



GUIDELINES FOR WRITING A VISION

And I MPLEMENTING IT

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BACKGROUND

The guidelines below will help you write an extremely powerful vision for your business or Your life. In the business world the concept of vision has become popularized as a relatively short statement. Often indistinguishable from a branding statement or a set of goals. Below we are describing the kind of vision that can focus, engage and energize A whole business or an individual's own life. Because of its extensive detail and specificity it provides a foundation for building annual goals and next steps. When these are supported by the appropriate resources accountability becomes possible.

This process is derive from Ari Weinzweig one of the cofounders of Zingerman's Family of Businesses and Ann Arbor MI. This business is a strong example Of what an organization looks like when it is in PRIME. This it's the most healthy state of business can be in as described in the Adizes Organization life cycle. Describes an organization that is effective and efficient, doing more and doing better while nurturing a family of offspring businesses in various stages of development.

Ari has built this extraordinary gem of a healthy developing business Guided by principles and practices that no allegiance to traditional management, business schools, or guidance for good businesses. His foundational principles are are that all people want to do meaningful work and make contributions To their peers, to their organization, into their community. This is a business with the multiple bottom line of column business success, customer satisfaction, employee development and growth and engagement, caring for suppliers and investing in the community including the physical and social environment in which the business operates. The zingermans Family of Businesses were the inspiration for Bob Burlingham's book, small giants dash businesses that choose to be great instead of big.

Resources

Vision Writing Process as published in ink magazine and written by Ari weinzweig.

Vision for Zingerman's family of businesses calling 2009 and 2020

GUIDELINES

1-Write the vision in the present tense as if you were writing it 5 to 10 years in the future and looking back at the present. This means you will be describing the accomplishments and



challenges that the business overcomes and then next 5 to 10 years and how the business looks now in the future.

2-No preparation is needed. Everything necessary to write this vision is already inside of your brain and your heart.

3-It'll take something like 20 to 45 minutes

4-The intimacy of applying a panora pencil to paper seems to be more powerful and doing this digitally.

5-Use the hot pen method. That means once you start writing you keep your pen on the paper and keep writing. You complete the vision writing in one session. No breaks. Once your mind has run dry go back and reread your vision and see if it stimulates any further additions. Do this review at least twice.

6-This is not a strategic plan detailing what you will begin doing now. This vision takes place in the future

7-This is not a mission describing your aspirations on which clients we will serve and how you will serve them.

8-The vision is about your preferred future not about opportunities or solving current problems.9-Focus on the end result, they “why” not the process or the “how”.

9-This is about what you want, not something you don't want.

10-Your vision cannot be constrained by what you think appears to be possible or realistic. When you go 5 to 10 years in the future you have time to do anything.

11-This is a draft. You can come back and fine tune or edit after it's complete.

12-Your vision is stated in the positive.

13-Your vision is set in the future, it stated in the present..

14-Your vision comes from constructive emotions of curiosity, passion, wonder and aspiration.

15-Chapter describe but you will be proud of having accomplished at this future point in time.

16-Go for greatness, right from your heart.

17-This vision is not something that consultant writes or is it something that is only used at the top of the organization.

18-After you've written your vision then it said overnight, and come back and do any editing that you would like; Convert it into a digital document.



19-Consider describing your vision of what kind of leader you will have become in the future time frame of the overall vision. What you have learned please specific, how you have evolved and developed as a human being and leader.

BRINGING YOUR VISION TO LIFE

Your vision comes to life when it becomes a part of the hearts and minds of everyone in the organization who was needed to accomplish the vision. It is not a management tool or a leadership tool it is the single most important organizational tool available.

Cascade your vision by sharing it with your direct reports. Ask them to read it and to add their vision for their particular part of the organization. Then ask them to make any expansions such as more specifics for details on what you have written.

This is not a time to question what's in the vision.

This is not a time to challenge what's in the vision for its practicality or possibility.

Once you have received input from your department heads in my wish the fine tune some of the wording. Over editing can be dangerous since may eliminate specifics. It can be healthy valuable when you see the same elements appear in different departments. This will help them coordinate their efforts.

The next step is to further cascade this down through your direct reports to their direct reports following the same cycle of input. This continues until everyone in the organization has had a chance to read the vision and contribute their part.

At the point or it reaches an individual who has no one who reports to them they write their individual vision of how they would like to see their role in the organization at whatever time frame was selected for the vision such as five or ten years in the future. They can be equally specific.

USING YOUR VISION ON A REGULAR, DAILY BASIS

Your vision becomes the powerful document guiding day-to-day and annual activities in your business. If the following two implementation tactics are not put into place this will simply become another document and a file with no meaning or power in your business.

1-Every single decision and your business from board level, to frontline must be vetted against this vision to assess its level of support. No decisions are exempt. This includes opportunities, new hires, new software, infertility, new sources of capital, new products and services, and all new policies and procedures. As soon as you make an exception or decision is made which is not supportive of the vision, you begin to undermine the achievement of the vision.



A simple rating system can be helpful. Some decisions will undermine or not support the vision. Other decisions will be neutral. The decisions that you want are those which are positively supportive of the vision.

As in all cases a 'yes or no' decision, 'shall we do this or not do it is one of the weaker kinds of decisions. A more powerful decision process is built about choosing from at least two ideally three separate alternatives none of which are 'yes or no'. For example:

Yes Or No	Which Alternative
Shall we commence the lease on the new 40,000 foot warehouse on B St.	1-Commit to the new lease of the 40,000 square foot warehouse on B St. Now? 2-In 6 to 12 months? 3-When are revenues exceed 10 million annually 4-Continue searching through the same square footage, a similar price, with better freeway access.

Every decision should also be vetted through your committed values.

2a-Every achievement and your vision can be back through time down to the present day. In order to achieve XYZ in 10 years what has to be done next year? In year 2 by Year 5?

What other achievements must occur before XYZ can begin? Or be completed?

This process can be done for every item in the vision.

This is a powerful way of choosing your key objectives and results for the next year.

2b-When these are agreed upon it is now possible to begin the process of budgeting. Budgeting without a vision is simply arguing over numbers. Budgeting with a vision with objectives backed out to the next 12 months gives you a thoughtful, focused business oriented rationale for creating the budget. In this step the budget includes financial support as well as necessary space equipment and personnel. The total package is called resource allocation which is more than simple budgeting of funds.

2c-When objectives and budgets are in place the management information system-mis- can be designed, tweaked or updated. This is the system of information that provides feedback on progress towards budgets and objectives. This should be a highly delegated system so that everybody in the organization from frontline the CEO knows what they are responsible for and how it will be measured and how often.



2d-With an MIS in place that has been derived from your budget objectives and vision you can now begin and accountability system.

This whole process in the right sequence is necessary in order to drive the vision strongly towards achievement. This creates extraordinary efficiency and effectiveness. It does create a certain discomfort. No longer can everyone do everything they want the way they want to do it when they wanna do it.

PURPOSE

A statement of your organization's purpose Very different from your vision. A purpose statement is usually just that, a statement dash maybe a sentence or two. It answers these three questions: What is your reason for existing? What value are you giving your customers? Why is your firm uniquely capable of providing It?

PURPOSE RESOURCES

Start with Why by Simon Sinek. Available in book form or as a [Ted talk](#).

.Why Are We Here? By Sally Blount and Paul Leinwand, Harvard Business Review December November 2019. (The Third Agenda can supply you with a digital link)

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