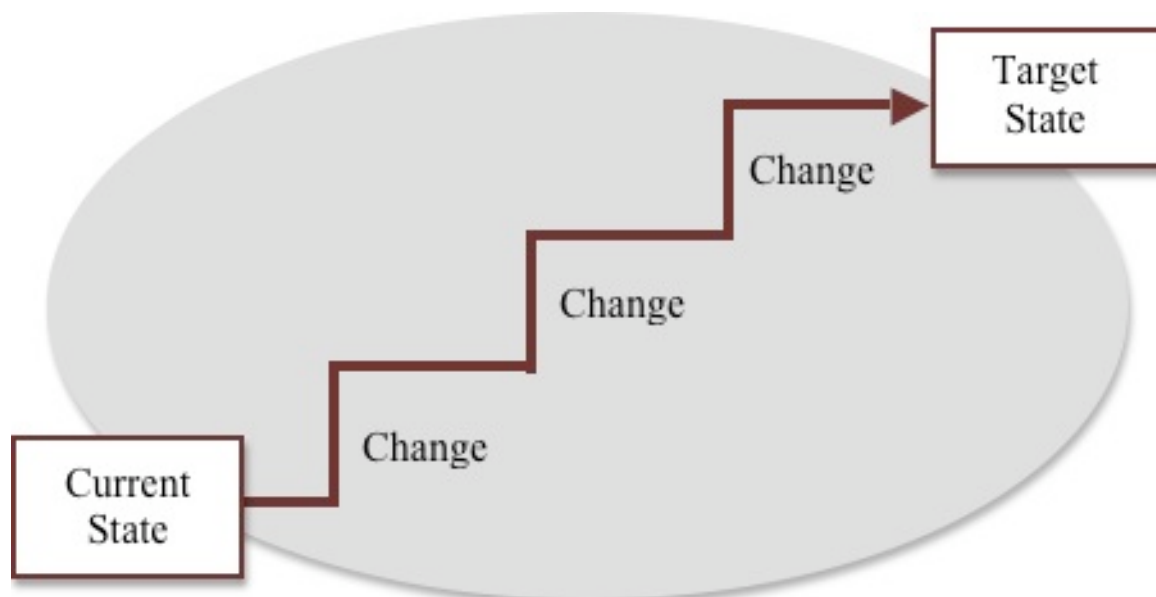


# Change Requires Vision

Many companies that struggle in their operations deal with the same questions year after year. They appear to know what the issues are, but they never seem to make things better. Why, when they see what the problems are, can't leaders make real change in their organizations?

## *See the Change*

I believe there is a vital missing piece to successful change in operations-related organizations. There needs to be a clear strategy with a compelling vision. In my work with change management and operations strategy, I have noticed that both require a clear vision, one that provides direction, focus, metrics and accountability. Management's role is to develop that vision and communicate it clearly to the organization.



## *Stuck in the Same Place*

Many management teams believe they can do things better, but without changing their focus or direction they remain in the same place. In Lean thinking, the vision is the new "target state." In strategic thinking, this is the new "focus."

Without a strong vision, teams simply wander around, working hard but not really doing anything different and therefore getting poor results.