Strategic Direction NISSAN FCU

Vision Achievement Process℠ Overview

LEADERSHIP COMPONENTS

❖ ***Desire:*** The fountainhead of vision is the heart's desire. Everyone has desires and dreams for a better future—even if you are not acutely aware of these desires and dreams.

❖ ***Vision:*** When you…

- Connect with your heart's dreams and desires and
- Inform those dreams and desires by your outer world—including both empirical and intuitive information gleaned from your environment—your milieu—and then
- Form this into a written directional statement—a clear picture of your desired better future…you now possess a vision. *(Time horizon: 2-20 years).*

❖ ***Strategy:*** The "big picture" approaches you will follow to achieve the vision are called strategies.

- Your strategies need to be beneficial for you and for any others who will be involved in achieving the vision.
- Your strategies need to be workable.
- Typically you will identify five to eight strategy areas as the focus for your vision achievement efforts *(Time horizon: 1-5 years)*

❖ ***People and Financial Conceptualization:*** Most visions require people and financial resources. At this stage you...

- Either create the conceptual model for generating adequate people and financial resources for the vision.
- Or, if a method already exists, you review it in light of the vision and make necessary adjustments.

❖ ***Alignment***: Alignment creates velocity and lack of alignment is like flying an airplane with a built-in head wind.

- It is necessary to both initially and continually communicate the new direction—both in word and deed—to all that are involved in bringing the vision into reality.
- Creating coalitions and teams that understand the vision and strategies and accept their validity.

❖ ***Motivate and Inspire***: Energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying very fundamental, but often unmet, needs (e.g.- a need for significance, a need to do good in the world, etc.)

MANAGEMENT COMPONENTS

- ***Tactics***: Deductively developing tactical plans (6 months to one year) for carrying out each strategy of the vision.
  - Involves very specific time sequencing, exact budgets, etc.
  - These plans tend to be very specific (including costs) and at times lengthy.
  - It is important that these tactics be well informed.
- ***Organizing and Staffing***: Establishing some structure for accomplishing plan requirements and then. . .
  - Roles & Responsibilities.
  - Structure.
  - Staffing.
- ***Coaching, Tracking and Problem Solving / Opportunity Exploitation***: Driving the plan forward -ongoing implementation and, when needed, appropriate intervention.
  - Monitoring results vs. plan in some detail.
  - Identifying deviations and intervene to either get back on course or to redirect on a new adjusted course.
  - Providing the coaching, planning, finances and other needed resources to solve problems and exploit opportunities (including budget and cash flow tracking and control).

THREE OVERARCHING COMPONENTS

- ***Mission***: This statement of the mission of the organization (or organizational unit) relates to the long term reason for the organization's existence. It is the least changeable of all components.
- ***Values***: These are the few unchanging core values of the organization.
  - The history of values.
  - The difference between core values and relevancy values.
- ***Guiding Principles***: The five or six highly esteemed ideals that underlie and drive everything about an organization.
  - The guiding principles - relevancy values - reveal from a character, conceptual and philosophical level what is most important to the organization at this time.
  - When the values and the guiding principles are properly inculcated into the organization, the need for policies and control management decreases.
  - Since organizations function in a changing world, the guiding principles may periodically require change but only with care and deliberation.