

Kickoff Meeting

Building a Vision

for Our future

Building conversations around
what we seek to
create together



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Issue that is addressed

- General feeling across the organization that we are drifting without specific strategies
 - We lack Vision and clarity of our Mission
- Problem compounded by
 - Employees waiting for clear direction that often doesn't come
 - . . .
 - . . .

Our Opportunity

- Disrupt the cycle of waiting for direction
- Instead
 - “Manage to the Mission and Vision”
 - Clarify Understanding & Commitment to mission-vision
 - Fine-tune as necessary for organizational changes
- Our Task
 - Build Shared Vision and clarify Mission
 - Grassroots approach with line-of-sight for everyone

Team Charter

Charter

- Develop a mission and vision statement that is accepted and understood by nearly all employees
- Facilitates the effort to build grassroots vision
- This team will
 - Clarify their personal vision of the company
 - Collectively pool their knowledge of the organization and work with local business units
 - Actively facilitate the process in their local area while coordinating with the larger team effort
 - Percolate results up, down, and across the organization
 - Dialogue toward alignment & commitment to the final documents
 - Craft the stories that will carry the cultural message

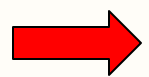
Mission & Vision

- Mission
 - The ultimate purpose that explains why the organization exists
- Vision – what we see ourselves becoming
 - Vision moves outside the usual assumptions to yield a forward-looking view of the organization. Ownership develops through developing the means to make the vision reality.
 - Vision is not a destination, but an intangible structure that surrounds us and guides our daily activities. From this perspective, a shared vision identifies what we are trying to become and helps bridge the gap from the present to the future.
- In the absence of explicit and direct controls, it is the mission and vision that provides a line-of-sight that an employee uses in guiding daily work activities

Approach for Path Forward

- Start with Change Agents across the organization (this Team)
 - Bring knowledge of the organization history & values
 - Bring personal passion for improvement
 - Heavily weighted toward those seen as future leaders

Objective



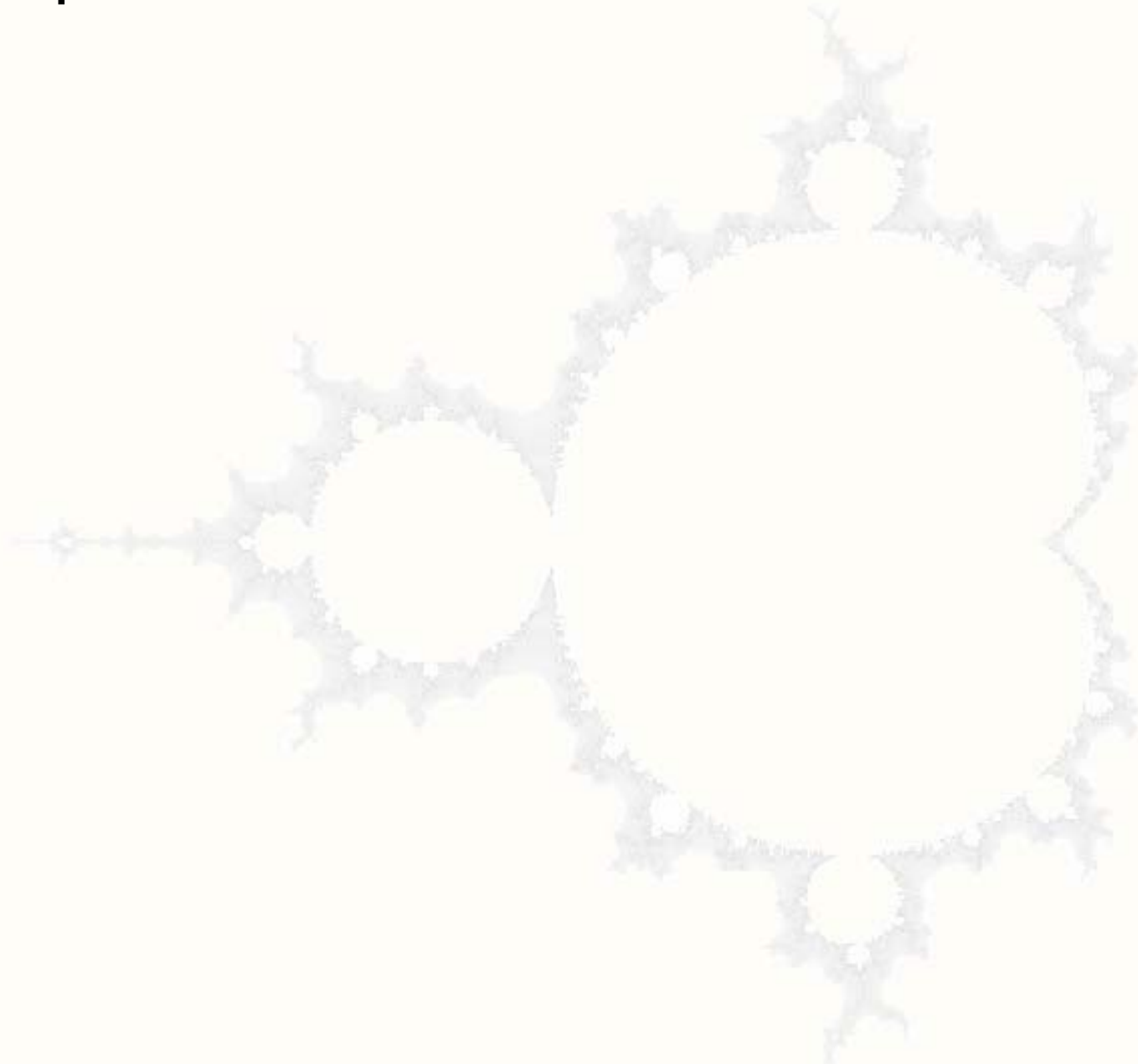
Energize the Grassroots toward commitment (not just compliance)

