SHARED VISION
WHY HAVE A SHARED VISION?
Some organizations find great success illusive.
They settle for so little
They ignore stakeholders
They focus on the short term
They don’t invest
They don’t innovate
They lack vision
They do what’s easy and obvious
They don’t discern what matters for the long term.
They miss key strategic decisions
They don’t recognize the complex set of actions needed to succeed.
They struggle to find the way ahead
They avoid looking into the future
Decisions are not made
Or they are made with no destination in mind
The result can be upsetting
The organization may go nowhere
Or float aimlessly like a sailboat without wind
Or get lost
Or be inefficient, from more random, less focused action
The outcome? Poor results or even failure
Stakeholders care about your success
Employees, customers, investors, funders suppliers, etc.
Are you engaging them?
Here’s how:
Develop and pursue a shared vision of future success
Develop an inspiring, compelling
shared vision
of what the organization’s future success can bring
The shared vision is
A benchmark for judging the appropriateness of an infinity of possible actions
A compass everyone can steer by to reach the goal
It drives and guides the organization.
It makes the organization more productive.
It results in more efficient decision making
It pushes the organization to quickly change and innovate.
It builds passion about what the organization can become
Employees find it more inspiring and fun to strive for a compelling future.
HOW
To develop the shared vision statement...
Use participation
Don’t drop it on the organization
Develop it with your Board and core management team
And then radiate it throughout your stakeholders
Everyone should share it
All should be guided by it
The team should pull together toward it.
Use an outside facilitator for process, objectivity and to avoid bias.
Survey stakeholders for their input
Do an environmental scan to see opportunities and threats
Have the team review these inputs and then ask...
“What will be the essence of the business five years from now if we are extraordinarily successful?”
“What are your aspirations for the success of the organization?”
“If the organization is ‘the best it can be,’ what will it look like and be doing in five years?”
Inspire thinking “big,” about real change, about creating something new and unique.
Mash up the ideas; look for gems, commonalities and areas of agreement
Weigh the competing visions
Rate them on benchmarks
Significant?
Big result?
Fundamental change?
Strategic?
Credible?
Achievable, at least in part?
Get consensus on the essence; wordsmith it later.
Traits of a great shared vision statement
Short and to the point
A clear target
Shared aspirations
Broad and encompassing
Positive
Inspiring and motivational
33 examples
Example #1

MasterCard

To advance commerce globally.
Example #2

Sun Microsystems, Inc.
The Network is the Computer
Example #3

Wells Fargo

We want to satisfy all our customers’ financial needs and help them succeed financially.
Example #4

Alcatel-Lucent

To realize the potential of a connected world.
Example #5

KONE

To create the best people flow experience.
Example #6

Ameriprise Financial

To be the most referred financial services brand.
Example #7

Weyerhaeuser

Superior sustainable solutions for the world.
Example #8

E.&J. Gallo Winery

To become the most innovative global marketer and distributor of wines.
Example #9

Amazon.com

Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.
Example #10

Sage

To be recognized as the most valuable supporter of small and medium sized companies by creating greater freedom for them to succeed.
Example #11

Raytheon

To be the most admired defense and aerospace systems supplier through world class people and technology.
Example #12

Bechtel

To be the world’s premier engineering, construction, and project management company.
Example #12 (cont.)

Bechtel

Customers and partners will see us as integral to their success. We will anticipate their needs and deliver on every commitment we make.
Bechtel

People will be proud to work at Bechtel. We will create opportunities to achieve the extraordinary, and we will reward success.
Bechtel

Example #12 (cont.)

Communities will regard us as responsible — and responsive. We will integrate global and local perspectives, promote sound management of resources, and contribute to a better quality of life.
Example #13

Ford Motor Company

One Team. People working together as a lean, global enterprise for automotive leadership, as measured by:
Example #13

Ford Motor Company

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction.
Example #13 (cont.)

Ford Motor Company

One Plan. Aggressively restructure to operate profitably at the currently demand and changing model mix.
Example #13 (cont.)

Ford Motor Company

Accelerate development of new products our customers want and value. Finance our plan and improve our balance sheet. Work together effectively as one team.
Ford Motor Company

One Goal. An exciting viable Ford delivering profitable growth for all.
Example #14

Ice Energy

A cleaner, smarter, more sustainable power grid.
Example #15

Caesars Entertainment Corporation

Each of our brands will be the overwhelming first choice for casino entertainment of its targeted customers.
Example #16

Lincoln Electric

We are a global manufacturer and the market leader of the highest quality welding, cutting and joining products.
Lincoln Electric

Our enduring passion for the development and application of our technologies allows us to create complete solutions that make our customers more productive and successful.
Example #16 (cont.)

Lincoln Electric

We will distinguish ourselves through an unwavering commitment to our employees and a relentless drive to maximize shareholder value.
Example #17

American Electric Power

To maintain our leadership as the largest generation and transmission company in the United States.
American Electric Power

To maintain our leadership as the largest electric distribution business throughout the regions we serve.
American Electric Power

To maintain our leadership in technical innovation of power systems, environmental technology, transmission systems and customer service.
Example #18

Compass Technology Company Limited

To be the best among world class suppliers of high density interconnect IC assembly packaging materials.
Example #19

Dart Transit Company

We are committed to be a leading freight and transportation services company,
Example #19 (cont.)

