

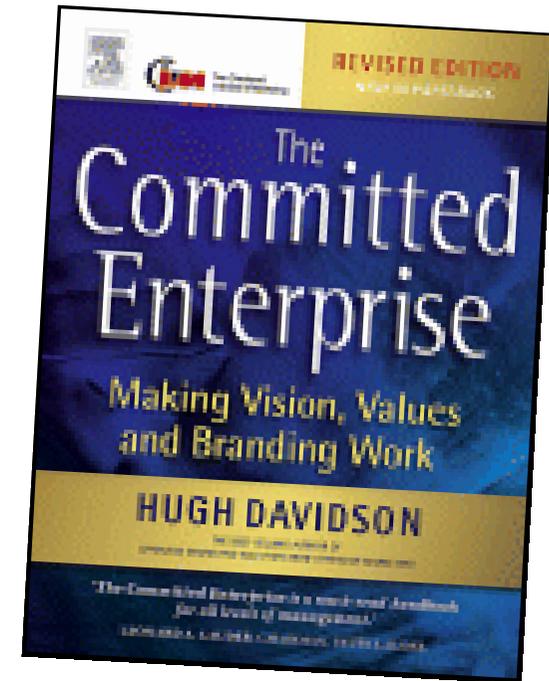
## The Committed Enterprise Digital Book Club

Hugh Davidson

Butterworth Heinemann 2002

[Contents](#) | [Desired visions](#) [Actions](#) [Resources](#)

“Visions and values management is in the dark ages compared with that of marketing, finance or operations”



Professor Hugh Davidson wants to make the creation of company's visions and values easier for all organizations. His focus is on explaining what the seven best practices for forming vision and values are. He takes a hard-edged approach to a soft topic.

Professor Hugh Davidson wants to make the creation of company's visions and values easier for all organizations. His focus is on explaining what the seven best practices for forming vision and values are. He takes a hard-edged approach to a soft topic.

## Desired visions

The vision thing, you have one, right? No, not the mission statement – that mantra that usually resembles someone else's company rather than yours', but the vision behind it. Let's face it, visions are strange things, often explicit in the personalities of micro companies, yet lost in the noise of anything greater.

Hugh Davidson challenges us to think again about visions: what they are, what they mean, how they change us, why we need them. You may, like many senior managers feel they are unnecessary, a corporate self-indulgence that simply detracts from a mountainous in-tray. Or you may like the idea but simply never get round to ever tackling it. Or you may simply feel disenfranchised, too small a cog in a vast machine. Or you may just be comfortable the way things are and be looking forward to your pension. If you're in that last group skip the rest of these notes and relax it will soon be home time and the Journal can go back on the no doubt impressive book shelf.

Personally I'm a fan of visions. Thanks to Davidson I now know why. Visions galvanise us together. They give a clarity and sense of purpose. They ignite passion in our work, breathe life into our enterprise and give us personal drive. When handled well in our fiercely competitive landscapes even the long-term success of our enterprises is reliant on visions.

But if you're not a CEO why bother? This is just one short chapter from those business school texts that is as irrelevant now as it was intangible then. Not so: my stance would be that its not just companies who need them. Departments need visions, teams need visions, projects need visions and individuals shine when they can share visions.

## Marketing is the stuff that visions are made of. Marketers can be the very spark that ignites the corporate vision

And as marketers this should start to feel familiar. Marketing is the stuff that visions are made of. We are the eyes and ears of our organisations. We listen, think, strategise and instigate change. Marketers can be the very spark that ignites the corporate vision.

What does Hugh Davidson bring? Simplicity, clarity and some 'how to'. Refreshingly this is not another shrine in the temple of celebrity CEOs, the place you might normally look to learn about visions. That nineties cult that witnessed share prices leaping on the signing of a big name became more reminiscent of the Premier League's transfer wars than a roadmap for corporate success. Instead Davidson gently draws on the experiences of more than a hundred leaders from industry, the services and the less fashionable NGOs to craft a users' manual to developing, executing and supporting visions.

### About the Digital Book Club series

In times of huge economic and social change, knowledge becomes a critical success factor. We created the Digital Book Club reviews to bring you closer to the people and ideas shaping the digital networked economy. They are short reviews of texts we'd recommend, and are published monthly. We also publish similar Digital Thought Leadership interviews and Digital Insight Reports to accompany our own talks and training workshops. Knowledge and training can unlock the potential of your team.

He also achieves it with remarkable simplicity, and a clarity that weightier titles should aspire to. The arguments are clear, the points fast, the evidence abundant and the style unpretentious. And it's a fast read for skipping through on the commute.

Maybe you already have the vision thing sorted. Maybe your organisation is one of these very case studies. Maybe you are a natural leader and this is all instinctive. But if you need a little prompt then speed read your way through a few chapters and then try closing the covers. It's surprising how much we all have to learn.

## Actions

**Access more of our Digital Book Club Reviews by signing up for our email service. Buy your copy of the book for reference in a single click through Amazon affiliate [DigitalStrategyConsulting.com](http://DigitalStrategyConsulting.com); see what else we're recommending and why.**

**Sign up for our Digital Thought Leaders series that accompanies the Digital Book Club.**

**Invite us to come and talk with your team about changes in the near future and their impact on your business.**

## Resources & Links

**The Digital Book Club on [DigitalStrategyConsulting.com](http://DigitalStrategyConsulting.com)**

### About the author

Danny Meadows-Klue has been a commentator on the digital networked industries since 1995. He managed the UK's first online newspaper and has helped run web businesses ranging from mass market



portals and consumer magazines, to online stores, search and email services. Among his industry roles he is the co-founder and former chairman of the UK and European Internet and Interactive Advertising Bureau, and has been lecturing on digital marketing for more than a decade. He set up Digital Strategy Consulting in 2000 to help firms accelerate their businesses through digital networks.

## Our company support programmes includes

- Coaching and mentoring for senior management
- Customised in-company training programmes
- Management clinics for critical issues
- Workshops for staff at all levels
- Research briefing services
- Training and development

To find out more about our knowledge development programme, book in for a free coaching consultation



Digital Strategy Consulting Limited  
 Tel +44 (0)20 7244 9661  
 Fax +44 (0)20 7168 2659  
 Email [TheTeam@DigitalStrategyConsulting.com](mailto:TheTeam@DigitalStrategyConsulting.com)  
 Registered Company Number: 4342606  
 Registered office: The Digital Hub, 34 Kenway Road, Kensington, London SW5 0RR, UK

Copyright, marks and small print  
 Copyright 2006 Digital Strategy Consulting Limited. All rights and marks are our property. While every effort has been made to ensure the accuracy of this paper, we offer no guarantee or warranty on the information contained herein. Nothing in this document forms any part of a contract and our approach to training is subject to change without notice. For a full schedule of terms and conditions for our training courses contact our team.