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## BUSINESS VISION

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### THE BEGINNING OF STRATEGY

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## If We See It, We Can Build It

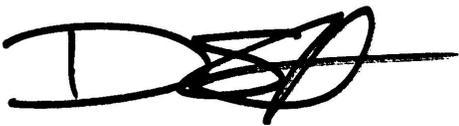
### Belong, Become and Build

Name: \_\_\_\_\_

The second component of Building Champions Core Four® is your Business Vision. No matter what position you hold or the number of people you lead and influence, what you see for the years ahead impacts your leadership and execution effectiveness. This tool will help you to make better decisions, increase your focus, execute your business plans, improve your culture, strengthen retention and impact your bottom line.

This tool is necessary whether you lead a team of fifty thousand or of one. We suggest that you complete it alone and in one sitting if possible. Many of you will want to share this with some of your inner circle team members for input and fine tuning. We do not suggest that you try to do this as a collaborative work from the start. You do the heavy lifting on your own, then include members of your executive team or inner circle for fine-tuning. After all, knowing where you are taking those you influence is essential for true long-term leadership success.

We have created a tool using the ground-breaking theories of Jim Collins and Jerry Porras as a foundation. The Business Vision Tool has been broken down into three sections: Belong, Become and Build. Give each piece intense focus, because when your Vision is complete the level of clarity and conviction you have will impact every aspect of your business.



## SECTION ONE: BELONG

As a leader creating a Business Vision, the first step is to answer the question of “What will my team members belong to?” Every person on your team has an innate need and desire to belong to something that is bigger than fiscal goals and their own achievements. When a team member can answer the question “what do I belong to” with clarity and conviction they will be dedicated to helping you achieve your Vision. Because of this, you must be able to clearly identify and articulate the culture, character and work ethic that you desire in your organization.

To help you answer this question, the first section in Business Vision breaks down and clarifies your Convictions and purpose. These exercises are designed to help you clarify why your organization is bigger and more important than the products you create or sell and the services you provide.

# CONVICTIONS

### Definition

Convictions are the uncompromising values and beliefs for which you are willing to make sacrifices. They are the filters through which you make all decisions. You ask, “How does this opportunity line up with my Convictions?” If the opportunity lines up with your Convictions you pursue it, if it does not you leave it. You will fight for your Convictions. The more aware you are of your Convictions, the better you will be at making decisions.

### Convictions must:

- Define what you stand for
- Be held onto even if they become a competitive disadvantage
- Be pursued with relentless honesty
- Embody what you truly believe, not what you think you should believe
- Be authentic and able to be seen played out in your life
- Stay consistent regardless of market life cycles, technological breakthroughs and management fads
- Work from the individual to the company - we embody them

### Exercise

Answer the following questions to determine your Convictions.

Remember, you must answer with relentless honesty in order to define what Convictions are truly central to you. Your Convictions should be clear and concise statements, not single words. For example, instead of “Honesty,” a Conviction would be “I maintain honesty in every situation and with every individual I encounter.”

- What Convictions do you personally bring to work?

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- If your child asked you what your Convictions are, what would you tell them?

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- If you were to start a new organization in a different line of work, what Convictions would you build into your new organization regardless of its industry?

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- If you awoke tomorrow with enough money to retire, what Convictions would you continue to live out?

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- What Convictions would you keep if keeping them resulted in a penalty such as the loss of your job?

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- What Convictions would you maintain even if they became a competitive disadvantage to you?

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- What Convictions can you envision being valid for you 20 years from now?

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Now list the Convictions that held true in each of the questions on the previous page. You should have no less than three Convictions and no more than five.

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2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

# PURPOSE

## Definition

Purpose is the fundamental reason for your existence from a business perspective. It is the motivational force that drives what you do. Purpose goes deeper than the product you are selling and puts meaning behind what you do. For example, a company may sell mattresses, however, their Purpose could be, “We sell products that increase the overall quality of life for the customers we serve.”

## Purpose:

- Is your reason for existence in the business world
- Reflects your motivation for doing your work
- Captures the soul of your Convictions
- Is the answer to, “Whom do I exist to serve, with what and why?”

## Exercise

Answer the following questions to determine your Purpose. Take time to think through each of your answers carefully.

- What service or product do you create?

Now to get down to the fundamental purpose of your organization ask yourself FIVE TIMES why this service or product is important.

1. Why?

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2. Why?

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3. Why?

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4. Why?

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5. Why?

