

Welcome to Module 7 Lesson 5.

We're going to start going deeper into strategic planning as it relates to goal setting, starting with the ultimate goal, the Big Hairy Audacious Goal or BHAG.

So, life and growth happen outside of your comfort zone. Within your comfort zone, you're so restricted by the confines of those lines that you draw in the sand whether you're speaking as an individual or as a business. If you think about it within a business, oftentimes we're making goals based on what are the skills that our current team has. And how can we grow using those skills? Or as a founder perhaps, what is your own experience either within business or personally? And how can you grow your business utilizing that experience?

So this is the time to really think outside the box and think outside of your comfort zone. You've probably heard that people overestimate what they can achieve in one year and underestimate what they can achieve in ten years. This is the time to really look at that ten-year goal and don't underestimate yourself.

Don't underestimate your team. Think big. Think outside the box. Having a financial goal is fine, but as I said in an earlier lesson, it's not usually enough to drive your team forward unless they have a direct profit share or something like that. And even still, oftentimes people need something more meaningful especially, the younger generations.

Some other things to consider would be impact. For example, if you have a company that donates a certain percentage to a certain type of cause, there's going to be a direct correlation between your revenue or your profit and those contributions.

So, you could set an impact to goal that speaks really more to how your helping out your community rather than how you're helping your business. You can have a sort of an engagements per time period. So for example, if you say you have like a gift basket company, you could have a goal of delivering so many gifts to an individual per day every day of the year.



Or even to get to the point where you're having a certain amount every day. Or that you're delivering a gift every three minutes or something like that. Or if, let's say you are a roofer, you could have a goal of installing a new home for a family every fill in the blank.

Whatever seems appropriate for you. Whatever feels like a good 10 to 25-year goal. You determine what you want the time frame to be and that feels almost impossible, but that you just might pull it off.

You also could think about things like innovation. Being the best or smartest in within your industry. There's all sorts of areas that you might think about meeting that BHAG beyond the financial.

So how do you know if your BHAG is right for your business? You're probably going to go through a few iterations. And you're going to need to think "Is this a fit? Can we really commit to this for the next 10 to 25 years?"

So think about a **balance of ambition and achievability**. As I said, it does need to be ambitious. It needs to be almost impossible but it can't be completely impossible. You need to be able to actually achieve it. Otherwise, your team won't get behind you. And you won't see that drive that you want to see in order to meet the BHAG that you'll ultimately need in order to meet the BHAG.

You'll want **stakeholder buy in**. That could be the staff that I was just referring to. You absolutely need your leadership team to be behind you. But it also might be the vendors that support you or the partners that you work with, or even your customers depending on the business.

Make sure that you have the **resource allocation** to make it feasible. Do you have the finances? Do you have the team in order to get behind you and meet that ultimate goal? Or do you have the capability to acquire those things? Can you come up with a plan to acquire the funding and the team that you need in order to meet the goal? As I mentioned previously, the team that got you here isn't likely to be the team that got you there. So that will naturally need to change in order to grow to new heights.

Consider **market analysis**. Where do you expect your industry to be in that 10 to 25-year timeframe? Does your BHAG make sense when compared to future predictions for your industry?

Risk assessment. Consider the challenges and the costs that you might come across by trying to meet that BHAG. And if those are things that you and your team can overcome.

Milestone. We're going to be going into short term and long term goals next but you'll want to make sure that those milestones line up to your BHAG. And that it all sort of fits together as path to success.

Your BHAG needs to be **measurable**. If you're unable to answer the question "have we met the BHAG," "have we succeeded in this," then you need to reword your BHAG.

And finally, make sure that it's a **cultural fit** for your business. Does it fit with your core values? Does the people that you're working with and the people that you want to work with are these things that they can get behind?

And finally, make it simple and memorable.

If your team can't repeat back to you at any time of any day, then it's not a good BHAG because it's not something that anyone can strive to or can really get behind.

So thank you for your time and on the next module, we will be getting into those midterm goals.