



Platinum Leadership  
Business Alignment Model®

# Coaching and Case Study Worksheet: Vision

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Leadership and organizational coaching can be effective vehicles to prompt systemic analysis, awareness and action. This worksheet provides open-ended questions and a case study for each element of the Platinum Leadership Business Alignment Model®. Visit [platinumleadership.com](http://platinumleadership.com) to download resources and see the model in action.

## **STRATEGY: A desired future reality, imagined and described today.**

Vision answers the question, “How will the world be different because of what we do?” That vision, compellingly described, becomes a picture people in an organization can “carry around in their heads.” It is like a “north star on the horizon,” providing constant and reliable direction over the years. When an organization’s culture supports a critical mass of leaders to implement a strategic plan in pursuit of their long-term goal, the vision becomes closer to reality.

### **Coaching questions for your organization:**

- Can our employees give a compelling description of “Why we do what we do”?
- What difference would it make if more people were heading in the same direction?
- What new alignments do we need between our vision and practice?

### **Change Management: A visioning best practice to consider**

Ensure your organization’s vision is clear and attractive so it becomes a compelling picture your people can clearly articulate and buy into. If your vision is unclear, schedule an offsite gathering to craft a vision to inspire your people for the long term. Find specific ways to empower employees to act on the vision, introduce new alignments in support of its realization, and root out practices undermining its progress.

**Case Study:** In response to a global Climate Change Conference, a luxury home-building firm developed a new vision: “We will be *Leaders in Energy and Environmental Design (LEED)*, renowned for creating exquisite custom-built homes of unrivalled elegance and craftsmanship.” Pursuing this vision, they committed to Platinum-level *LEED* compliance on all projects within 10 years. The company had always been responsible and efficient in using resources, but the vast majority of its projects would not currently qualify for Silver or Gold-level certification.

- How can the company ensure its new vision cascades throughout the enterprise so all employees are heading in the same direction?
- What new practices might be required to bolster progress toward the *LEED* goal?
- What current “ways of doing things” may no longer resonate with the new vision?