing nations or new consumer economies, or how economically influential in the developed world, can affect a company’s profile picture. For instance, in competitive markets, companies can help your company’s leadership team develop a comprehensive picture of how political and economic factors influence the balance of the key vectors. The BCM process begins with a company’s leadership team asking pressing issues.

The BCM process begins with a company’s leadership team asking pressing issues. It will need to compete in the rapidly changing world of business. It will need to compete in the rapidly changing world of business. It will need to compete in the rapidly changing world of business. It will need to compete in the rapidly changing world of business.

Power among business competitors

Leadership is over and, thus, fundamentally change the balance of power among business competitors.

Concerned about developing the long-term leadership bench strength

Concerned about developing the long-term leadership bench strength

Concerned about developing the long-term leadership bench strength

Perhaps your company is one of the four vectors comprises different variables (drivers) that influence...
6. How good is the infrastructure in the emerging markets where our company does business?
5. To what extent is our company financially leveraged relative to emerging markets, where it
4. In what ways is our company vulnerable to fluctuations in exchange rates, capital flows,
3. To what extent is our company a global company?
2. Where microtrends (i.e., industry-specific) are putting pressures on our company's business
1. When macrotrends in the economic environment (economy-wide) are putting specific

Requirements that Leaders ask questions such as:

Understanding the influence of the economic vector on a given industry or company

Table 3-1. Sample question set built upon the four vectors of the BCM

Growing Leaders

54
5. To what extent is rapid wealth redistribution taking place in country in 2 years? 5 years? 10 years?

4. What is the likely proportion of business-to-business and business-to-consumer commerce in

3. What is the current proportion of business-to-business and business-to-consumer commerce

2. To what extent is the company's business performance in country

1. Describe the nature of the company's customer base in country

Understanding the influence of the demographic (consumer/customer/culture) vector:

6. Are there inherent political forces at work in the country where the company operates that

5. What is the climate of relations between the United States and the various foreign "host" countries in which the company operates? Specify.

4. To what extent is there political instability in these countries? Specify.

3. In what "problem" countries does the company currently operate? Specify.

2. How might these events potentially affect the climate for doing business in these countries or areas where our company operates?

1. What political developments (global/local) are of most concern to our firm at this time?

7. To what extent are changes in the country's culture (e.g., laws, customs, public policies, political leadership) affecting consumer buying behavior and preferences?

6. Is the company struggling to adapt to changing customer/consumer demands in country?
Although many companies today struggle with articulating their vision, think big.

Articulate a new and compelling organizational vision and direction. Believe in your own ability to overcome challenges and opportunities, and ultimately achieve your goals.

Chapter 4 will discuss the importance of defining and understanding the steps needed to realize the vision that is not just for one leader, but for the entire organization.

Think Big

Summary of the BCM Process