

Friday, May 28, 2004

Corporate Entrepreneurship (14) - Jim Collins' thoughts part VI a

After the "Level 5 Leader", "First who, then what", "The Hedgehog concept" and the "Confront the brutal facts" concepts, let's have a look at the way how to **build a company's vision**.

Do you know what is core and what not?

The fundamental distinguishing dynamic of enduring great companies is that they preserve a cherished core ideology while simultaneously stimulating progress and change in everything that is not part of the core ideology.



The most enduring and successful corporations distinguish their timeless core values and enduring core purpose (which should never change) from their operating practices and business strategies (which should be changing constantly in response to a changing world).



What is your vision?

A well conceived vision consists of two major components - **core ideology** and an **envisioned future**. Notice the direct parallel to the fundamental "preserve the core/stimulate progress" dynamic. A good vision builds on the interplay between these two complementary Yin-and-Yang forces; it defines: "what we stand for and why we exist"

that does not change (the core ideology) and sets forth
“**what we aspire to become, to achieve, to create**”
that will require significant change and progress to attain (the envisioned future).