



## Creating Your BHAG

### Overview

A BHAG is your Big Hairy Audacious Goal.

A 'vision-level' BHAG usually requires 5-10 years to achieve.

Your business BHAG should be clear and compelling. Have definitive finish line, be tangible and simple, and it shouldn't require any explanation.

A BHAG is a specific goal, the massive intention of achievement for your business and life.

It will have a definitive time frame and ideally a quantifiable target that is likely to be achieved, and can be measured.

Creating your BHAG requires thinking beyond your current capabilities and resources, current environmental trends, forces and conditions. Indeed, inventing such a goal forces you to live a 'visionary' life, which is an incredibly empowering and expanding thing.

It should take you way out of your comfort zone.

A powerful and inspiring BHAG, while it can be achieved, should not be a sure bet - it has perhaps a 70-80% probability of success but you must adopt the attitude that you 'can do it' anyway.

It should require extraordinary awareness, effort, and focused energetic manifestation. In creating such a vision-level BHAG for your company I suggest choosing one of the following four approaches ...

Target BHAG. The Target BHAG's defines a very specific and measurable end game. That said it can be qualitative or quantitative.

Here's a few examples to exemplify the point ...

Walmart (1990): *Become a \$125 billion company by year 2000.*

Boeing (1950): *Become the dominant player in commercial aircraft and bring the world into the jet age.*

Common-enemy BHAG. Involves focusing on beating a direct rival - a David versus Goliath BHAG.

A few examples ...

Nike (1960s): *Crush Adidas.*

Honda (1970s): *We will destroy Yamaha!*

Role-model BHAG. These are particularly effective for start-ups.

A few examples ...

Giro Sport Design (1986): *Become the Nike of the cycling industry.*

Watkins-Johnson (1996): *Become as respected in 20 years as Hewlett-Packard is today.*

Internal Transformation BHAG. This tends to be effective when you have been doing things a certain way for a long time ... you are in a rut and need to reinvent yourself by being in closer alignment with your new vision.

A few examples ...

(Rockwell (1995): *Transform this company from a defence contractor into the best diversified high-technology company in the world.*

Leo Burnett (1990s): *Transform the company from being an ad agency to an integrated strategic communications global powerhouse.*