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- Imagine you could sell the company to someone who would pay a good price and would guarantee stable employment for all employees at the same pay scale, but with no guarantee that those jobs would be in the same industry. Suppose the buyer plans to kill the company after the purchase - its products or services would be discontinued, its operations would be shut down. The company would utterly and completely cease to exist.

Would you accept the offer? Why or why not?

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What would be lost if the company ceased to exist?

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Why is it important that the company continue to exist?

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If you awoke with enough money tomorrow to retire would you still keep working here?

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Now take some time to really think about how each of your answers reflects your Purpose.

Remember, your Purpose helps you to create unique services and product offerings based on who you are.

Document your Purpose here:

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## SECTION TWO: BECOME

The majority of your team's waking hours are invested in your organization. In order to ensure each hour spent is purposeful you and your team members must be able to answer the question "Who am I becoming, professionally and personally, by investing my valuable time dedicated to this organization." If a person can see with certainty that their time spent is not simply a means to a paycheck, but is part of their professional and personal development, they will work harder and with more dedication. Their organization is no longer a replaceable location in which they do a service, but it is an essential element in who they are and who they will become.

In this section you will tell the vivid story of what you and your organization will become in the future. This is an inspirational story that will outline and identify the key areas for you to build and master in order to achieve your Vision. It is inspirational because it reminds you and your team members of where you are going and how it impacts who you all become.

# THE FUTURE

## WHO ARE WE GOING TO BECOME?

### Definition

The Future is the ideal version of what you see for your company or department's future. It is all of the things that you desire to be and achieve in the next ten years. You must be able to see it to achieve it. The Future is like a magnet that pulls you in the direction that you want to consistently go. Without it, poor decisions will look like good decisions because you have nothing to point you in the right direction.

### The Future is:

- A vibrant, engaging and specific description of what your company/department will be like in ten years
- A reflection of your motivation for doing your work
- A translation of your Vision from words to pictures
- Is a passionate, emotional reflection of your desires for your company or department's future

### Exercise

#### Step 1:

Write out a clear description of what you want your company/department to look like 10-20 years from now. Remember, do not focus on what you think is possible or realistic, but simply write what you want to be your reality.

#### Step 2:

Go through your description and highlight or underline all of the key areas that you wrote about. For example, the systems you will be using, what your reputation will be, what role you will play, how your employees will be treated, the products that you will be selling, what your Leadership Team will look like, how you will market, your recruiting process, customer satisfaction, strategic relationships, etc.

Step 3:

Now, write out a clear description for each of your key areas. Each one should be at least one to two paragraphs long and should detail exactly what this key area will be like.

**Key Area:** Our Leadership Team *(Example)*

Description:

We will have a dynamic and focused Leadership Team. Each member will own our Convictions at a heart level. We will be a diverse group of leaders unified by our Convictions and Purpose. We will be innovative and masterful implementers. We will model service and balance. We will hold each other accountable to living our Life Plans and will not allow our careers to take us off track. We will be excellent communicators and will create an environment of excellence, truth and grace. We will review our Vision on a regular basis to ensure that our initiatives are in line with our Vision. We will hire the absolute best people that we can, knowing that if they possess the heart and the experience, we can teach them our business. We will create a culture that invites our team members to be the best they can be in all areas of their lives.

**Key Area:** \_\_\_\_\_

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**Key Area:** \_\_\_\_\_

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**Key Area:** \_\_\_\_\_

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**Key Area:** \_\_\_\_\_

Description:

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## Section Three: Build

After identifying the Belong and Become sections you are now ready to tackle the question “In order to maintain who we are and to achieve what we want, what needs to be built?” The Build section is completed in your Business Plan, however, you must first layout the roadmap for it in your Business Vision. Your Business Vision filters all of your plans to ensure you are who you say you are and that you experience the future that you envision.

# COMPELLING AMBITIONS

## Definition

These are huge goals that are so compelling and so far out that accomplishing them is going to require your team to stretch, work harder and smarter than they ever have before. These are not short-term goals. They will take long-term efforts to reach them five years from now. Your Compelling Ambitions should be so audacious that when you tell others about them they have some doubt that you will be able to reach them.

## Compelling Ambitions are:

- The difference between having a goal and becoming committed to a daunting challenge
- Clear and compelling
- Unifying focal points of effort
- A catalyst for team spirit
- A clear finish line, so your team can know when they have achieved the goal
- Tangible, concrete and highly focused

Document your Compelling Ambitions here:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

## FINAL STEP

Finally, put it all together in one document. Your Business Vision will have four sections: Convictions, Purpose, Future and Compelling Ambitions.