ZingTRAIN Webinar: August 12, 2015

an introduction to zingerman's approach to visioning

With Maggie Bayless
ZingTrain

Business Perspective Chart

Zingerman's business perspective

vision

principles

culture

systems

results

great food! great service! great finance!
How We Define “Vision”

A picture of what success looks like at a particular point in the future—described with enough richness of detail that you’ll know when you’ve arrived.
Elements of an Effective Vision

• Inspiring
• Strategically sound
• Documented
• Communicated
What Vision is NOT

≠ Mission Statement
≠ Strategic Plan
≠ Something a consultant does for you
≠ Only for the top of the organization
Zingerman’s Visioning Story

1982
- Zingerman’s Delicatessen opens

1994
- Vision for 2009 is written, documents the idea of a community of 12-14 unique businesses
- 2 + 1 businesses

2007
- 7 businesses
- Vision for 2020 is written, 12-18 unique businesses
1. Pick your topic
2. Pick your time frame
3. Put together a list of “Prouds”
4. Write the first draft of the vision
5. Re-view and re-draft
6. Optional Step 6A, 6B, 6C – more re-drafts
7. Get input from ACES
8. Let’s go! Start sharing the vision
4. Write the first draft of the vision
   • Go for something great
   • Write it from the heart
   • Get in the future
   • Go quickly
   • Send the “voices” away
   • Use the “Hot Pen” technique
   • Get Personal
7. Get input from ACES (Advisory Content Experts)
   - Start with people you trust the most
   - May be outside your organization
   - Can provide perspective on whether the vision is “strategically sound”
     ➢ What do you find most compelling?
     ➢ Anything unclear/need fleshing out?
     ➢ Anything missing?
Who is “The Decider”? 

- Best to know from the outset, who will have the final say.
- Usually depends on the subject of the vision.
- Styles of Decision-Making
  - Command
  - Consultative
  - Consensus
A good vision ......

- Focuses on end result – the “what” not the “how”
- Is something you want, not what you don’t want
- Isn’t constrained by what appears to be possible
- Can be edited and changed until it is no longer a “draft”
- Is stated in the positive, is descriptive, meaningful and specific
- Is set in the future yet stated in the present
- Comes from constructive emotions of curiosity, passion, wonder and aspiration.

With thanks to: Julie Maloney
Why People Get Stuck and How to Get Un-Stuck
Want more?

Some ways to get deeper into Visioning:

- **2-day Seminar**: Creating a Vision of Greatness
- **4-hour workshop**: Creating A Personal Vision