

Zing TRAIN

Webinar : August 12, 2015



an introduction to zingerman's approach to

visioning

With Maggie Bayless



How We Define “Vision”

A picture of what success looks like at a particular point in the future—described with enough richness of detail that you’ll know when you’ve arrived.



Elements of an Effective Vision

- Inspiring
- Strategically sound
- Documented
- Communicated



What Vision is NOT

- ≠ Mission Statement
- ≠ Strategic Plan
- ≠ Something a consultant does for you
- ≠ Only for the top of the organization

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Zingerman's Visioning Story



1982

- Zingerman's Delicatessen opens

1994

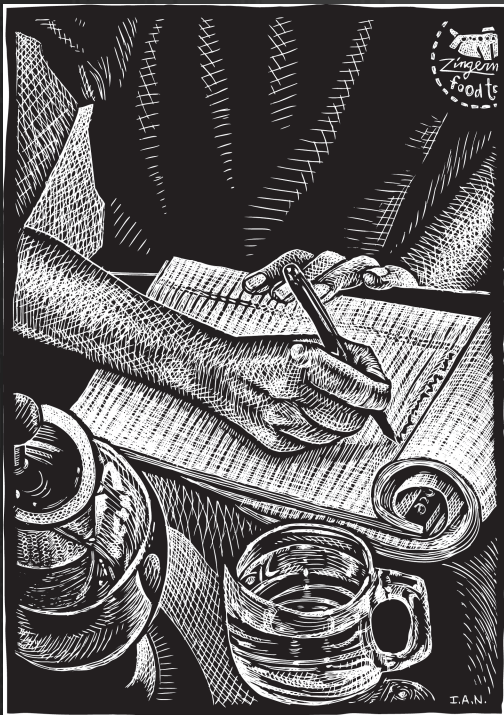
- Vision for 2009 is written, documents the idea of a community of 12-14 unique businesses
- 2 + 1 businesses

2007

- 7 businesses
- Vision for 2020 is written, 12-18 unique businesses

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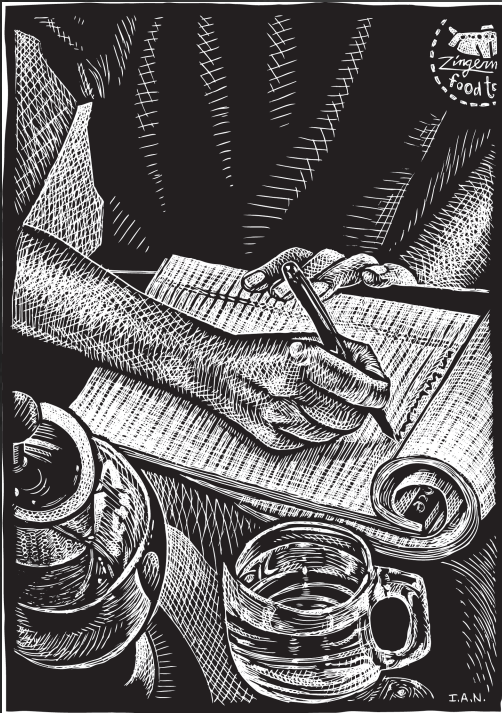
Drafting a Vision of Greatness



1. Pick your topic
2. Pick your time frame
3. Put together a list of "Prouds"
4. Write the first draft of the vision
5. Re-view and re-draft
6. Optional Step 6A, 6B, 6C – more re-drafts
7. Get input from ACES
8. Let's go! Start sharing the vision

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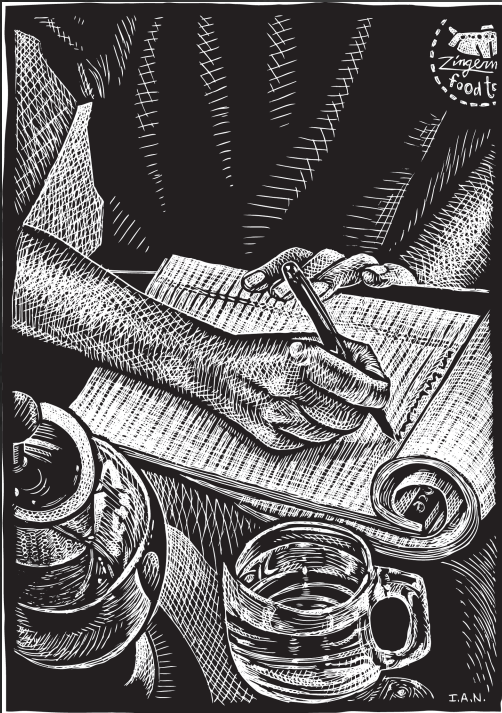
Drafting a Vision of Greatness



4. Write the first draft of the vision
 - Go for something great
 - Write it from the heart
 - Get in the future
 - Go quickly
 - Send the “voices” away
 - Use the “Hot Pen” technique
 - Get Personal

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Drafting a Vision of Greatness



7. Get input from ACES (Advisory Content Experts)
 - Start with people you trust the most
 - May be outside your organization
 - Can provide perspective on whether the vision is “strategically sound”
 - What do you find most compelling?
 - Anything unclear/need fleshing out?
 - Anything missing?

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Who is “The Decider”?



- Best to know from the outset, who will have the final say.
- Usually depends on the subject of the vision.
- Styles of Decision-Making
 - Command
 - Consultative
 - Consensus

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A good vision



- Focuses on end result – the “what” not the “how”
- Is something you want, not what you don’t want
- Isn’t constrained by what *appears* to be possible
- Can be edited and changed until it is no longer a “draft”
- Is stated in the positive, is descriptive, meaningful and specific
- Is set in the future yet stated in the present
- Comes from constructive emotions of curiosity, passion, wonder and aspiration.

*With thanks to :
Julie Maloney*

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Why People Get Stuck and How to Get Un-Stuck



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Want more?



Some ways to get deeper into Visioning :

[Book : Zingerman's Guide to Good Leading, Part 1: A Lapsed Anarchist's Approach to Building a Great Business](#)

[2-day Seminar : Creating a Vision of Greatness](#)

[4-hour workshop : Creating A Personal Vision](#)

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