

Creating Your Organization's Future: *Full Steam Ahead!*[™] Overview

The Power of Vision

It has been said that if you don't know where you are going that any road will take you there. This holds true for individuals, teams, and organizations. Without a vision, resources are underutilized, organizational purpose is unfulfilled, and individual energy and momentum are misdirected, causing frenetic chaos from lack of alignment.

A shared vision is critical for organizational success and renewal. A vision liberates employee energy, promotes aligned focus, and ensures proactive, productive action. In fact, a shared vision allows individuals and organizations to expend less energy and to maximize output. A clear vision aligns people, passion, resources, and energy in the appropriate direction—allowing organizations to unleash their potential and power.

When do we need to have a vision? During times of growth, change, or opportunity, it is essential to see we're headed in the right direction. We also need vision during times of uncertainty—when we've lost confidence in our leaders, our institutions, or ourselves. Instead of focusing on "what's next," we need to focus on "what's first." This means knowing who you are, where you're going, and what will guide your journey—your vision. This is the place from which we must start (or revisit) if we want to thrive. When work is meaningful to us and is connected to what we truly desire, we unleash a productive and creative power we may never have imagined.

Program Overview

Creating Your Organization's Future: *Full Steam Ahead!*[™] (CYOF) takes participants through the process described in the book *Full Steam Ahead!: Unleash the Power of Vision in Your Company and in Your Life* by Ken Blanchard and Jesse Stoner. It guides participants through the steps to create a shared vision for their team, department, or organization and helps them identify the strategies and actions needed to make their vision a reality. Participants create a shared vision using the "Three Key Elements" of a compelling vision described in *Full Steam Ahead!* and plan how to make it a reality by using the principles of "The Three How's."

The CYOF Process at a Glance

Step 1: CREATE YOUR SHARED VISION

Agree upon a *significant purpose* and *clear values* for your team, department, or organization. Next, create a description of a *picture of the future*.

Step 2: HONEST DESCRIPTION OF CURRENT REALITY

Examine your current realities in relation to your vision. Identify the strengths and weaknesses of your organization in relation to your ability to achieve your vision. *Hold the vision and be honest about the present*.

Step 3: STRATEGIES TO MOVE FORWARD

Identify greatest opportunities to leapfrog forward. Identify *supporting structures* needed. Develop *bridging strategies* to guide your movement forward.

Step 4: PLAN FOR INVOLVEMENT

Involve the rest of your department or organization in shaping the vision, identifying roadblocks, and developing specific plans for action: *how it's created* and *how it's communicated*.

Step 5: PERSONAL COMMITMENTS

Make individual commitments to begin to live the vision now: *how it's lived*.



The Bottom Line on Vision

Numerous studies cite the importance and benefits of vision, values, and purpose.

- A study of 1,300 business leaders, conducted in 2001 by management consultant A.T. Kearney, revealed that the number one leadership trait needed for the future is the ability to create a strategic vision.
- A *Fortune* magazine story on the strategies that top companies employ to remain on the top indicate that the top three strategies include having a clear vision.
- After taking the reins at Alberto-Culver, Carol Bernick turned the company around, improving sales by 83% and reducing turnover by half. One of the keys to her success was creating a shared vision and a sense of culture.
- *Built to Last*, which describes the characteristics of the world's most enduring companies, cites organizations that thrive because of their clear vision, core values that are lived and breathed, and a sense of purpose beyond simply making money.

Strengths and Advantages

- The collaborative nature of the CYOF design capitalizes on the best thinking from all levels of the organization.
- Through the process, each individual engages in creating the future of the organization, which increases buy in and retention.
- The process is thorough yet easy to implement. Step-by-step instructions ensure ease of facilitation at every phase.
- A clear picture of the organization's future, which depicts the roles for individuals, is developed and illuminated through the process.
- Organization vision (specifying the purpose and values) are clarified and aligned, helping to establish guidelines for individual behavior.
- Conflict is resolved actively and productively because issues are process related rather than personal. There is more tolerance for personal differences.
- Trust improves because everyone shares values, and desired results are agreed upon up-front.
- Organizational and individual visions are created and aligned.
- Organizational focus and productivity improve.
- Empowerment, creativity, and innovation flourish.
- Both the organization and the individuals within it shift from being reactive to proactive and become actively involved in the problem-solving process.
- The CYOF process assists individuals and organizations in assessing their current reality and identifying barriers to achieving the desired end state.

Audience

CYOF assists a leadership team with creating a vision for their department or organization and identifying the strategies and actions to make it a reality. Leadership teams include

- Management teams
- Design teams
- Task forces
- Steering committees
- Boards of directors
- Department teams
- Project teams

Program Objectives

After completing the program, participants will

- Understand the three key elements of a compelling vision
- Create a shared vision for their team, department, or organization
- Identify the gaps between their current reality and their vision
- Identify strategies to close the gaps
- Identify a plan to move forward
- Make individual commitments to live the vision now

Organizational Outcomes and Deliverables

- Values, vision, and purpose are created through a collaborative process that takes into consideration the best thinking throughout the organization.
- Collaboration, empowerment, and teamwork are enhanced.
- Organizational strengths and weaknesses are identified, and plans are put in place for enhancing strengths and avoiding weaknesses.
- Future direction is agreed upon and clarified.
- Individual roles and goals are tied to and aligned with organizational outcomes—boosting productivity and profitability, and tying accountability to action.
- Attraction and selection of employees or team members is enhanced by making it easier find the right fit the first time by identifying candidates whose vision and values are aligned with the organization's.
- Information and power are shared throughout all levels of the organization, impacting retention and productivity in a positive manner.

Business Issues Addressed

- Strategic direction
- Productivity
- Morale
- Aligning culture with desired business results
- Aligning goals with strategic direction
- Organizational culture
- Mergers and acquisitions
- Attraction, selection, and retention
- Creativity and innovation
- Empowerment

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