

Meyer's Management Models

56. BOLD Vision Framework

How can I formulate an inspiring vision?

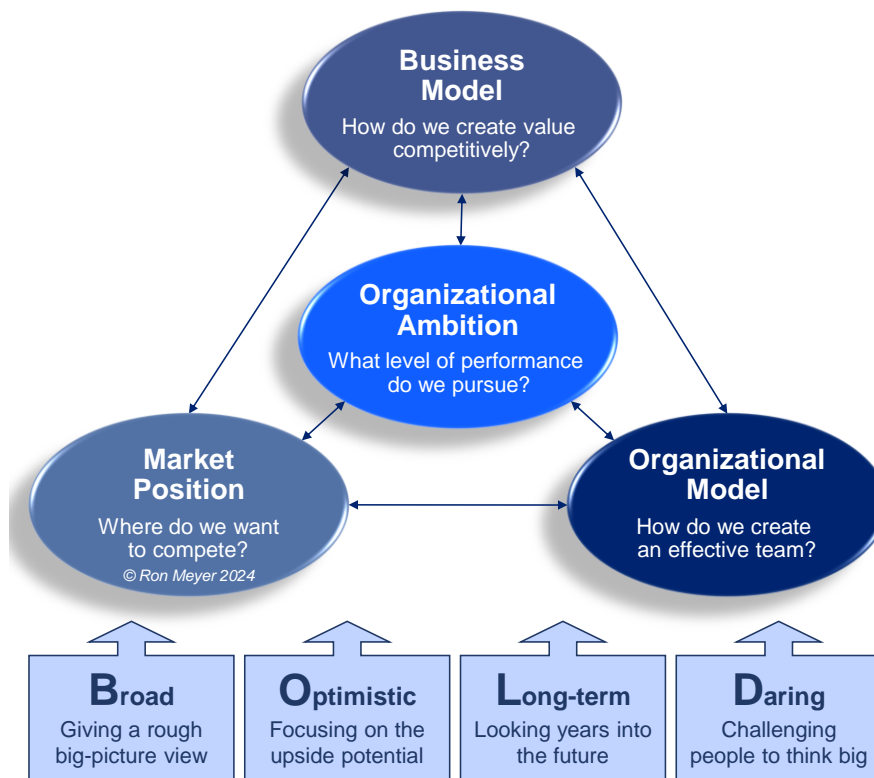
Key Definitions

A *vision* is a picture of what you would like to become. You *envision* a future self or organization that you would like to strive for – it's not what you see with your naked eye, but with your mind's eye. It's not how you look at things (your *view*), but how you dream to shape things.

A vision will be inspiring if it sketches an attractive long-term goal that is neither too easy nor out of reach. If it is too easy, it will simply be an objective. If it is unattainable, it will be a fantasy that people can't take seriously. It needs to be an ambitious dream, not a pie-in-the-sky.

Conceptual Model

The *BOLD Vision Framework* outlines the four key elements that need to be defined to have a complete vision for an organization. At the heart is the organizational ambition ("how high do we want to set our sights?"), surrounded by the three fundamental strategic questions already discussed in the Strategic Alignment Model (Meyer's Management Models #32). Underneath are the four BOLD conditions that need to be met for a vision to be inspiring, which are the opposite of SMART conditions (Specific, Measurable, Actionable, Realistic and Time-bound).



Key Elements

The four building blocks of any organizational vision are the following:

1. **Organizational Ambition.** While an organization's mission should give an answer to the question "why?" (the *raison d'être*), the organization's ambition should answer "how high?".

What is the performance level the organization wants to strive for – how big, well-known, impactful, profitable, international and/or sustainable? What does future success look like?

2. **Market Position.** The world outside the organization is huge, so a crucial part of the vision is to define “where to play?” – where in the market does the organization want to compete and achieve success? Which customers does it want to serve and with which other parties is it willing to deal, such as competitors, distributors, suppliers, and governments.
3. **Business Model.** The next question is “how to play?” – how does the organization want to create superior customer value in future, thereby fending off competition, while at the same time dealing with all other parties in the chosen market? What are the intended value propositions, which activity system will be developed, and which resources needed?
4. **Organizational Model.** The final question is “who should play?” – what does the team look like that is capable of running the business model? What type of people need to be on the team, how should it be structured, coordinated, and controlled, which culture is needed and what type of leadership is required to get the optimal result?