- Establishes foundation for a high performance culture

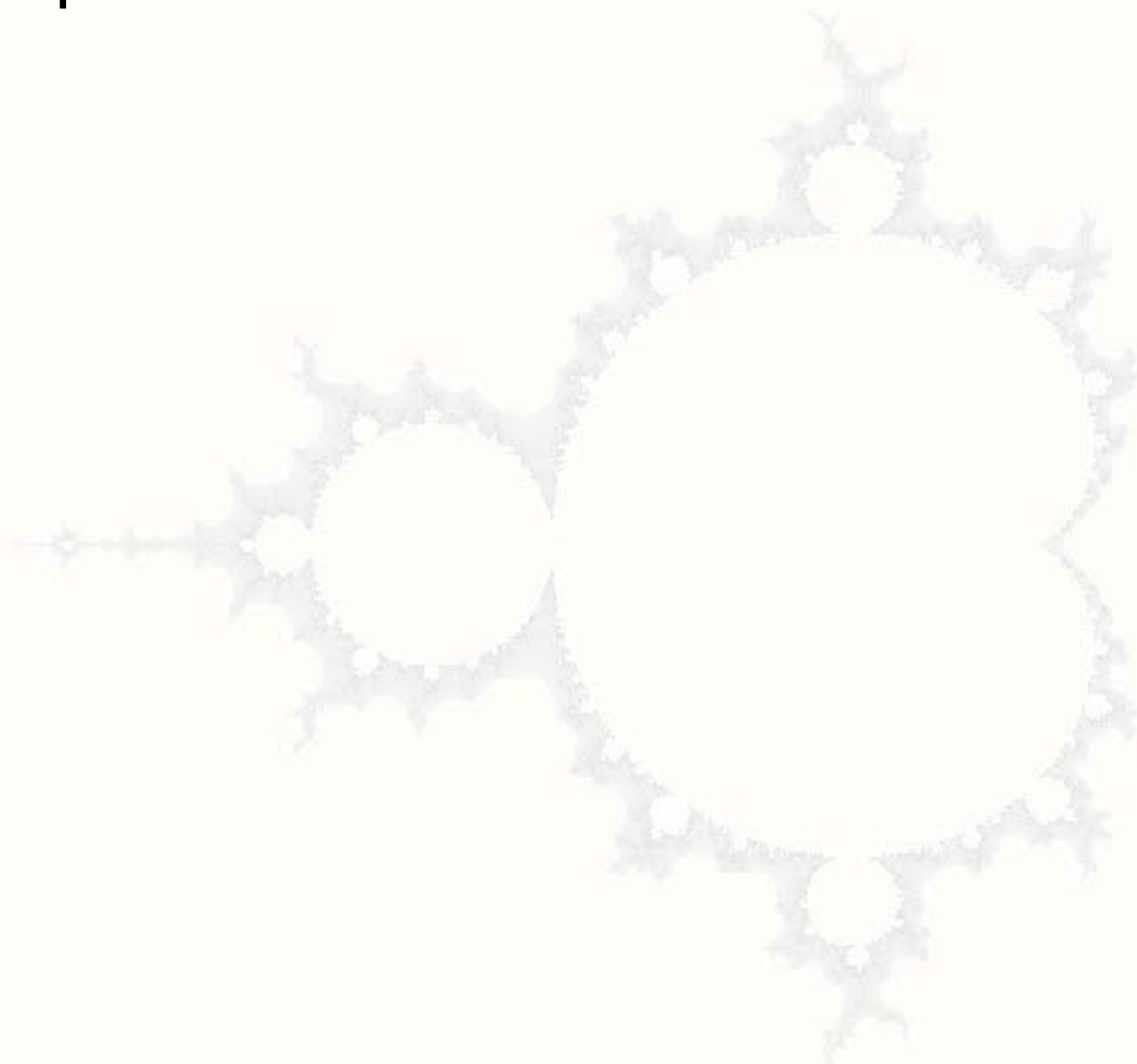
Critical Elements for Deliverable

- Sufficiently broad
 - the “essence” of the company
- Exciting – provides a team focus
- Contains sufficient guidance for required action
- Seen as doable, but a worthy challenge
- Words are focused, but understandable
- Success is evident through objective measurements
- Provides a basis for line-of-sight to daily work
 - Linkage between lower level missions & visions
employee ↔ department ↔ business unit ↔ overall company

Sample Mission



Sample Vision



Visioning Timeline

