



APPLICATION GUIDE – September 2019 Building Vision with Horst Schulze, Part 2

BOTTOM LINE:

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

KEY TAKEAWAYS:

Visions Require Decisions

1. **Strive to inspire.** Because employees are important, leaders should create environments where people *want* to do a good job.
2. **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.
3. **Let nothing cloud your vision.** Circumstances shouldn't manage your company; your vision should drive your company. Success can also cloud your vision.
4. **Always look to improve.** True leaders never stop asking, "How can we improve this process?"

What to Measure (The Big Three)

- Customer Satisfaction: Are we keeping our customers? What made them rate us as anything below excellent?
- Employee Satisfaction: What the people who work there think of their environment is just as vital to the health of the organization. Employee satisfaction has an impact on all areas of the business, including the bottom line.
- Leading Indicators: This measurement looks into the future and wants to know how the landscape is going to look six months or a year down the road.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. In the podcast, Andy and Horst both give examples of things that can cloud your vision: circumstances and success. As you look around your organization, has your team allowed circumstances to distract you from your vision? How about success?
2. What are you currently measuring in your organization? Are you measuring what's important to the customer or just what's easiest to measure?
3. In *Excellence Wins*, Horst mentions that the old phrase "We've never done it that way before" has no place in a healthy organization. How can you create an environment on your team that welcomes innovation and continual improvement?

REFERENCES:

- *Excellence Wins* by Horst Schulze