These four elements need to be determined while meeting the following four criteria:

1. **Broad.** While SMART goals need to be specific, a vision needs to be broad. It should sketch a big picture overview of how all elements fit together into a consistent whole, using rough brushstrokes to highlight the crucial lines, while leaving out all the specific details.
2. **Optimistic.** While SMART goals need to be realistic, a vision needs to be optimistic. It should sketch a bright, hopeful picture of what can potentially be achieved if people in the organization is willing to work hard and luck is on their side.
3. **Long-term.** While SMART goals need to be measurable and time-bound, a vision needs to be long-term. It is the guiding light further out into the future, giving direction beyond the period for which the organization measures and plans.
4. **Daring.** While SMART goals need to be immediately actionable, a vision needs to be daring. It should challenge people to come out of their comfort zone, think big, innovate, and stretch themselves – to do things they never realized they could achieve.

Key Insights

- **A vision is what you see when you close your eyes.** A vision is not a goal that you can actually see on the horizon, but a roughly defined long-term goal that you picture in your mind. A vision needs to be envisioned, individually or with a group of people.
- **A vision needs to be BOLD to be inspiring.** Pragmatic short-term aims need to be SMART, but to inspire, a vision needs to be the opposite, namely BOLD – Broad, not specific; Optimistic, not realistic; Long-term, not measurable and time-bound; and Daring, not directly actionable. A BOLD vision doesn’t give all the answers but sets the general direction and generates the desire to try to achieve it.
- **A vision needs to have ambition at its heart.** At the core of a vision is the aspiration to become more than you are today. You need to determine how high you want to set your sights and that becomes the engine driving people to perform in order to reach it.
- **A vision needs to answer where, how and who should play.** While ambition is the driver, a vision also needs to outline three key choices to bring the picture into enough focus. An outline is needed of the *market position* where the organization wants to play, of the *business model* with which it wants to play, and of the *organizational model* shaping the team with which it wants to play. All three are needed to have an effective vision.
- **A vision needs to be shared to be inspiring.** Vision statements make great posters but are only useful if they are shared and internalized by the people in the organization.

Meyer's Management Models

Insightful Tools to Kickstart Your Thinking

Publication Schedule

<i>July 2019</i>	<i>Mind the Gap Model</i>	<i>Change Management</i>
<i>August 2019</i>	<i>Digital Platform Map</i>	<i>Digital Strategy</i>
<i>September 2019</i>	<i>Interaction Pressure Gauge</i>	<i>Interpersonal Interaction</i>
<i>October 2019</i>	<i>Revenue Model Framework</i>	<i>Revenue Model Typology</i>
<i>November 2019</i>	<i>House of Engagement</i>	<i>Organizational Engagement</i>
<i>December 2019</i>	<i>Confidence Quotient</i>	<i>Trust Building</i>
<i>January 2020</i>	<i>Competition Tornado</i>	<i>Competitive Strategy</i>
<i>February 2020</i>	<i>11C Synergy Model</i>	<i>Corporate Synergy Management</i>
<i>March 2020</i>	<i>Leadership Fairness Model</i>	<i>Leader-Follower Interaction</i>
<i>April 2020</i>	<i>Strategic Agility Model</i>	<i>Strategy Process Approach</i>
<i>May 2020</i>	<i>Control Panel</i>	<i>Corporate Control Dimensions</i>
<i>June 2020</i>	<i>Rising Star Framework</i>	<i>Talent Management</i>
<i>July 2020</i>	<i>Strategy Development Cycle</i>	<i>Strategy Process Steps</i>
<i>August 2020</i>	<i>7I Corporate Center Model</i>	<i>Corporate Organization</i>
<i>September 2020</i>	<i>Storytelling Scripts</i>	<i>Leadership Communication</i>
<i>October 2020</i>	<i>Strategic Bets Framework</i>	<i>Strategic Decision-Making</i>
<i>November 2020</i>	<i>Rebound Model of Resilience</i>	<i>Organizational Resilience</i>
<i>December 2020</i>	<i>4C Leadership Capabilities</i>	<i>Leadership Competences</i>
<i>January 2021</i>	<i>Digital Product Model Dial</i>	<i>Digital Strategy</i>
<i>February 2021</i>	<i>Digital Distribution Model Dial</i>	<i>Digital Strategy</i>
<i>March 2021</i>	<i>Empowerment Cycle</i>	<i>Employee Empowerment</i>
<i>April 2021</i>	<i>Innovation Box</i>	<i>Innovation Approaches</i>
<i>May 2021</i>	<i>Knowledge Sharing Bridges</i>	<i>Best Practice Sharing</i>
<i>June 2021</i>	<i>Followership Cycle</i>	<i>Leader-Follower Interaction</i>
<i>July 2021</i>	<i>Everest Model of Change</i>	<i>Change Management</i>
<i>August 2021</i>	<i>Fruits & Nuts Matrix</i>	<i>Priority-Setting</i>
<i>September 2021</i>	<i>Powerhouse Framework</i>	<i>People & Organization Strategy</i>
<i>October 2021</i>	<i>Strategy Hourglass</i>	<i>Strategy-Making Steps</i>
<i>November 2021</i>	<i>Disciplined Dialogue Model</i>	<i>Interpersonal Communication</i>
<i>December 2021</i>	<i>Team Building Cycle</i>	<i>Team Building Process</i>
<i>January 2022</i>	<i>Market System Map</i>	<i>External Analysis Framework</i>
<i>February 2022</i>	<i>Strategic Alignment Model</i>	<i>Business Level Strategy</i>
<i>March 2022</i>	<i>Creativity X-Factor</i>	<i>Creativity Enhancement</i>
<i>April 2022</i>	<i>Organizational System Map</i>	<i>Organizational Analysis</i>
<i>May 2022</i>	<i>Corporate Value Creation Model</i>	<i>Corporate Level Strategy</i>
<i>June 2022</i>	<i>Change Manager's Toolbox</i>	<i>Change Methodologies</i>