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	later
Identify Visioning Team members	█						
Kick-off		█					
Personal Visioning		█	█				
Involve grassroots thru networking			█	█			
Initiate employee communication				█	█	█	
Search for Commonalities - local			█	█			
Bubble up & trickle down					█	█	
Seeding Conversations					█	█	
Craft supporting stories						█	
Summarize & wrap up						█	
Assessment & gap closure (later)							█

Objective: Sufficient structure to enable managing to the mission & vision

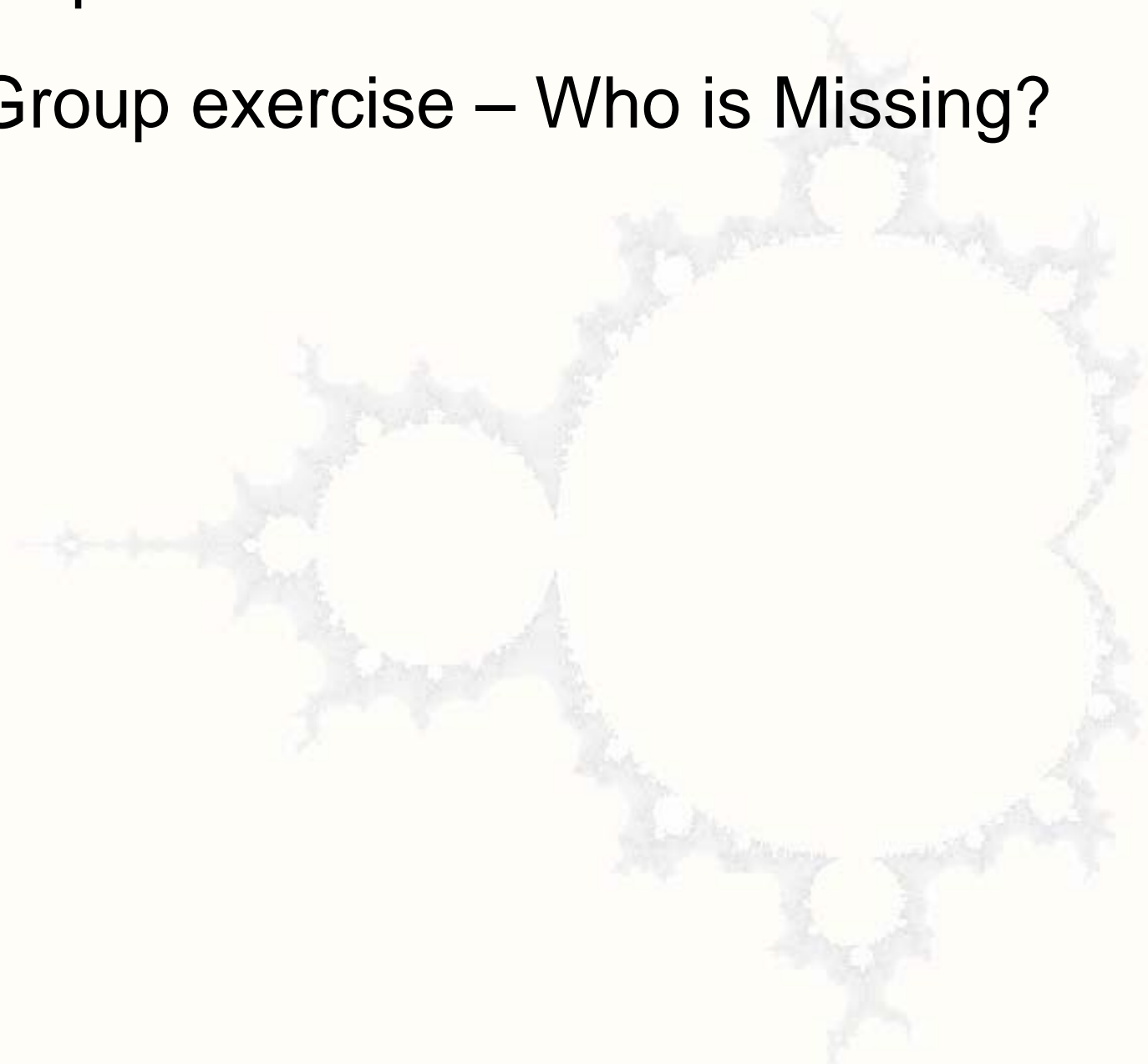
- All bi-directionally aligned with commitment at all levels
- Seamless line-of-sight from the top to all employees

