

FROM THE VAULT: Building Vision with Horst Schultze

What separates a manager from a leader?

Manager

Manage processes and force things to happen

Focus on compliance and control

Assign tasks

Focus on function

Leader

Create environments where employees **want** to do the job

Inspire people toward a destination

Invite people into purpose

Focus on excellence

What's the difference between mission and vision?

Mission

What you do today. Helps accomplish the vision.

Task-driven

Supports day-to-day operations

Temporary

Vision

Where the mission is taking you

Future-focused and beautiful for everyone involved

Provides a destination and sense of meaning

Enduring and inspiring

Achieving the Vision:

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.