

Vision Exercise and Submittal Guide

*You have just opened up is a set of guidelines, with an example followed by a blank template for you to use to complete your own ***Just Run It!*** Vision exercise. If you choose to send your template to me at Dick@DickCross.com, I'll read and acknowledge it, and will select at least one a month to feature and review on the [www. DickCross.com](http://www.DickCross.com) website. In addition, I will spend 1-2 hours on the phone reviewing the business with selected business owners or general managers.*

The Example

*The example features the same independent building supply company, Central Building Supply, featured in the ***Just Run It!*** Back of the Envelope exercise.*

*The four components of Vision are arranged under two headings, DNA and Drivers of Progress. Preceding the example from Central Building Supply for each component, there is an introductory reminder of the intent for the section. The reminder and Central's results are for your reference in drafting your own ***Just Run It!*** Vision for your business, using the template at the end.*

DNA

The Vision Exercise starts with a deep dive into the emotional underpinnings of your business. The first two of the four components, Core Values and Purpose make up DNA in the ***Just Run IT!*** Vision. Together, they highlight and memorialize the basic, genetic foundations of you business. As I'm fond of saying, "Once you isolate your Core Values and Purpose, carve them into the granite block over the front door." They should never change. But rather, they stand as the fundamental guidelines for decisions for everyone who works in your business today, and for everyone who will succeed them.

Core Values

Core Values are the succinct summation of the most basic rules for thinking and for acting in your business. There should not be more than six. Three to five is better. Often, they relate only tangentially to the actual substance of what your make or sell every day. But they specify the character for how you do those things. They complete the phrase, "At (your company) we believe deeply in..."

Below are Central's Core Values.

At Central Building Supply we believe deeply:

- *In independent building contractors as important anchor points for the free enterprise system in America.*
- *That American families buying homes deserve materials and construction methods that ensure performance to their highest expectations.*
- *In serving as a model for fairness, responsibility and good citizenship in the community we serve.*

Purpose

While the Core Values mirror the US Constitution in their role in your business, your Purpose serves a role similar to the Declaration of Independence. Like your Core Values, your Purpose states an aspiration for achievement that also is timeless in its relevance. Your Purpose is not something you ever expect to accomplish entirely. Rather it defines a cause that makes you and your successors feel noble in its pursuit. The best ones are expressions of commitment to improve the lives of others, rather than more typical growth or profit goals. Your statement of Purpose completes the statement, "(my company) exists to...."

Below is Central's statement of Purpose.

Central Building Supply exists....

To support regional builders in delivering projects that promote the highest qualities of family life, personal well being and satisfaction.

Drivers of Progress

While the two components of DNA provide deep underpinnings for stability in your business, the two elements of the Drivers of Progress --- Mission and Tangible Images --- inspire advancement, organizational pride, energy and the commitment to achieve extraordinary outcomes. While your DNA celebrates the things about your business that people can count on never changing, your Mission and Tangible lay out your aspirations. They set your course on an heroic path. And they describe the payoffs that people can expect for delivering on the expectations.

Mission

The first Driver of Progress, your Mission, commits your business to its next major milestone. A target that carries an edge of anxiety about its achievability, but also should be doable if everyone gives their best. It needs to be stated in terms that can be tracked unambiguously, and it needs to be an unarguable event if and when it is

achieved. The best Missions are high-level statements of intention that encompass all of the supporting achievements that make them possible.

Below is Central's statement of Mission.

Before 2016:

Central Building Supply will be recognized among the top ten independent building supply centers in America by the National Association of Homebuilders Annual Survey.

Tangible Images

The second Driver of Progress, Tangible Images, paints powerfully attractive pictures of what life in your business will be like when it accomplishes its Mission. The carrots on the stick. The kinds of things that people think about when the going gets tough, that help them keep going. Unlike all of the other components of Vision, Tangible Images can be different for different people. Nonetheless, a set of overarching payoffs to be enjoyed by the business as a whole serves to set the parameters within which others can form their own dreams.

The best Tangible Images are linked directly to the lives of the people who create them, not stockholders, banks or observers.

Below is Central's corporate statement of Tangible Images. Departments and individuals may have others.

When we make the NAHB Top Ten list, life at Central Building Supply will include:

- *The best pay and benefits, position-for-position, in our region*
- *A logo that everyone recognizes as a contributor to our community and as a leader in our industry*
- *A esprit de corps that has children of our workers seeking employment*
- *A tuition support program for every employee*
- *Two "all hands gatherings" a year to seek inputs and build morale*
- *Articles written about our company, our productivity and our culture*
- *A conservative financial structure that safeguard our future*
- *A succession plan for every position*

Summary

A clear and heroic Vision anchors a healthy culture and inspires employees to accomplish things that others can't. Even in its crafting, the emergence of Vision can set a business on new emotional foundations where aspirations, cooperation and

alignment are higher, and where needs for productivity-draining rules and controls recede.

Why? Because most people love to be part of something that is anchored in noble principle, and that intends to accomplish something about which they can be immensely proud. And when they understand and pledge their allegiance to that Vision, the things they choose to do on their own generally align with the intended directions and sometimes lead to entirely unanticipated advancements.

Take a shot at your Vision and submit it using the forms on the pages that follow.

Note: with Vision, as opposed to the Back of the envelope, it's a particularly good idea to try it yourself before inviting others into the discussion.

Your ***Just Run It!*** Vision Template

DNA

Your Core Values

At (my company) we believe deeply in:

- _____
- _____
- _____
- _____
- _____

Your Purpose

At (My company) we exist to:

Drivers of Progress

Your Mission

By the year 20__, we shall have:

Your Tangible Images

At the point when we have achieved our Mission in 20__, life at our company will include:

- _____
- _____
- _____
- _____
- _____

If you would like to submit your draft of Vision, please scan and send it to Dick@DickCross.com. With the following additional information :

Your Name: _____
Business Name: _____
Line of Business: _____
Employees: _____
Approx. Revenues: _____
Address: _____

Phone: _____
Email: _____
Website: _____
Business Aspiration _____

*Looking forward to hearing from you,
Dick*