

# BHAG – Jim Collins



## Envisioned Future Criteria

**KEEP IN MIND:** this is NOT a wordsmithing exercise. This is an exercise to set a goal—to pick the mountain you are going to climb—not to create a perfect “statement.” In fact, the goal should be something that could be expressed multiple ways, yet still be the same goal.

## BHAG Breakout Session

*Estimated Time: 45 minutes*

1. Each person take a moment to envision and write an article that they would love to see published about the organization 15 years from now. Include the name of the publication in which he or she would like to see it appear.
2. Transform the three to five most exciting vivid snippets from your articles into vivid descriptions that bring the envisioned future to life and write these on a flip chart. Test the vivid description against these test questions

### YES or 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 or NO

Does it use specific, concrete examples and analogies to bring the vision to life, rather than bland platitudes?

### YES or NO

Does it express passion, intensity, and emotion?

### YES or 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!”?

### YES or NO

Do you find this BHAG exciting?

### YES or NO

Is the BHAG clear, compelling, and easy to grasp?

### YES or NO

Will achieving the BHAG require a quantum step in the capabilities and characteristics of the organization?

### YES or 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?

As a group, select or create a 10- to 30-year BHAG for the organization that encapsulates the vivid description *and* that is linked somehow back to the core purpose.

Petra Coach

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