



Good to Great - BHAG Workshop

Goal- Build a Visionary company and stimulate progress through BHAGs, experimentation, and continuous improvement

I. **BHAG (Big Hairy Audacious Goals)**

To build a visionary company, you need to counterbalance its fixed core ideology with a relentless drive for progress. While core ideology provides continuity, stability, and cohesion, the drive for progress promotes change, improvement, innovation, and renewal.

One way to bring that drive for progress to life is through BHAGs (short for **B**ig **H**airy **A**udacious **G**oals). A BHAG is a long-term goal that changes the very nature of a business' existence.

With his very first dime store in 1945, Sam Walton set the BHAG to "make my little Newport store the best, most profitable in Arkansas within five years." As the company grew, Walton set BHAG after BHAG, including the goal to become a \$125-billion company by the year 2000. The point is not to find the "right" BHAGs but to create BHAGs so clear, compelling, and imaginative that they fuel progress.

Will you reframe failure as growth in pursuit of BHAG's (Big Hairy Audacious Goals)?

- a. Growth (failure) makes you stronger

BHAG Breakout

- I. Each table take a 10 minutes to envision and write a headline of an article that they would love to see published about The Vision Council 15 years from now.

Example- Vision Council Launches Commercial Hub

- II. Transform the headline into 3 to 5 vivid descriptions that bring this envisioned future to life and write these out. Test the vivid description against these test questions:

Example- The Vision Council hit the switch on its new web portal where consumers can directly purchase goods and services from its members.



YES	NO	Does the Vivid Description conjure up pictures and images of what it will be like to achieve your vision? IF THE VIVID DESCRIPTION DOES NOT CREATE A CLEAR PICTURE IN YOUR MIND'S EYE, THEN IT IS NOT VIVID ENOUGH.
YES	NO	Does it use specific, concrete examples and analogies to bring the vision to life, rather than bland platitudes?
YES	NO	Does it express passion, intensity, and emotion?
YES	NO	When reading the vivid description, do you think, "Wow, it would be really fantastic to make all this happen. I would really want to be a part of that, and I'm willing to put out significant effort to realize this vision!"?

III. As a group, create one 10- to 30-year BHAG for the organization that encapsulates the vivid descriptions and that is linked somehow back to the core purpose.

***** Vision Council Vision- To champion better vision for better lives**

Vision Council Mission- **Position members for success by promoting growth in the vision care industry through education, advocacy, research, consumer outreach, and strategic relationship building and industry forums.**

IV. Test the BHAG against the following questions. If you cannot answer "Yes" to each of these questions, then you have not yet succeeded in developing a good BHAG. When you have created a BHAG to which two-thirds of the group can answer "Yes" to all questions, write it on the flip chart.

YES	NO	Do you find this BHAG exciting?
YES	NO	Is the BHAG clear, compelling, and easy to grasp?
YES	NO	Does this BHAG somehow connect to the core purpose?
YES	NO	Will this BHAG be exciting to a broad base of people in the organization?
YES	NO	Is it undeniably a Big Hairy Audacious Goal, not a verbose, hard to understand, convoluted, impossible to remember mission or vision "statement"?
YES	NO	Do you believe the organization has less than 100% chance of achieving the BHAG (50% to 70% chance is ideal) yet at the same time believe the organization can achieve the BHAG if fully committed?
YES	NO	Will achieving the BHAG require a quantum step in the capabilities and characteristics of the organization?
YES	NO	In 25 years, would you be able to tell if you have achieved the BHAG?