

## The Vision Molecule™

*Creating measurable near-term goals from your qualitative long-term vision*

**What:** A planning tool that enables you to translate your vision to measurable goals and attain them.

**How:** Create a Vision Molecule™—a structure that allows you to put your “Vision Statement” in the center and generate actionable details as you move out toward the periphery. In a team setting, this is most effectively done on a large whiteboard. You can also use the blank template provided, discussing as a group. An example based on the case study for DigiPix Inc. is shown in Figure 1.

**Step 1:** Use your current Vision Statement (or create one) for your company, business unit or product team. Write your Vision Statement in the middle circle.

**Step 2:** Use *qualitative* terms to describe the next level of attributes for your vision. These are your Vision INITIATIVES. What does this vision really mean? Do we provide the best user experience? Do we want the most market share? Do we want the happiest customers? Do we want to be the most innovative? Does it require great technology? And so on...

**Step 3:** To establish GOALS, define the metrics that further define your initiatives. This creates a “Circle of Subjectivity”; items outside this circle are the specific, measurable, time-bound metrics that become your planning horizon goals. Without quantifying, you can’t know if you’ve achieved your goals.

Ask questions such as: What specific market share do you want in three years? How many new products launched each year? What level of customer service? How will we know we’ve achieved this initiative? What numbers can we attach to this initiative? How will we measure this?

**Step 4:** If you quantified goals are beyond your current planning horizon, break them down by year to determine your specific goals for the planning horizon.

**Step 5:** Revisit the vision often; the environment for which it was created changes regularly.



**Figure 1:** DigiPix’s Vision Molecule™ example—from high-level vision to specific goals

