

# CREATING A VISION

*By Carrie & Ian Richardson, Partners, Richardson & Richardson*

## PURPOSE

The purpose of this whitepaper is to assist you in crafting a vision statement for your business. By properly defining your vision, you can better motivate your team towards performance goals, and create alignment for your organization on what the future holds.

## SCOPE

Before starting on creating your vision, consider doing perspective exercises to determine everything that should be covered.

- Where is your company right now? What is going well, what is not going well?
- What are the Key Performance Indicators (KPIs) that drive a state of health for your organization? What is their current state of health?
- What are the risks and constraints for your organization that cause churn, shrinkage, and can lead to failure?
- Who are the key members of your team that help support the organization? What are their thoughts around these items?
- What are the mission and core values for your organization? How are you doing at adhering to them?

Use this guide to build a vision statement for your organization. Worry about the content and accuracy of the vision before focusing on presentation and/or aesthetics of the vision statement.

## BEST PRACTICES

1. **Be Honest:** There is nothing worse than putting up a false front on how the organization is doing. Your vision has to accurately reflect how the organization currently looks if you're going to use it to drive a change in behavior, makeup, strategy, or otherwise affect change.
2. **Start with where you are, today:** You can't tell somewhere where you're going until you establish where you are. Capture a current state of the company.
3. **Document both strategy and tactics:** When defining your current state, capture both strategic and operational items. Strategies are big picture: These are more what and why questions – What are your focus areas? Why do you not service a particular industry? What key vendors do you partner with? Operations are Who, Where, When, and How questions: How do we sell to prospects? Who is on our team? Where are our clients located? When do we take certain actions?
4. **Think about financials:** Financial transparency is an organization-to-organization topic, but you need to address this "hidden elephant" in a vision statement. Whether you're "open book" and

talk about different figures explicitly, or opaquer and focus on only some key targets, you have to have some financial figures and targets set to measure where the company is at presently.

5. **Ensure you capture “Impact” of your organization:** Talk about “how” you’re making a difference – We service X many organizations/individuals in Y many ways, which creates Z impacts in our community. Everyone wants to make a difference in the world, write down how you do so.
6. **Define the future:** Once you have where you are documented, take the same items (Strategies, Tactics, and Finances) and paint a future vision. Where are you at in 1, 3, 5, 10 years. Depending on your organization and your industry, your future sight may extend or shrink. Technology companies move at a different pace versus forestry organizations. There is no right or wrong target, so choose what is appropriate for you.
7. **Create the basics of a Plan:** Answer “How” for each item. How are you going to start servicing a new type of customer? How are you going to build a new model of product? How are you going to increase your organization’s impact? How are you going to grow from \$2MM to \$5MM in 3 years? Think broad, basic statements – we don’t need to have every step, just the theme of each action required.
8. **Keep it simple:** Your vision needs to be accessible and understandable to be effective. Make sure your statements can easily be understood by all who might view your vision.
9. **Communicate:** Once you have your vision defined, communicate it! A vision does no good if it is kept under wraps in the chief executive’s office. Use your vision to motivate and energize your team. Hammer it home routinely, and celebrate forward progress against it.

**If your team is struggling with vision development, Richardson & Richardson can help.** Visit us on the web at <https://randr.consulting> for additional whitepapers, blogs, and video content, or to book a complimentary consultation for your business.