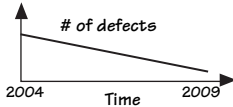
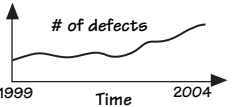


# Vision Deployment Matrix II: Crossing the Chasm from Reality to Vision

by Daniel H. Kim

The Vision Deployment Matrix is a guiding framework that organizations can use to align different groups, functions, and levels toward realizing a shared vision. Here are suggested steps for employing the matrix, using manufacturing as an example.

| 1. For each level of perspective, ask questions that <i>clarify your desired future reality</i> . Start with Vision and move down. |   |   |
|--|---|---|
| LEVEL OF PERSPECTIVE   | SAMPLE QUESTIONS  | POSSIBLE DESIRED FUTURE   |
| Vision   | "What is the vision of the future we say we want to create?"                              | Quality is Job 1.   |
| Mental Models  | "What beliefs and assumptions will be congruent with our vision?"                         | Quality is everyone's job; therefore, we must provide ways for people to ensure quality in every step of the process.   |
| Systemic Structures  | "How can we create systems that will be consistent with our mental models?"               | Production workers conduct quality tests. Suppliers have quality assurance programs. We have quality circles and chart all major processes. Local levels conduct regular quality reviews. |
| Patterns of Behavior   | "What patterns of behavior do we want the structures to produce?"                         |    |
| Events   | "What tangible events would indicate that our vision has been achieved?"                  | Production worker stops the assembly line because a defect is discovered. Everyone converges to figure out the root cause before resuming production.                                     |
| 2. Describe current reality. Start with Events and move up.  |   |   |
| LOP  | SAMPLE QUESTIONS  | POSSIBLE CURRENT REALITY  |
| V  | "What is the current actual vision?"  | Quantity is Job 1.  |
| MM   | "What current assumptions, beliefs, and values sustain the existing systemic structures?" | We must keep the production line running at all cost, and fix defects at the end of the line.   |
| SS   | "What systemic structures are producing the behavior pattern behind our current results?" | Production line runs continuously. Quality checks are conducted only at the end of the line. Defects are reworked.  |
| P  | "What behavior patterns of key indicators characterize the current system?"               |    |
| E  | "What events characterize the current reality?"   | Production target missed due to defective parts.  |

| 3. <b>Identify gaps (or challenges) between desired future reality and current reality.</b>                 |  |
|---|--|
| LOP   | SAMPLE QUESTIONS TO SURFACE GAPS OR CHALLENGES   |
| V   | <ul style="list-style-type: none"> <li>How clearly articulated is our vision of our desired future reality?</li> <li>How aware are we of the difference between our stated (espoused) vision vs. our actual (in-use) vision?</li> </ul>  |
| MM  | <ul style="list-style-type: none"> <li>Where in the organization are the biggest and most critical gaps?</li> <li>How do we know whether we are ready for change or capable of shifting our mental models?</li> </ul>  |
| SS  | <ul style="list-style-type: none"> <li>How can systems archetypes shed light on the structural gaps?</li> <li>What changes in measurement systems (reward and recognition, productivity, etc.) might we need?</li> </ul>   |
| P   | <ul style="list-style-type: none"> <li>What is the relevant time history of the patterns?</li> <li>How deeply entrenched are the patterns?</li> </ul>  |
| E   | <ul style="list-style-type: none"> <li>What daily incidents can make it hard to do things differently?</li> <li>What short-term negative events might occur as we make progress in the longer term?</li> </ul>   |
| 4. <b>Formulate action steps that would help to close the gaps.</b>   |  |
| LOP   | SAMPLE ACTION STEPS  |
| V   | <b>Example:</b> The gap between "Quality is Job 1" and "Quantity is Job 1" is surfaced. <b>Action:</b> Identify the groups in the organization who need to come together to grasp the impact of this gap, and who might clarify what vision would produce the results we truly care about.   |
| MM  | <b>Example:</b> Senior management and production disagree about the "doability" of current production targets. <b>Action:</b> Convene the relevant parties to surface, suspend, and question their own mental models.  |
| SS  | <b>Example:</b> Current scheduling of line workers makes it difficult to conduct quality checks throughout the production line. <b>Action:</b> Determine what system changes would provide greater assurance of quality, and assess the implications of those changes with those who will be affected.   |
| P   | <b>Example:</b> The prevailing pattern has been operating for over a decade; people are skeptical about reducing defects. <b>Action:</b> With front-line people, try to identify the pattern of related variables that may underlie the skepticism (e.g., increasing workload and stress; decreasing morale). Assess how those variables would need to change to achieve the desired defect level. |
| E   | <b>Example:</b> A crisis in supplier quality requires a decision to either shut down production or use defective parts and do the necessary rework later. <b>Action:</b> Decide to continue and rework later. But also explain reasoning and duration to everyone on the frontlines.   |
| 5. <b>Establish progress indicators and define appropriate time frames during which to expect progress.</b> |  |
| LOP   | EXAMPLES OF PROGRESS INDICATORS (AND TIME FRAMES)  |
| V   | Internal and external feedback about the "feel" of the organization's actions from each important stakeholder group (5 years—in the context of a 5-year vision).   |
| MM  | Level of openness and genuine interest in hearing each other's views, as measured by the number of open-ended, inquiry-driven questions between senior management and production (2 years).  |
| SS  | Flexibility of scheduling as a function of cross-job training, indicated by the number of different positions each worker is capable of filling (5 years).   |
| P   | Monitoring of levels of all key variables already identified (time frame varies).  |
| E   | Tracking of the number of crises and comparing its frequency with desired future reality (3 years).  |

For an overview of the matrix and the five levels of perspective, see the pocket guide *Vision Deployment Matrix I: Shifting from a Reactive to a Generative Orientation* (PG17).