

Values & Vision Questions

Identifying personal values (usually 5 to 7)

- What beliefs and convictions are core to who you are and that you would never change?
- What do you care most about in life?
- What are the rules you live by?

Identifying shared values for the business (usually 3 to 7)

- If you were to start a new business, would you build it around this value?
- Would you want us to continue to stand for this core value one hundred years into the future?
- Would you want us to hold this value, even if at some point the environment penalized us for living this value?
- Do you believe that those who do not share this value should not work for the business?
- Would you change jobs before giving up this core value?

Values-based decision-making questions

- Clearly define the problem.
- Name the possible values that might help drive the decision-making process.
- Revisit these values at the beginning of every team meeting or discussion about the change.
- As a solution emerges, continue asking, “Does this solution support our shared values?”
- When communicating the decision to others in the business, explain how values helped guide the process.

Shared purpose questions

- Do you find this purpose personally inspiring?
- Does the purpose help you think expansively about the long-term possibilities and range of activities that the business can consider beyond its current products, services, markets, industries, and strategies?
- Does the purpose help you to decide what activities not to pursue, to eliminate them from consideration?
- Is this purpose authentic—something true to what the business is all about—not merely words on paper that “sound nice”?
- Would this purpose be greeted with enthusiasm rather than cynicism by a broad base of people in the business?
- When telling your children and/or other loved ones what you do for a living, would you feel proud in describing your work in terms of this purpose?

Big Hairy Audacious Goal (BHAG) questions

- What images or emotions does the future state described in the vision elicit?
- Does it use specific, concrete examples and analogies to bring the vision to life rather than bland platitudes?
- Does it express the ultimate potential of our passion, values, and purpose?
- When reading the vision, do you think, “Wow, it would be fantastic to be a part of that, and I’m willing to put out significant effort to realize this vision”?
- Will the vision excite a broad base of people in the business, not just those with executive responsibility?
- Do you believe the business has less than a 100% chance of achieving the vision (50% to 70% chance is ideal), yet at the same time, acknowledge that the business can achieve the vision if fully committed?
- How will we know we reached the vision and what metrics will we use to measure progress and completion?