Dart Transit Company

exceeding the expectations of our customers, through innovation and integrity.
Example #20

Walgreens

To be “My Walgreens” for everyone in America—the first choice in health and daily living ... owning the strategic territory of “well.”
Example #21

Royal Caribbean Cruises, Ltd.

Our vision is to empower and enable our Employees to deliver the best vacation experience to our Guests,
Royal Caribbean Cruises, Ltd.
thereby generating superior returns to our Stakeholders and enhancing the wellbeing of our Communities.
Example #22

Cummins

Making people's lives better by unleashing the Power of Cummins.
Cummins

That simple, yet ambitious, statement serves as the guiding vision for Cummins and its 38,000 employees.
Example #22 (cont.)

Cummins

The Company takes pride in manufacturing engines, generators, filters and related products that serve the varied needs of its customers worldwide.
Example #22 (cont.)

Cummins

To do that, Cummins unleashes the power of its employees: Their energy and commitment make it possible for the Company to maintain a leadership position in the markets it serves.
Example #22 (cont.)

Cummins

The Company takes pride in manufacturing engines, generators, filters and related products that serve the varied needs of its customers worldwide.
Cummins

Cummins also recognizes that with its role as a corporate leader comes a responsibility to help improve the communities in which employees work and live.
Example #22 (cont.)

Cummins

It is a responsibility the Company brings to life through its actions and the activities of its employees.
Example #23

The Austin Company

We Build the Future

Austin takes a partnership approach to help promote sustainable and economic growth of communities.
Example #23 (cont.)

The Austin Company

Through our professional expertise in architecture, engineering and construction, we will guide and support our clients so that they can make a difference in our world.
The Austin Company

We will work tirelessly to ensure that our projects are mutually successful for all and will endeavor to forge relationships that stand the test of time.
Example #23 (cont.)

The Austin Company

We will work tirelessly to ensure that our projects are mutually successful for all and will endeavor to forge relationships that stand the test of time.
Example #23 (cont.)

The Austin Company

Our contribution to the built environment will reach far beyond the bricks and mortar;
The Austin Company

our work will allow our clients to innovatively provide their products and services to people around the world safer, faster, cleaner and more economically than ever before.
Example #24

The Cheesecake Factory

Through a shared commitment to excellence, we are dedicated to the uncompromising quality of our food, service, people and profit,
Example #24 (cont.)

The Cheesecake Factory

while taking exceptional care of our guests and staff.
Example #24 (cont.)

The Cheesecake Factory

We will continuously strive to surpass our own accomplishment and be recognized as a leader in our industry.
Example #25

7-Eleven

Our Vision Is to Be the Best Retailer of Convenience.
Example #25 (cont.)

7-Eleven

Being the best at what we do means each 7-Eleven employee has a chance to brighten someone’s day and make life a little easier,
7-Eleven

whether it is service with a smile in the store or ensuring we have the freshest food available, day in and day out.
7-Eleven

That means listening to our guests and changing to meet their changing needs. The products they wanted when we started were pretty simple – milk, eggs and bread.
7-Eleven

Those items are still available, but they also might include a fresh salad for lunch, chicken wings for a tailgate party,
Example #25 (cont.)

7-Eleven

an imported bottle of wine, prepaid iTunes card or a Slurpee® drink in a cool, collectible cup.
Example #25 (cont.)

7-Eleven

Whatever the need, we want to be the friendly, convenient, one-stop shop of choice.
Example #26

Whirlpool

Every Home... Everywhere... with Pride, Passion and Performance
Example #26 (cont.)

Whirlpool

Our vision reinforces that every home is our domain, every customer and customer activity our opportunity.
Whirlpool

This vision fuels the passion that we have for our customers, pushing us to provide innovative solutions to uniquely meet their needs.
Whirlpool

Pride... in our work and each other

Passion... for creating unmatched customer loyalty for our brands
Whirlpool Performance... that excites and rewards global investors with superior returns
Example #26 (cont.)

Whirlpool

We bring this vision to life through the power of our unique global enterprise and our outstanding people... working together... everywhere.
Example #27

Kellogg Company

To enrich and delight the world through foods and brands that matter.
Example #28

Lockheed Martin

Powered by Innovation, Guided by Integrity, We Help Our Customers Achieve Their Most Challenging Goals.
Example #29

Avon

To be the company that best understands and satisfies the product, service and self-fulfillment needs of women—globally.
Example #30

Allstate

To reinvent protection and retirement for the consumer.
Example #31

Merck

Our vision is to make a difference in the lives of people globally through our innovative medicines, vaccines, biologic therapies, consumer health and animal products.
Example #31 (cont.)

Merck

We aspire to be the best healthcare company in the world and are dedicated to providing leading innovations and solutions for tomorrow.
Our vision is what we want to be and how we want to be perceived. It is what we aspire to. It inspires and motivates us. We make sustainable food production possible.
Example #33

Honda

We are a company built on dreams. And these dreams inspire us to create innovative products that enhance human mobility and benefit society.
Honda

We see "The Power of Dreams" as a way of thinking that guides us and inspires us to move forward.
Example #33 (cont.)

Honda

The strength of our company comes from this philosophy—based on the visionary principles of our founder, Soichiro Honda.
Developing the shared vision is not the end
It calls for strategies and actions to move the organization to the vision.
The important ultimate outcome is not whether the vision is achieved.
but that people are inspired
Hope rises
the vision is pursued
The impact on the organization is great
and a better, more worthwhile organization results for stakeholders and society.
Isn’t that the outcome you want?