ON BEING A VISIONARY ORGANIZATION

THAT VISION THING
The basic question is, what vision do you aspire to?
- Abraham Maslow

Often the words used to describe the process of providing direction to an organization have been under-defined. Many terms commonly considered synonymous—mission, purpose, values, strategic intent, philosophy, credo— are not. Instead they represent distinct concepts related to each other in significant ways.

VISION consists of two major components:

Guiding Philosophy

Strategic Intention

GUIDING PHILOSOPHY

Where vision begins.

Guiding Philosophy is about the fundamental motivating assumptions, principles, values and tenets, that is, to an organization, as a 'philosophy of life' is to an individual.

Guiding Philosophy is composed of **CORE VALUES AND BELIEFS** about what is important in both business and in life, about how business should be conducted, and about one's view of humanity and one's role in society,

and

MISSION, the organization's purpose, stated in a way that clearly focuses the efforts of the organization on what it is in existence to accomplish.

STRATEGIC INTENTION

Strategic Intention is the organization's view of the opportunity of the future. It includes a **BREAKTHROUGH STATEMENT**, a succinct statement declaring the ambition that inspires the present,

and a **VIVID IMAGE**, in the language of the senses, intended to make the dream of the future more alive and engaging. The vivid image describes what it is like when the future is achieved.

(Note on Environment:

Environment serves a moderating role in the translation of vision into action. Guiding Philosophy and Strategic Intention are generated relatively free of current environmental conditions — they come from within people. Planning and alignment, on the other hand, will be affected by environment, its timing, trends, technology and other factors.
Still, a vision is a creative process; initial efforts should be made to avoid being limited by the constraints of strategic analysis and the tendency towards "We can't.".)