

**Business Name:** \_\_\_\_\_

***Build a Better Business—Week 9 Ref. 3.2***

**Without A Vision There Is No Place To Go**

One of the key characteristics of high-performing companies and teams is that they have a clear picture of what they are trying to achieve together, they are excited and clear about their basic purpose and they share a common set of values.

Their values, mission and vision form the core of their identity.

The objective of this tutorial is to provide you with a structured method to define and clearly communicate your vision for your business and what that means to the key stakeholders

We will want you to then use this vision statement as a tool to drive decision making on a day to day basis, and not just something to hang on a wall.

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## **What is Visioning?**

A vision is a picture of your preferred future state, a description of what your business will be like some years from now.

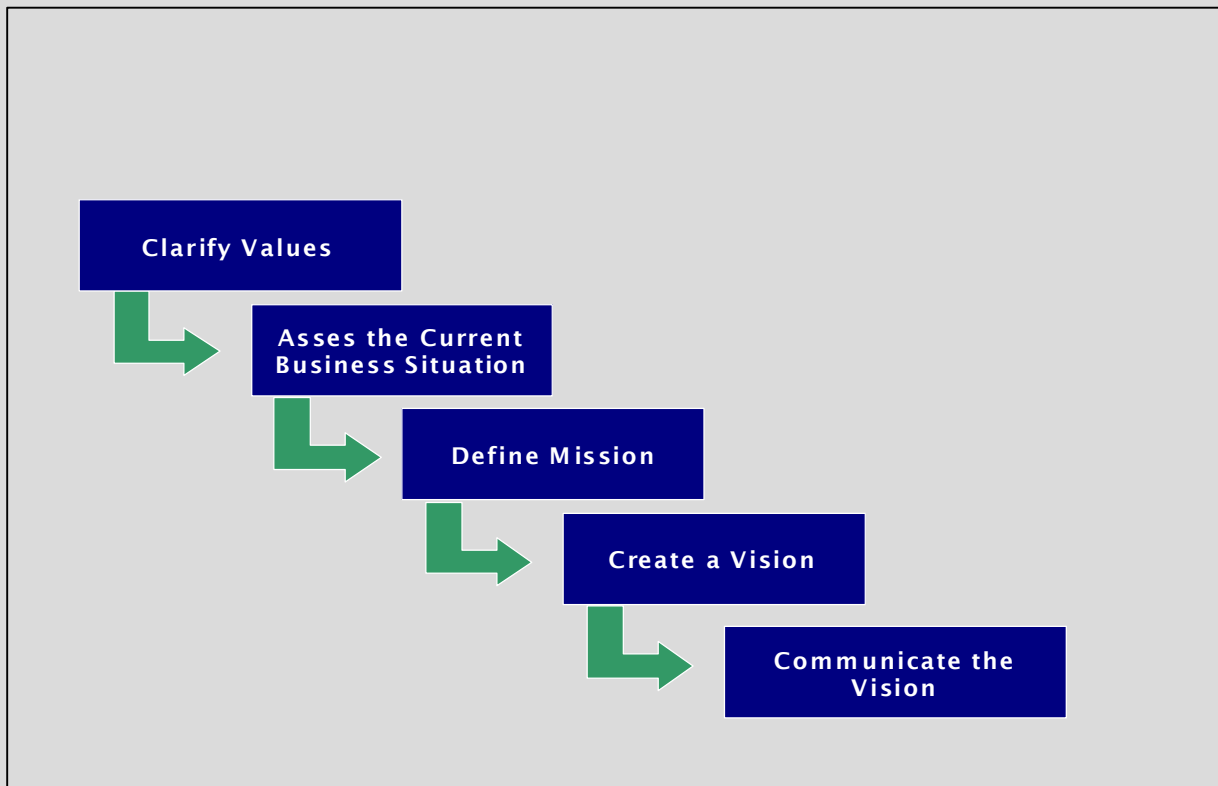
Visioning refers to the process you will undertake of clarifying values, focusing a mission and stretching the horizon.

When important decisions must be made your people will refer to the vision of the business for confirmation that the decision is consistent with the plans you aspire to achieve.

