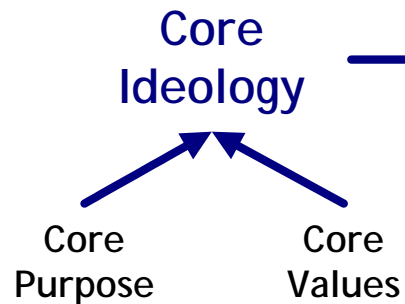


# Built To Last Vision Framework

by James Collins & Jerry Porras

*“Preserve the Core”*



Visionary Leaders



Envisioned Future

Vivid Description

BHAG -  
Big Hairy  
Audacious Goal



*“Stimulate Progress”*

*“Core Values* are the organization’s essential and enduring tenets - a small set of timeless guiding principles that require no external justification.”

*“Core purpose* is the organization’s fundamental reason for being.”

A *BHAG* is a bold mission or goal that “engages people - it reaches out and grabs them in the gut. It is tangible, energizing, highly focused. People ‘get it’ right away; it takes little or no explanation.”

*“Vivid description* ... is a vibrant, engaging, and specific description of what it will be like to achieve the BHAG.”

Presented by: