



APPLICATION GUIDE – August 2019 Building Vision with Horst Schulze, Part 1

BOTTOM LINE:

As leaders, we must create beautiful visions for the future and invite people to be a part of them.

KEY TAKEAWAYS:

Managers vs. Leaders

- **Managers** manage processes and force things to happen.
- **Leaders** also manage, but they create environments in which employees *want* to do the jobs they're there to do. Leadership implies that somebody has a destination in view and is taking people along to that destination.

Mission vs. Vision

- Mission is what you do today. The mission is there to accomplish the vision.
- Vision is where the mission takes you. The vision must be consistently good for everyone involved.
- Once you've established your vision, you should select people to join you.
- Invite people to be a part of something, not just to serve a function.

Visions Require Decisions

- **Strive to inspire:** Because employees are important, leaders should create environments where people *want* to do a good job.
 - Get results by inspiring, not by controlling or dictating.
 - You don't want people who come just to do their work; you want people who come to create excellence.
- **Don't settle for less than the vision:** No excuses allowed, either from you or from those who work with you. There is no beauty in the excuse or explanation, and no forward motion comes from it.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. Consider the definitions Horst gave for leaders versus managers. Where do you see managers and leaders in your organization? How can you personally inspire people to want to do their jobs because they see the destination?
2. Do you have a beautiful vision for the future? How can you better align your team to this vision?
3. Does your organization hire people to serve a function or invite them to be a part of something? How can you do more *selecting* rather than just *hiring*?

REFERENCES:

- *Excellence Wins* by Horst Schulze
- *The 7 Habits of Highly Effective People* by Stephen Covey