**Vision Development TEMPLATE**

**Purpose of this document:** this is a worksheet that breaks down the difficult task of aligning a board and staff team around a vision into smaller steps.

1. **FRAME** the components of a successful vision. See Jim Collins’ “[Hedgehog Concept](https://www.jimcollins.com/concepts/the-hedgehog-concept.html)” for an initial orientation that helps define your vision. What do you care about? Are you the best at what you do? Will it sustain your organization financially?
2. **COMPLETE Exercise 2.D**. (p.49) on “Writing our Success Story.” It’s 2025 and The Economist is writing a lead article on [Client]:
   * What would the headline be?
   * What would the two main highlights of success and innovation be?
   * How did [Client] accelerate its impact?
   * What two issues would still need to be addressed?
   * What would the outlook for [Client]’s future be?
3. **TRANSLATE** the content of the working sessions into a vision for success:

* A nonprofit's vision statement is a succinct expression of an organization's goal - what success ultimately looks like.
* It must appeal to all audiences, internal and external (part of a solution).
* It should be unambiguous, simple, and easy to understand: clear, concise, useful, and inspiring (the grandparent test/printed on a t-shirt).
* A strong vision statement explains three things:
  + Clarity of what success is
  + Concise description of success
  + Comprehensive - nothing critical left out
* Use simple and concrete language, and avoid buzzwords and jargon.
* A well-crafted vision statement should also be brief and to-the-point; try to keep it at 5-15 words, 20 words max. Avoid words >12 letters or 4 syllables long and don’t use more than a 1-word string (A, B, and C).