

How to turn a vision into reality

By Nick Whale



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Synopsis

A vision provides the long-term strategic direction for an organization. However, it can prove difficult to connect an organization's operational activities to its long-term vision. This article describes how you can build a strategy to deliver a vision through the organization's day-to-day activities.

How to ...

How to understand the strategic management process.

How to create strategic goals and strategic objectives.

How to create and manage the strategic transformational process.

Nick Whale

At the international level, Nick has been implementing change successfully, as a line manager and consultant, for 25 years. Now based in Europe, he acts as an independent consultant helping international organizations to define their visions and turn them into reality. He has an MBA from Cranfield School of Management in the UK.

Introduction

Traditional five to ten year corporate planning approaches rarely apply any more. In 1998 few corporate strategies included plans for setting up an e-business operation by the year 2000. Of those that did, even fewer foresaw the problems that led to so many failures two years later.

We live in an environment of continuous radical change. Customer demands, social trends, government regulation and, above all, technology are subjecting businesses to shock waves of discontinuous change. The bad news is that the waves are getting bigger and the intervals between them are getting shorter.

Business leaders today are under enormous pressure. They must create a clear path to the future and exploit the dramatic new opportunities, which suddenly appear from nowhere. At the same time they must bring their people with them on the journey. Failure is punished in the stock value, the brand value and the tenure of the leader.

The key challenge for leaders in the 21st century is to navigate these stormy waters. For many, this may feel like an impossible task. I would like to suggest that this is not the case. It may be difficult but it is not impossible. All you need is a struc-