

Building the vision...

Reference:

Built to Last

J. Collins and J. Porras

- **Successful & enduring companies maintain a core ideology while engaging in progress & change of everything that is not part of the core ideology**
 - The core values & purpose never change
 - Business strategies and practices change constantly (if it's not core, it can be up for change)

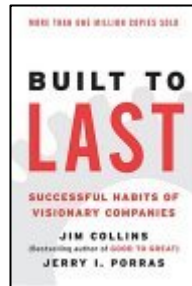
- **Core ideology is discovered looking within, not created**
- **Core values**
 - A small set of timeless guiding principles
 - Would still be followed even if penalized
 - No external justification is required
- **Core purpose**
 - The organization's fundamental reason for being
 - Can never fulfill a purpose, just achieve goals
 - Guides and inspires
 - Why is it important that this company continue to exist?

- **Setting the envisioned future is a creative process**
- **Long term goals**
 - Setting a 10 year goal requires vision
 - Target 50-70% probability of success goals (ie, big)
 - Could be quantitative, qualitative, focus on beating competition, achieving a role model status, or internal transformations
- **Vivid descriptions**
 - Vibrant, engaging, and specific description of what it will be like to achieve the long term goal

Complete Vision Statement

- **Core ideology**
 - Core values
 - Core purpose
- **Envisioned future**
 - Long term goal
 - Vivid description

Get the reference!



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