<i>July 2022</i>	<i>Sustainable You Model</i>	<i>Personal Sustainability</i>
<i>August 2022</i>	<i>Value Proposition Dial</i>	<i>Business Level Strategy</i>
<i>September 2022</i>	<i>The Tree of Power</i>	<i>Organizational Power</i>
<i>October 2022</i>	<i>Psychological Safety Compass</i>	<i>Team Dynamics</i>
<i>November 2022</i>	<i>Strategic Action Modes</i>	<i>Strategy Process</i>
<i>December 2022</i>	<i>Corporate Management Styles</i>	<i>HQ Management</i>
<i>January 2023</i>	<i>Thinking Directions Framework</i>	<i>Reasoning Skills</i>
<i>February 2023</i>	<i>5I Innovation Pipeline</i>	<i>Innovation Process</i>
<i>March 2023</i>	<i>Resistance to Change Typology</i>	<i>Change Management</i>
<i>April 2023</i>	<i>Ambition Radar Screen</i>	<i>Motivation Analysis</i>
<i>May 2023</i>	<i>Corporate Strategy Framework</i>	<i>Corporate Strategy</i>
<i>June 2023</i>	<i>Cultural Fabric Model</i>	<i>Organizational Culture</i>
<i>July 2023</i>	<i>New Pyramid Principle</i>	<i>Presentation Approaches</i>
<i>August 2023</i>	<i>Activity System Dial</i>	<i>Value Creation Analysis</i>
<i>September 2023</i>	<i>Customer-Centricity Circle</i>	<i>Organizational Design</i>
<i>October 2023</i>	<i>Status Snakes & Ladders</i>	<i>Leadership Branding</i>
<i>November 2023</i>	<i>Stakeholder Stance Map</i>	<i>Stakeholder Management</i>
<i>December 2023</i>	<i>Best Practice Sharing Modes</i>	<i>Sharing Methods</i>
<i>January 2024</i>	<i>Duty of Care Feedback Model</i>	<i>Feedback Method</i>
<i>February 2024</i>	<i>BOLD Vision Framework</i>	<i>Organizational Vision</i>
March 2024	Meaningful Mission Framework	Organizational Mission
April 2024	Interpersonal Interaction Levels	Communication Approaches
May 2024	Partnership Distance Model	Interorganizational Relations
June 2024	Embedded Identity Model	Personal Awareness
July 2024	New Learning Curve	Personal Learning
August 2024	Dynamic Business Paradigm	Competitive Advantage
September 2024	Dynamic Organization Paradigm	Human-centered Organization
October 2024	Leadership Circle	Leadership Skills
November 2024	Performance Assignment Matrix	Corporate Strategy
December 2024	Self-Centered Thinking Framework	Thinking Styles
January 2025	Time Management Funnel	Personal Time Management