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This process of defining and communicating a clear vision and mission in your business involves 5 steps.



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## **Clarifying Business Values**

Core values represent your business essential and enduring doctrine— a set of guiding principles that should not be confused with specific operating practices and should never be compromised for financial gain or short-term expediency.

They include: how people treat each other and what is important to the business.

Core values are the foundation for your vision. They are the essence of a company's philosophy for achieving success. Values provide employees with a sense of common direction and guidelines for day-to-day behaviour.

Some examples of core values that you may consider as being important are:-

Integrity, respect, tolerance, honesty, leadership, recognition, reliability, giving, empowerment, family. You may also choose to incorporate environmental considerations as part of your core values.

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## Business Values Worksheet

To be effective, a business needs some agreement about what it values. It must turn these values into policies, practices and standards for behaviour. The values of the business will then focus the behaviour of people in all their activities. Use this worksheet to help clarify the values of your business.

### Questions to clarify values

1. What do we stand for?

2. What behaviours would mirror these values?

3. How do we treat our employees?

4. How do we treat our customers?

5. What do we mean by ethical behaviour?

6. What are the core values that are more important to us than profits?

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## Business Values Worksheet

7. How do we want to treat each other at work?


8. What do we offer our employees for their work effort?


9. How do we want to be seen by the community?


10. What attitudes and behaviour in employees do we want to reward?


Other comments:


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## **Assess Your Current Business Situation**

The second stage in crafting a vision for your business is to assess your current business position. If you want to map the future direction of your business it is logical to take a moment to assess your current position.

This assessment will reinforce what is good about your business and highlight those aspects that have been disappointing.

Assess the current state of your business by completing the next worksheet.

## Assess Your Current Position

If you want to map the future direction of your business it is logical to take a moment to assess your current position. This assessment will reinforce what is good about your business and highlight those aspects that have been disappointing. This reflection provides an ideal context for the crafting of your vision of the future.

Area of Consideration	What is Good	What is Disappointing
The achievement of our original plans - the reasons we went into business		
The products / services we sell		
The physical and financial resources of the business		
The people we work with		
Customers		



Area of Consideration	What is Good	What is Disappointing
The spirit / morale of the business		
The growth of the business		
Marketing plans and marketing systems		
Management structure		
Lifestyle the business provides owners		
Other considerations		

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## **Craft and Clearly Articulate Your Business Mission**

A mission statement is a clear description of what the business exists to do. It is different from the business Vision in that it states the purpose of your business as opposed to your direction.

If you are clear about who you are and what you exist to do you are less likely to make irrational decisions in response to competition and fluctuations in the marketplace

A mission statement can be several paragraphs long as in the firm of accountants mission statement included the back of your workbooks, or it can be very short as in the case of a Melbourne Café,

The mission statement should exhibit the following characteristics:-

It should motivate and generate an emotional reaction from your team.

It should be easy to understand and translate into what your employees do *every* day.

It should state a goal that can be measured.

It should reflect the competitive environment in which your business operates.

The sample vision and mission statement at the back of the workbooks will help you appreciate how the concepts of vision and mission relate to each other.

Once you have considered the sample statement complete the business mission worksheet. This worksheet will be of great assistance to you as you set about crafting a Mission statement for your business.

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## Business Mission Worksheet

At the core of a business is its purpose or mission. The mission provides the guiding direction for developing strategy, defining critical success factors, searching out key opportunities, making resource allocation choices and pleasing customers or stakeholders. You will use the following worksheet to map the information that will help you develop the mission of your business.