Identify additional members of Visioning Team

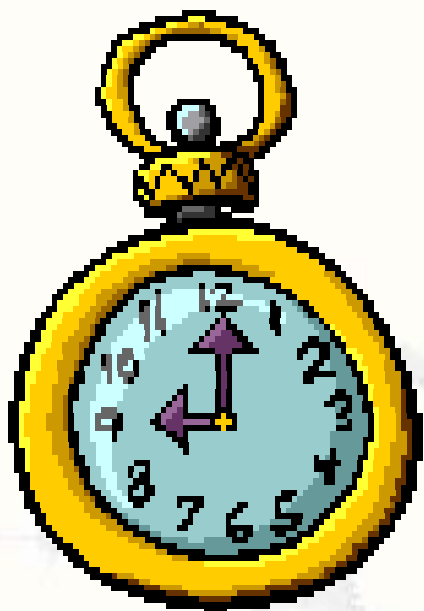
- Who is missing?
- Cross-organization representation
- Team players – active leaders : active followers
- Passionate about our success – want improvement
 - Seen as Change Agents by others
- Seen as future leaders by their peers
- High potential – high performers
 - Ideal development opportunity for team members
- Active networkers in the informal organization
- Capable of blending ideas & motivating others
- Many just outside the power structure
 - Close to the grassroots yet capable of upward communication

Group Exercise

- Group exercise – Who is Missing?



Break



Action Plan for moving forward

The remaining slides detail the action plan for building alignment to a common mission and a shared vision that provides line-of-sight to daily work activities.

Personal Visioning

- Start personal visioning process
 - Understanding personal values
 - Individual exercise: “Personal Values Checklist”
 - Articulating your personal mission
 - Individual exercise: “Justifying your paycheck”
 - Building shared vision requires personal reflection 1st
 - Individual exercise: “Discovering your Personal Vision”
 - Link personal vision to the organization’s potential
 - Individual exercise: “Organization Possibilities (if I could)”

Involve Grassroots

- Network down below the Visioning Team
 - Involve others through local dialogue
 - Share personal visions
 - Encourage others to develop their own mission & vision statements
- Employee communication
 - Formalize the communication that is occurring informally above
 - Seek volunteers to the effort
 - Build a local network below the Visioning Team

Search for Commonalities

- Compare personal statements at the local level
- Through dialogue, craft consensus statements
 - Becomes somewhat more general, yet still provides context for lower level mission & vision
 - Identify stories that illustrate key points
- The result is an initial hierarchy of mission & vision statements at the grassroots
 - Not finished, but an organic start
 - The statements will continue to evolve as the dialogue process moves everyone toward alignment

Bubble up & Trickle Down

- Review 1st pass statements across the local organization involving all employees
 - “Why are **we** an essential part of our success?”
 - “How might **we** be exemplary in fulfilling this mission?”
- Move 1st pass statements to the Visioning Team
 - Dialogue & search for Commonalities
 - Repeat above process, but at a higher level
- Pass higher level statements back down
 - Not to replace lower level mission & vision statements
 - Search for alignment & revise as necessary
- Evaluate statements across organization interfaces
 - Cross functional alignment & support

Seeding Conversations

- Structure the dialogue toward a common goal
 - Ask the important questions not being asked
 - Periodically, core issues will become apparent
 - These will be broadcast to members on the Visioning Team for dissemination & discussion at the local level
- Reinforce search for alignment, not necessary complete agreement on the words used (80/20)
- Work to co-create an interdependence among those involved
- Focus on the dialogue, not just the deliverable
- Supported with employee communication & process facilitation by the Visioning Team

End Result

- Hierarchical structure of mission & vision statements
 - All bi-directionally aligned
 - Also aligned across functional interfaces
 - Seamless line-of-sight from the top to the employee
 - Supported through cultural stories
- Provides the basis for work activities when more explicit direction is lacking or not timely
 - Manage to the mission & vision
 - Provides some buffer to organizational impacts
 - 99% of what we do is not likely to change in the short-term