### A business mission statement would normally include:

1. What you do:

2. For whom:

3. Your uniqueness (or your Business Value Proposition):

### Mission definition questions:

1. What business are you in?

2. Who are your customers?

3. What added value do customers of your business receive?

4. What contribution is your business making to society?

5. What is your business especially good at?

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## **Business Mission Worksheet**

6. How is it distinctive and unique?

7. What is the business's history and tradition?

8. How does it influence what the owners want to accomplish today and in the long term?

9. How do you characterise the management philosophy of the business?

10. What input does management have in the direction of the business?

11. What distinguishes this business from all of the other businesses that perform the same service or function?

12. How does the business already surpass the competition?

13. What can it do to continue surpassing them?

14. What goals are realistic when considering the available resources?

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## **Business Mission Worksheet**

15. Where does the business need to improve in order to beat the competition?

16. What are its competitors doing that the business can imitate and improve upon?

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## **Without A Vision There Is No Place To Go**

Visioning is picturing excellence— what you want to create in the best possible future for your business. It is an evocative description of what is possible.

A vision is not “something out there” that is impractical, but a way of setting a compelling scenario. Creating this image of the future requires you to expand your sense of possibilities and then focus on new initiatives that can lead to success.

### **A powerful vision statement:**

- ◆ Presents where you want to go. It is where tomorrow begins.
- ◆ Gets people’s attention and is easy to read and understand.
- ◆ It is a realistic, credible, attractive future for you organisation.
- ◆ Expresses what you and others who share the vision will be working hard to create.
- ◆ Is a carefully formulated statement of intentions that defines a destination

The vision worksheet will help you to clarify and articulate your own vision.

Follow the guidelines, allow yourself to be relaxed and focus on what it is you really want to achieve.

Steven Covey refers to the process of clarifying your vision as beginning with the end in mind, starting with a clear understanding of your destination.

Covey makes the point that visioning provides you with the tool of knowing where you are going so that the steps you take are always in the right direction.

That is why clarifying your vision is not something that you do one day and then move on from. You constantly return to this process to ensure you are on track.

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## Business Vision Worksheet

Visioning is picturing excellence - what the person, team or organisation wants to create in its best possible future. It is an evocative description of what is possible. You will use the following worksheets to create an image of the future and then focus on what new initiatives will lead your business to success.

### Guidelines for visioning

- Allow yourself to be in a relaxed state with no pressure or outside distractions
- Imagine that you are ten years from now and you are writing to someone describing how your business looks. Focus on what really matters to you and what you would like your business to look like when it is in its "perfect" state.
- Think about the business from the perspective of all the stakeholders - eg. the type of team members you want to be working with, the type of customers you want to be working with, the relationship between all of the stakeholders, the reputation for the business and most importantly the higher purpose that it serves, the products or services that you provide and the way you create value.
- Focus on what you want to create, not how to make it happen.
- Focus on imagining what is possible and avoid thinking about today's challenges, barriers and what is not working.
- Each partner should complete this visioning exercise and then there needs to be a Vision Review Meeting to hammer out a shared vision from which can be fashioned into a Mission Statement.

### Vision questions

1. If we could be what we wanted to be in 10 years, what would we be?

2. How will we know when we are there?

3. What would be a stretch for us?

4. What kind of organisation do we want to be?

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## Business Vision Worksheet

5. What do we really want to do or create?

6. What would be worth committing to over the next ten years?

7. How do we differentiate ourselves from our competition?

8. What are the right things to do?

## Timeline

Set a horizon and focus your thinking to where you would like your business to be: for example, in the year 2010.

What vision are you creating for the next:

• Two years:

• Five years:

• Ten years:



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## Business Vision Worksheet

### Your Vision


### Vision Criteria

Use this criteria checklist to critically assess your vision.

1. Is the vision future-oriented? That is, is it based on reasonable assumptions about the future rather than simply a projection of the status quo?

Yes  No

Notes:


2. Is the vision utopian? That is, is it likely to lead to a clearly better future for the business?

Yes  No

Notes:


3. Is the vision appropriate for the business? That is, is it consistent with the business's history, culture, and values?

Yes  No

Notes:


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## Business Vision Worksheet

4. Does the vision set high standards and reflect high ideals?

Yes

No

Notes:


5. Does the vision inspire enthusiasm and reflect high ideals?

Yes

No

Notes:


6. Does the vision clarify purpose and direction?

Yes

No

Notes:


7. Does the vision reflect the uniqueness of the business, its distinctive competence, and what it stands for?

Yes

No

Notes:


8. Is the vision ambitious enough?

Yes

No

Notes:
