



TIMELENDERS

SHAPING PASSIONS INTO A FORCE FOR GOOD



Strategic Visions Workshop

February 23, 2008



Learning objectives

By the end of the workshop you should have learnt the following:

- The technical meanings of the words
 - Vision
 - Mission
 - Purpose of the vision
 - Ultimate purpose
 - Ideology
 - Mandated and Elective Roles
 - Ultimate Vision
 - Sub-visions

Learning objectives

By the end of the workshop you should have learnt the following:

- The technical meanings of the words
 - Mandated Roles Support Elective Roles (MSRs)
 - Vision Support Roles (VSRs)
 - Time Restricted Quadrant 1 activities (TRQ1s)
 - Time Restricted Quadrant 2 activities (TRQ2s)
 - Excellence

Learning objectives

By the end of the workshop you should have learnt the following:

- An introduction to the following concepts
 - The Daily Scheduler
 - The Time Quadrant System
 - Sound Ideology
- Details of the following concepts
 - The concept of Tony

Learning objectives

By the end of the workshop you should have learnt the following:

- Details of the following concepts
 - Mine Maps
 - The concept of excellence
 - The concept of Balance in Roles
 - Mandated and Elective roles
 - What do we mean by dimensions and functions of the vision
 - The different dimensions of the vision
 - The personal dimensions of the vision

Learning objectives

By the end of the workshop you should have learnt the following:

- Details of the following concepts
 - The basis of the vision on the purpose of the vision (POV)
 - The basis of the POV on the Ultimate purpose which in turn is based on a sound ideology
 - How to proceed in developing a sound ideology
 - Format for developing hundred year sub-visions based on our final selection of mandated and elective roles

Learning objectives

By the end of the workshop you should have learnt the following:

- Applying the knowledge of dimensions and functions of a vision to at least one case study
- Should have taken at least one quiz to ensure that you understand the concepts well
- Chalked out your mandated and elective roles and gotten the final selection of your roles
- Developed a 100 year ultimate sub-vision in at least 1 of your roles and broken it down to quantifiable goals for the current week

Learning objectives

By the end of the workshop you should have learnt the following:

- Learnt how to plot your TRQ1s and TRQ2s on your DS
- Plotted your current week quantifiable goals of one of your sub-visions in your DS

Worksheet - Meaning of the word excellence

Please write down the meaning of the word
'excellence'

Worksheet-Titles of concepts

	<p><u>What</u> is the picture of the future that you <u>want</u> to see?</p>
	<p><u>Why</u> do you want to see this picture?</p>
	<p><u>How</u> will this future be achieved?</p>

Worksheet-The challenges and possible solutions to the discrepancies in the meanings

Challenges

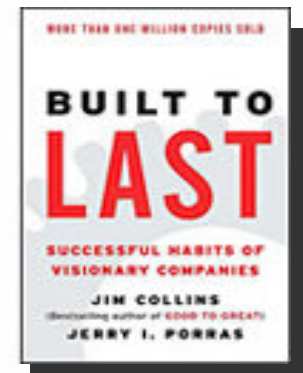
- 1.
- 2.
- 3.

Solutions

- 1.
- 2.
- 3.

“For one thing, the term “vision” had been tossed around by so many people and used in so many different ways that it created more confusion than clarification. Some viewed vision as about having a crystal-ball picture of the future marketplace. Others thought in terms of a technology or product vision, such as the Macintosh computer. Still others emphasized a vision of the organization-values, purpose, mission, goals, images of an idealized workplace. Talk about a muddled mess! No wonder so many hardnosed practical businesspeople were highly skeptical of the whole notion of vision; it just seemed so - well--fuzzy, unclear and impractical. ”

-Jim Collins



Kenneth Blanchard defines purpose in a dialogue as:

“As you see the first principle of ethical power is Purpose...By purpose, I mean your objective or intention—something towards which you are always striving.”

Gouillart and Kelly write:

‘A strategic intent is the picture of the company’s ultimate purpose’.

There are many classic examples of strategic intent:

- AT&T’s aim for universal telephone service;
- Coca-Cola’s drive to put its product within arm’s reach of anyone in the world;
- Pepsi’s commitment to defeat Coke; or
- Toyota’s design to “beat Benz.”

Values/mission statements: Articulation of what the company stands for.

*Best Practice Framework, p. 35,
Business Ethics.*

“...Businesses must have a vision about what they exist for, which is shared by everyone in the company.”

Moon and Bonny in the *Introduction of Business Ethics: facing up to the issues.*

“Real vision can’t be understood in isolation from the idea of purpose. By purpose, I mean an individual’s sense of why he is alive.”

Peter Senge

“Vision is the picture of the future
that we want to see.”

Peter Senge

Who is the President of China?

Functions vs Dimensions



Functions	Dimensions
<ul style="list-style-type: none">▫ Traction▫ Clearance▫ Power	<ul style="list-style-type: none">▫ Big engine▫ 4WD▫ Larger tires▫ Lower center of gravity

Dimensions of a vision

1. **Attainability:** What is the possibility of achieving your vision?
2. **Clarity:** An articulation of the vision which explains the main idea in clear and unambiguous terms.
3. **Lucidity:** The number of quantifiable elements and degree of quantification in those elements.
4. **Complexity:** How complex or simple is the main concept behind the vision.
5. **Scale:** The scale of your vision in terms of geography, time and depth?

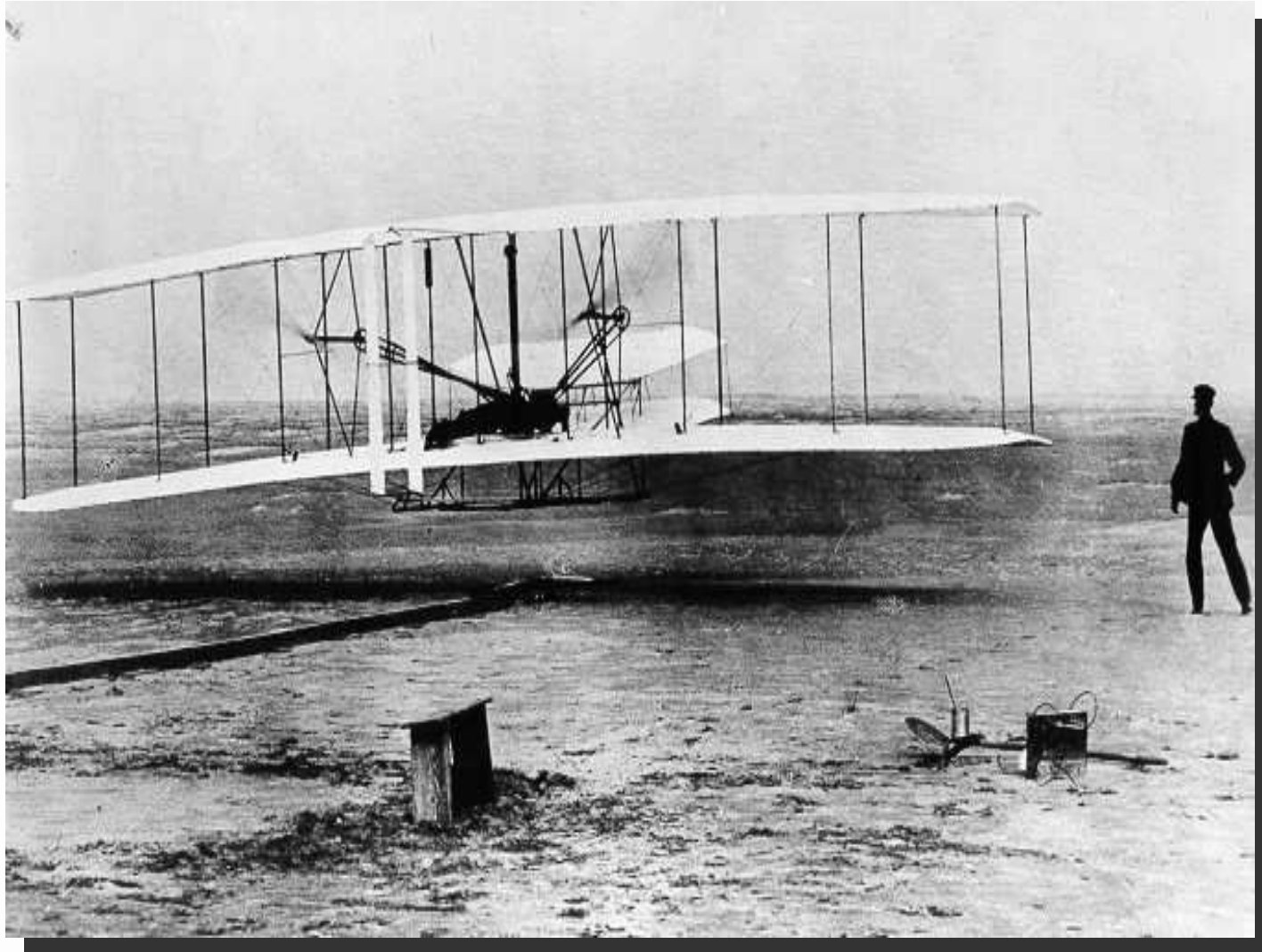
Dimensions of a vision

- 6. Nobility:** The extent to which your vision touches lives other than yourself for a greater good.
- 7. Loftiness:** The minimum cost required for the success of the vision by a particular constituency which is independent of individuals.
- 8. Correctness:** The correctness of your vision is directly proportional to the soundness of your ideology

Attainability



Attainability



Clarity

“I sell gold at different shops in the gold market of Doha, Qatar.”



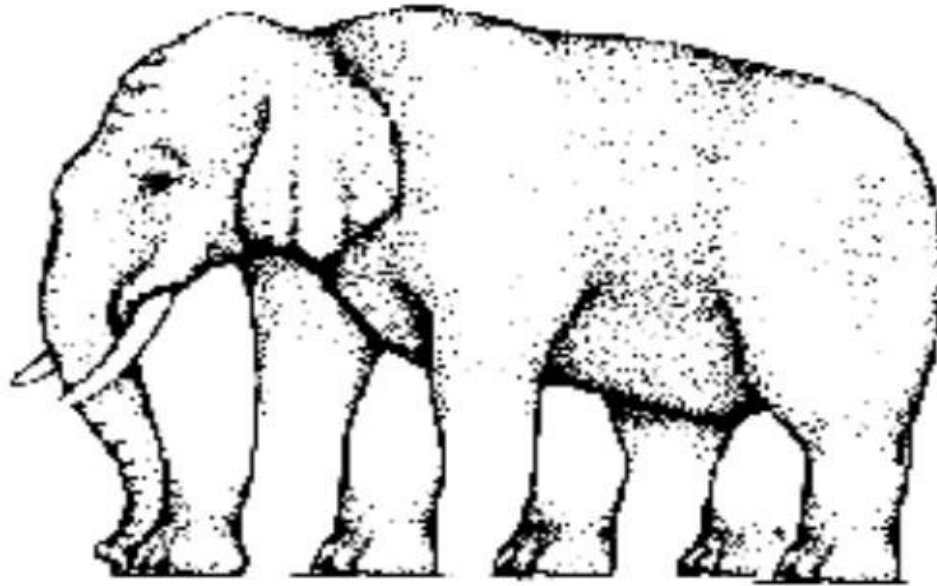
Lucidity

Ali	Baber	Ahmed
Good health	Good Health: <ol style="list-style-type: none">1. Weight: 75-85 kg2. Waist: 32-343. B/P: 115-125/75-854. Pulse: 82-885. Cholesterol: 180-1906. Sugar: 100-1157. Eye-sight: 6 x 68. Body-Fat Ratio: 10-15%9. Endurance: Can jog 2-4 km, brisk walk around 5 km	Good health: <ol style="list-style-type: none">1. Weight: 75 kg2. Waist: 323. B/P: 120/804. Pulse: 805. Cholesterol: 1856. Sugar: 1107. Eye-sight: 6 x 68. Body-Fat Ratio: 8%9. Endurance: Can jog 5 km, brisk walk around 8 km

Worksheet - Impact on individual choices based upon the differences in lucidity levels

	Ali	Babar	Ahmed
Diet			
Exercise			
Regularity in lifestyle e.g. sleeping etc.			

Complexity



How many legs does this elephant have?

Scale



Scale



Scale



Nobility

Nobility is the degree to which your vision touches the lives of people other than yourself for a greater good.



Loftiness

The minimum cost required for the success of the vision by a particular constituency, which is independent of individuals.

Correctness

The correctness of your vision is directly proportional to the soundness of your ideology.

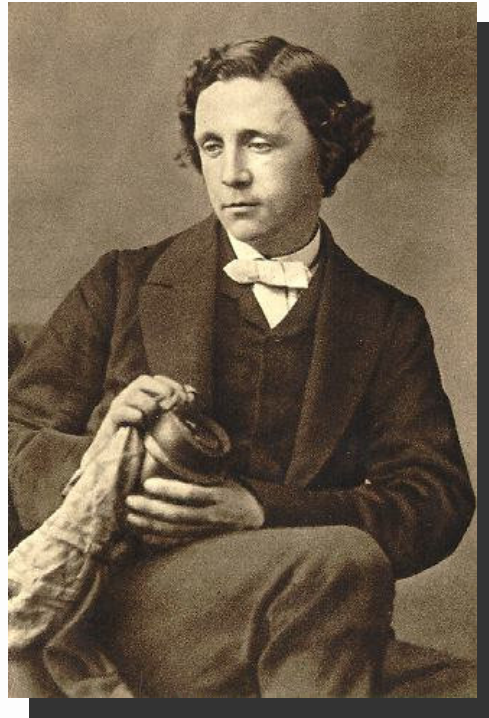
Correctness \propto Soundness.

Worksheet-The visions' Dimension Grid

S. No	Dimensions	0	1	2	3	4	5
1	Attainability						
2	Clarity						
3	Lucidity						
4	Complexity						
5	Scale						
6	Nobility						
7	Loftiness						
8	Correctness						

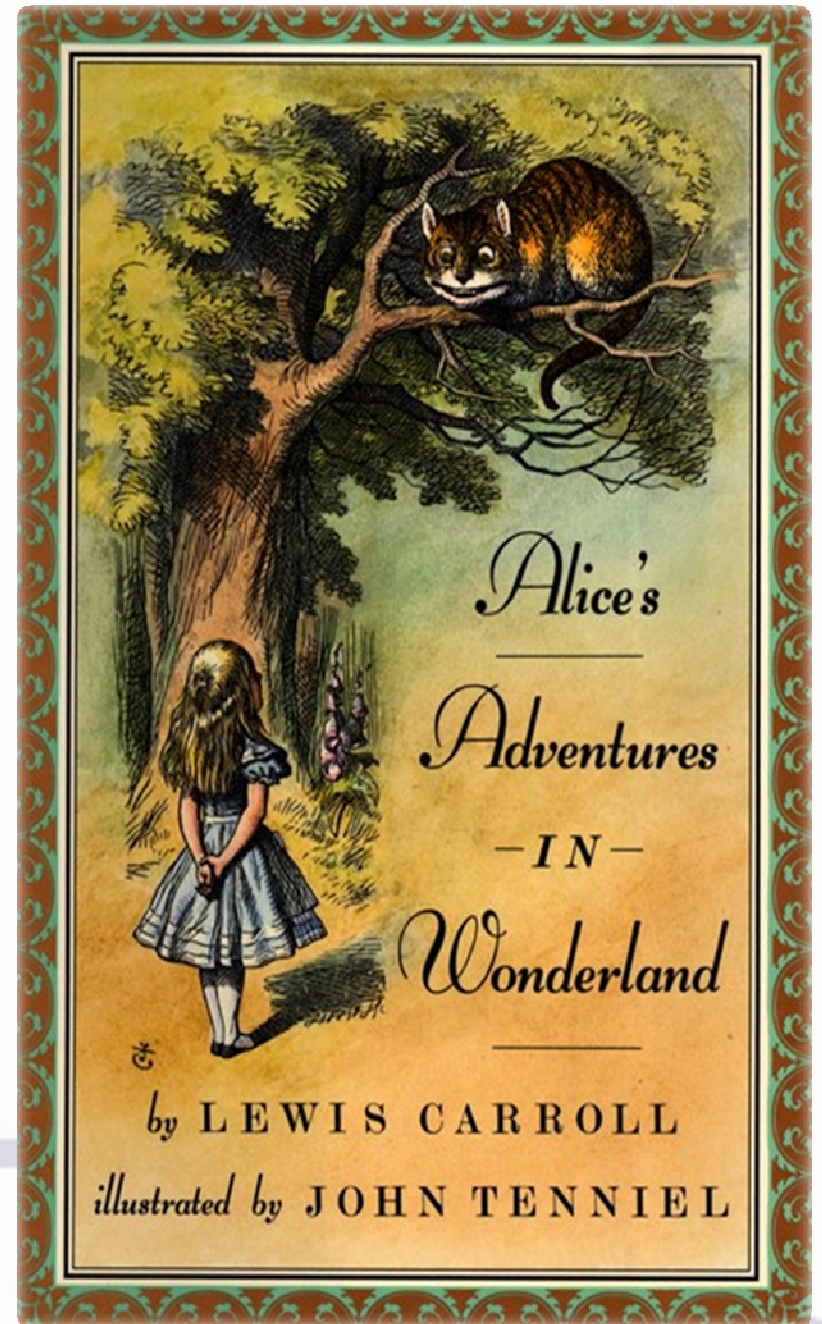
Functions of a vision

1. It gives us direction.
2. It helps us in our day to day decision making.
3. A vision greatly reduces the risk of realizing the worst case scenarios in life.
4. It gives us motivation.
5. It helps us fight adversity.
6. If we don't have a clear vision, we risk becoming the instruments of an undesired vision.
7. It helps us select some of our roles.



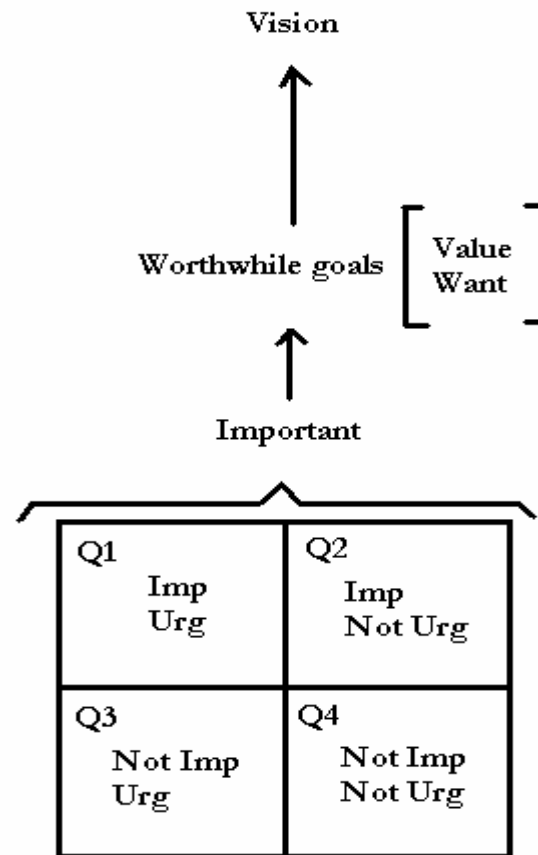
**Lewis
Carroll**

1832-1898



Functions of a vision

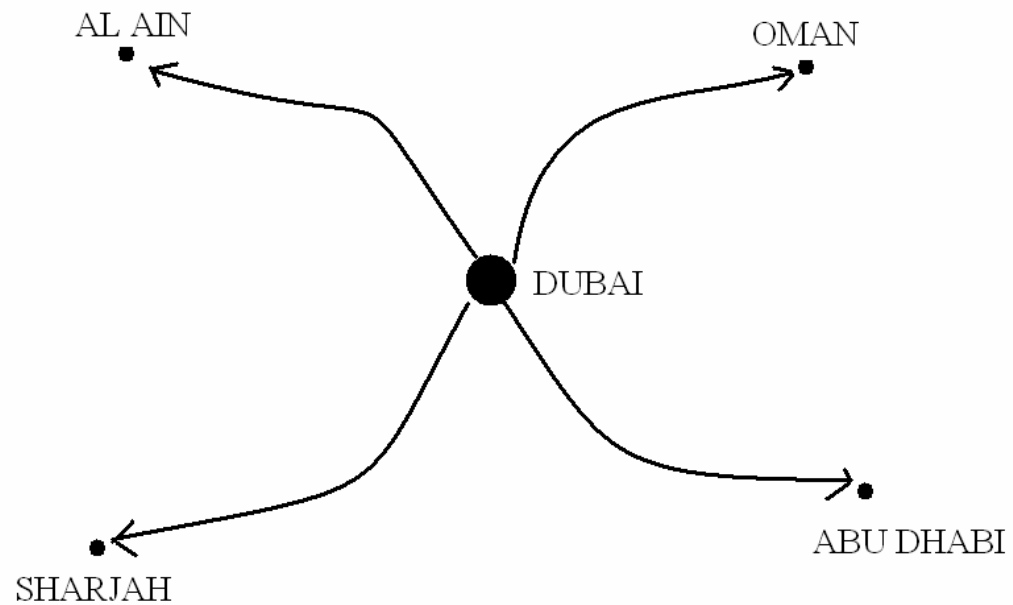
2. It helps us in our day to day decision making



“I don’t need a direction.”



“All is fine”



“People who say that they don’t know what they want, definitely and passionately know what they don’t want.”

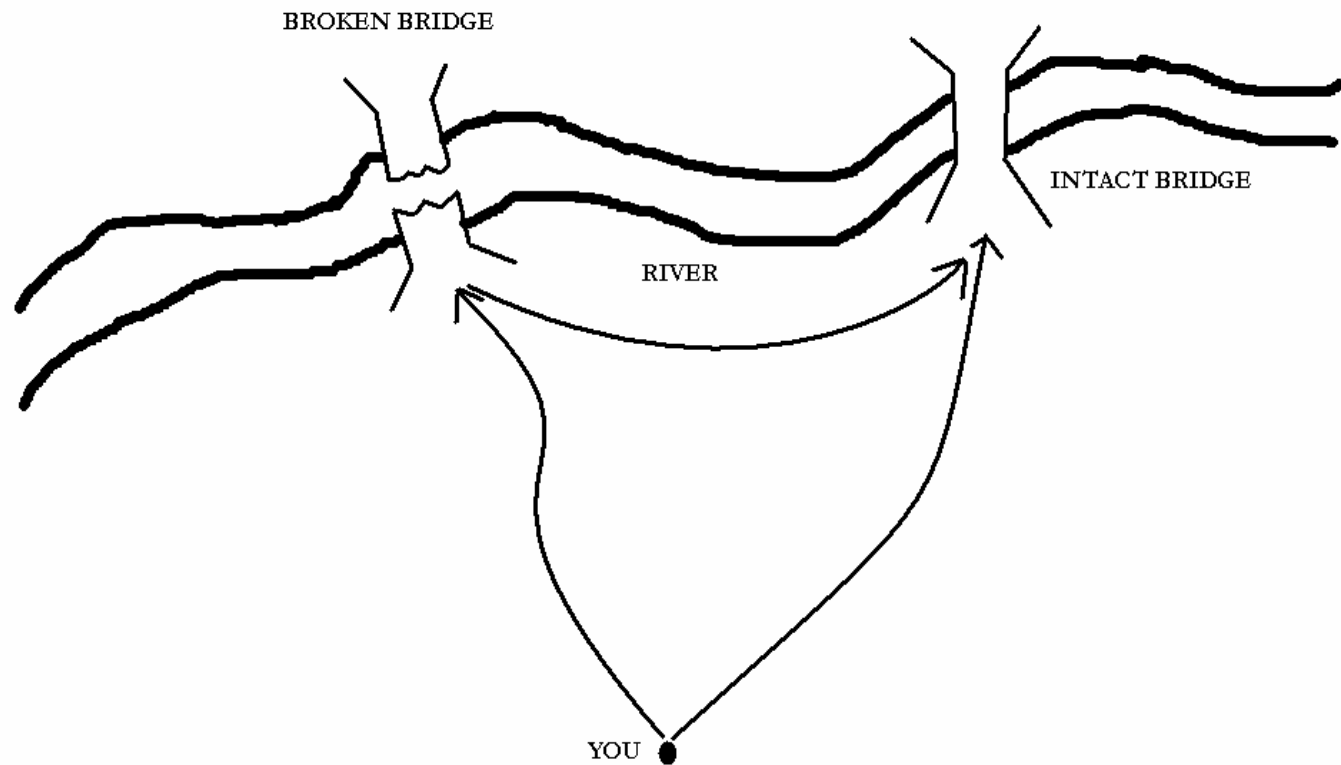
“If you do not plan for something that you want, chances are that you’ll get something that you never wanted.”

“If you don’t know where you want to go, chances are you’ll get somewhere you never wanted to be, but the problem is that you’ll only know when you get there.”

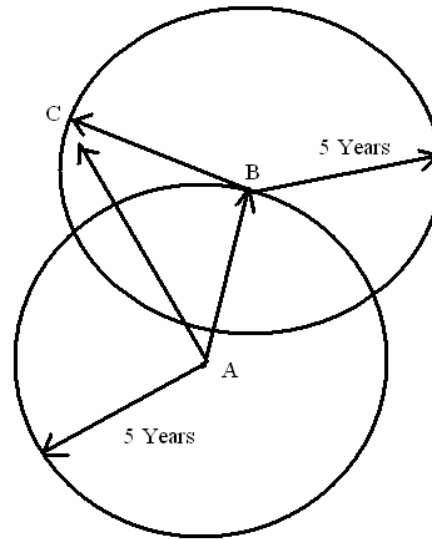
“Your not planning for good health is a fantastic plan in itself for bad health.”

“Without a direction, we are at risk!
Without a clear vision, we don't have
direction!
So, if $a=b=c$, then $a=c$,
Which means, without a clear vision, we
are at a severe risk!”

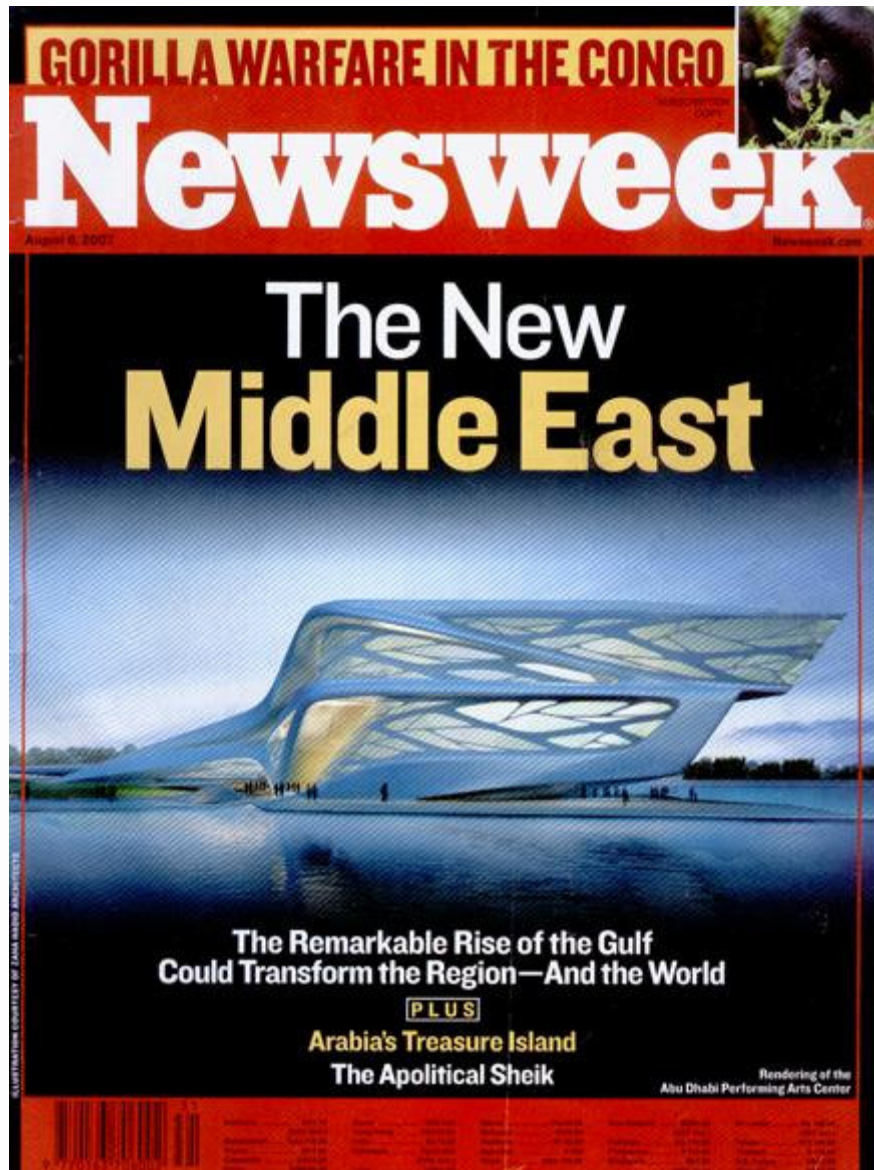
“We’ll cross the bridge when we get there”



“We’ll cross the bridge when we get there”



“Everything is the will of Allah (swt)”



Dubai

The World Economic Forum ranks the United Arab Emirates as the most competitive economy in the Arab world. When Dubai is isolated from the rest of the U.A.E., it gets even better, ranking ahead of Japan, Britain, even Germany in terms of government efficiency and economic competitiveness, according to a report by the prestigious Swiss IMD International Business School.

-The New Middle East
Newsweek
Aug 06, 2007

The linkage between the Personal Dimensions, Dimensions and the Functions of a vision

Personal Dimensions of vision	Dimensions of vision	Functions of vision
Greatness	Attainability	It gives us direction
Personal Organization: 1.Ability to prioritize: 2.Determination(Azm):	Clarity	It helps us in our day to day decision making
Leadership	Lucidity	A vision greatly reduces the risk of realizing the worst case scenarios in life
Balancing Roles	Complexity	It gives us motivation

The linkage between the Personal Dimensions, Dimensions and the Functions of a vision

Personal Dimensions of vision	Dimensions of vision	Functions of vision
Excellence	Scale	It helps us fight adversity
	Nobility	If we don't have a clear vision, we risk becoming the instrument of an undesired vision
	Loftiness	It helps us select some of our roles
	Correctness	

The Vision Statement:

S. No.	Functions	0	1	2	3	4	5
1	Direction						
2	Day to day decision making						
3	Risk of realizing the worst case scenarios in life						
4	Motivation						
5	Ability to fight adversity						
6	Protection from becoming a tool in an undesired vision						
7	It helps us select some of our roles						

Excellence

“To do something in a fashion that in the available resources can not be done better.”

Excellence (Ihsan)

Tafseer Maariful Quran, Mufti Muhammad Shafi says about Ihsan:

The last sentence of the verse (195): (And do good. Of course, Allah loves those who do good), gives an incentive to do everything nicely. The Holy Quran calls this *Ihsan*. Now, doing something nicely, can take two forms. When *Ihsan* relates to *Ibadah*(worship), its meaning has been explained by the Holy Prophet himself in the well known hadith of Jibrail where he said that ‘ you should worship Allah as if you are seeing him, and if you can not achieve that degree of perception, then you should, at the least, believe that Allah is seeing you’.

A sample list of different roles in life

- Son
- Father
- Husband
- Grandfather
- Grandson
- Daughter
- Niece
- Nephew
- Uncle
- Aunt
- Neighbor
- Cousin
- Boss
- Subordinate
- Mentor
- Colleague
- Friend
- Engineer
- Doctor
- Wife
- Rotarian
- Member of the Lion's Club
- Khateeb
- Member of the Yacht Club
- Muslim
- Hindu

A sample list of different roles in life

- Christian
- Slave of Allah (swt) (Abdullah)
- Member of the Ummah of the Prophet (sas) (Ummatee)
- Breadwinner
- Son in law
- Daughter in law
- Sister in law
- Brother in law
- Father in law
- Head of Marketing
- Head of Finance
- Human/Self

Different types of roles

Mandated Roles: Those roles in life which your ideology does not allow you to directly drop under any conditions.

Elective Roles: Those roles in life which your ideology permits you to directly drop under certain conditions.

Worksheet: List your mandated and elective roles

Mandated Roles	Elective Roles

Balancing roles

“Your success in one area of your life should not be at the cost of another area of your life.”

-Anonymous

Balancing roles

“ Our performance in any of our roles, mandated or elective, must not fall below the minimum performance levels dictated by our ideology.”

-Suleman Ahmer

Balancing roles



“The strength of a chain is the strength of its weakest link.”

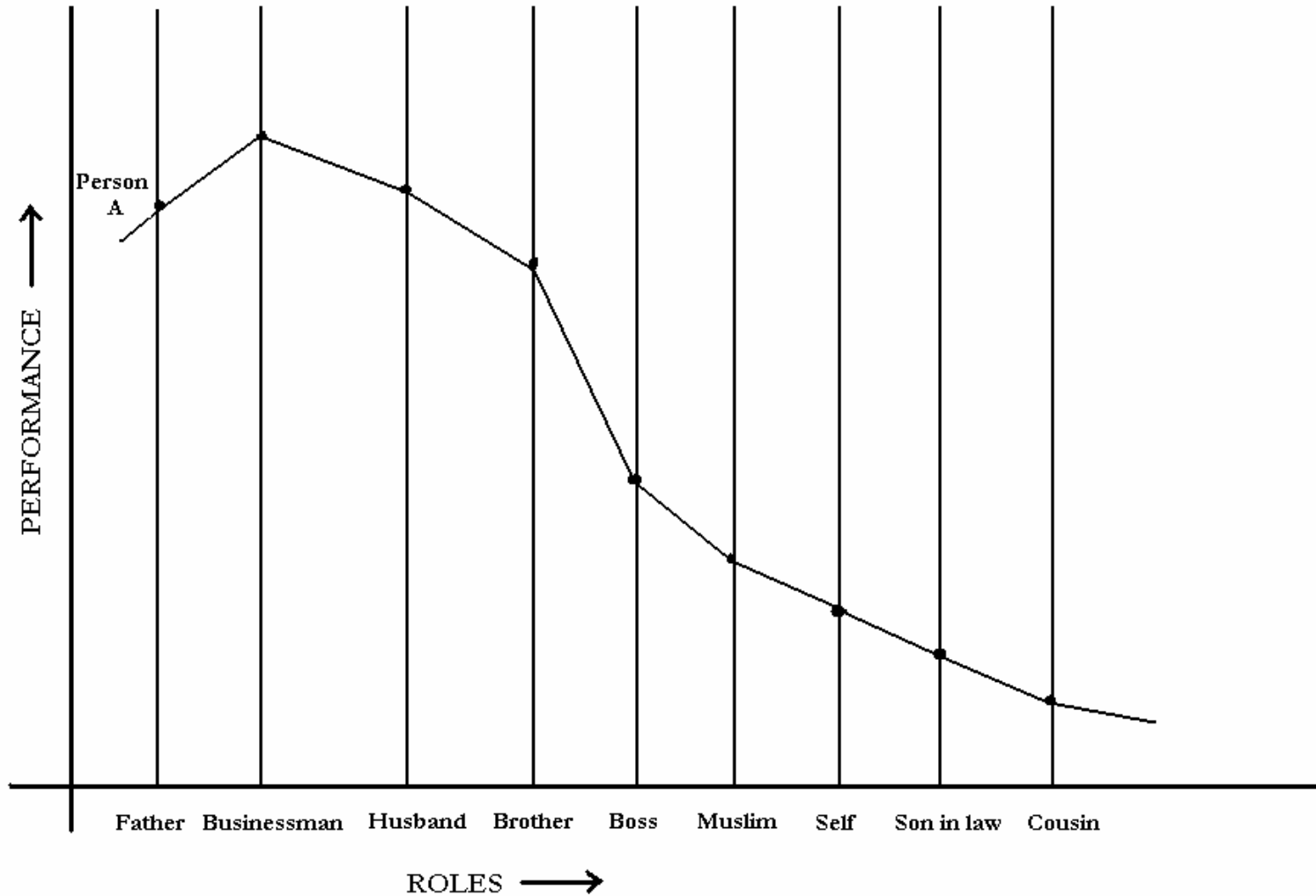
-Anonymous

Balancing roles

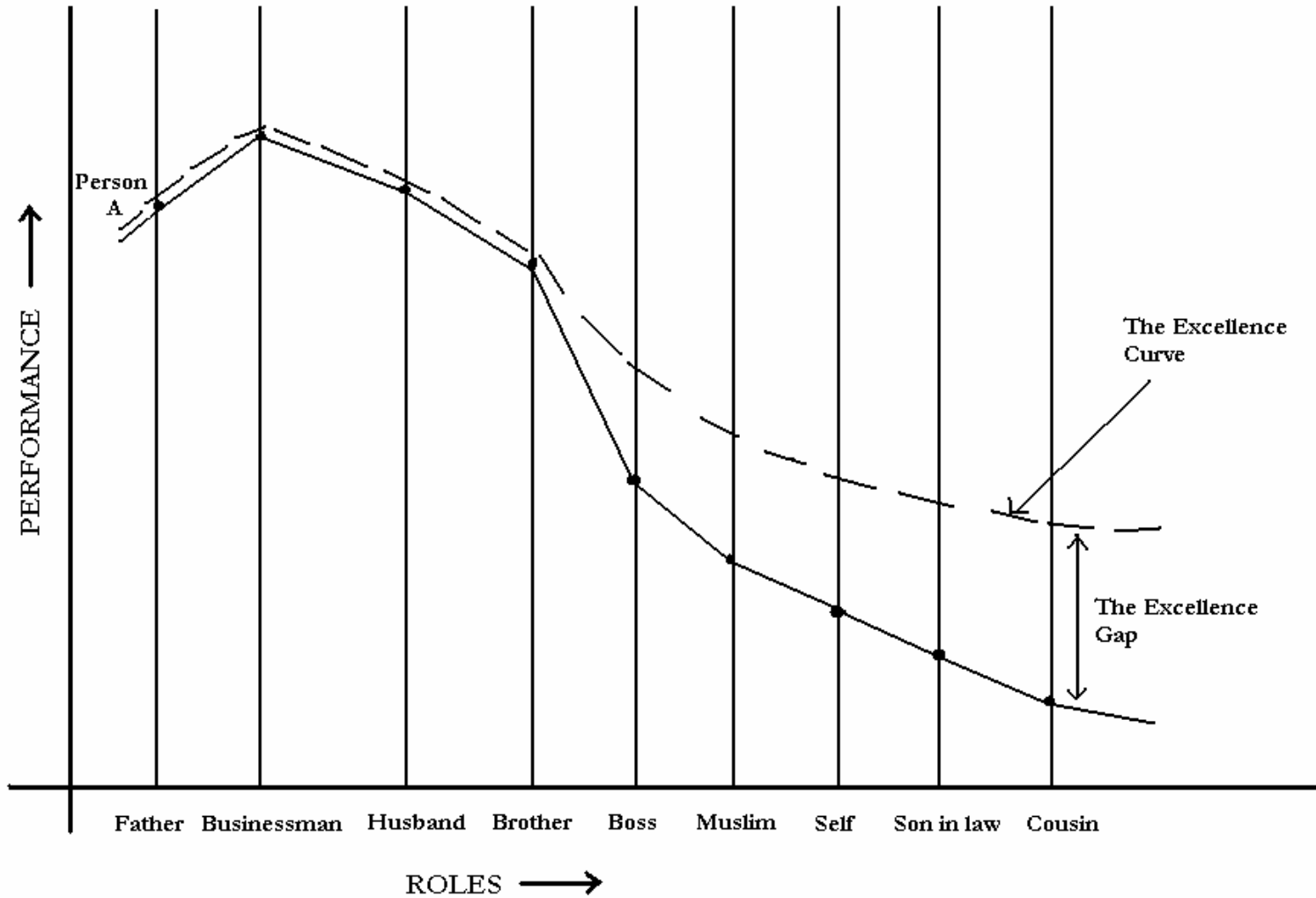
“The strength of a person is the strength of his weakest role.”

-Suleman Ahmer

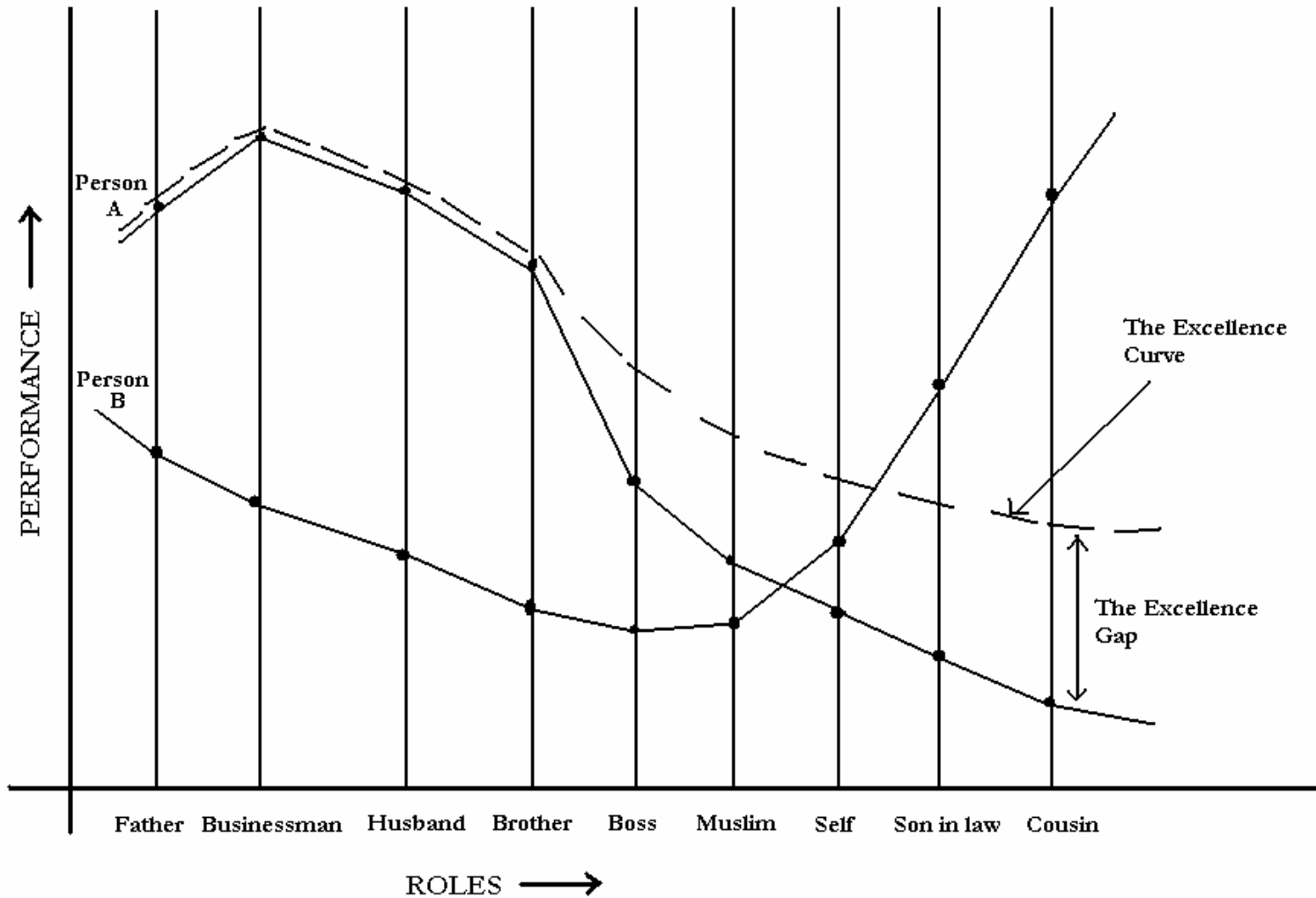
Balancing Roles Diagram



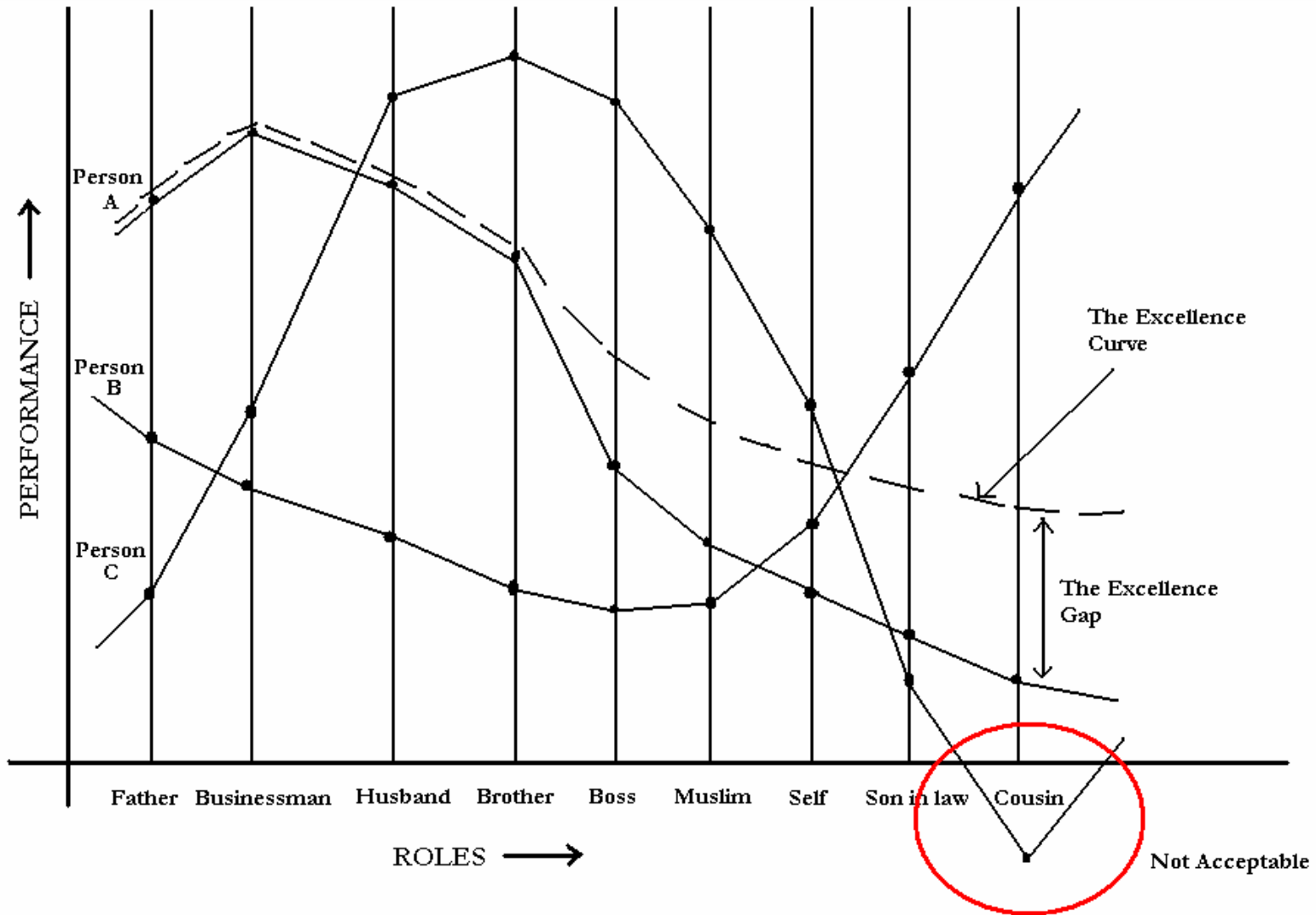
Balancing Roles Diagram



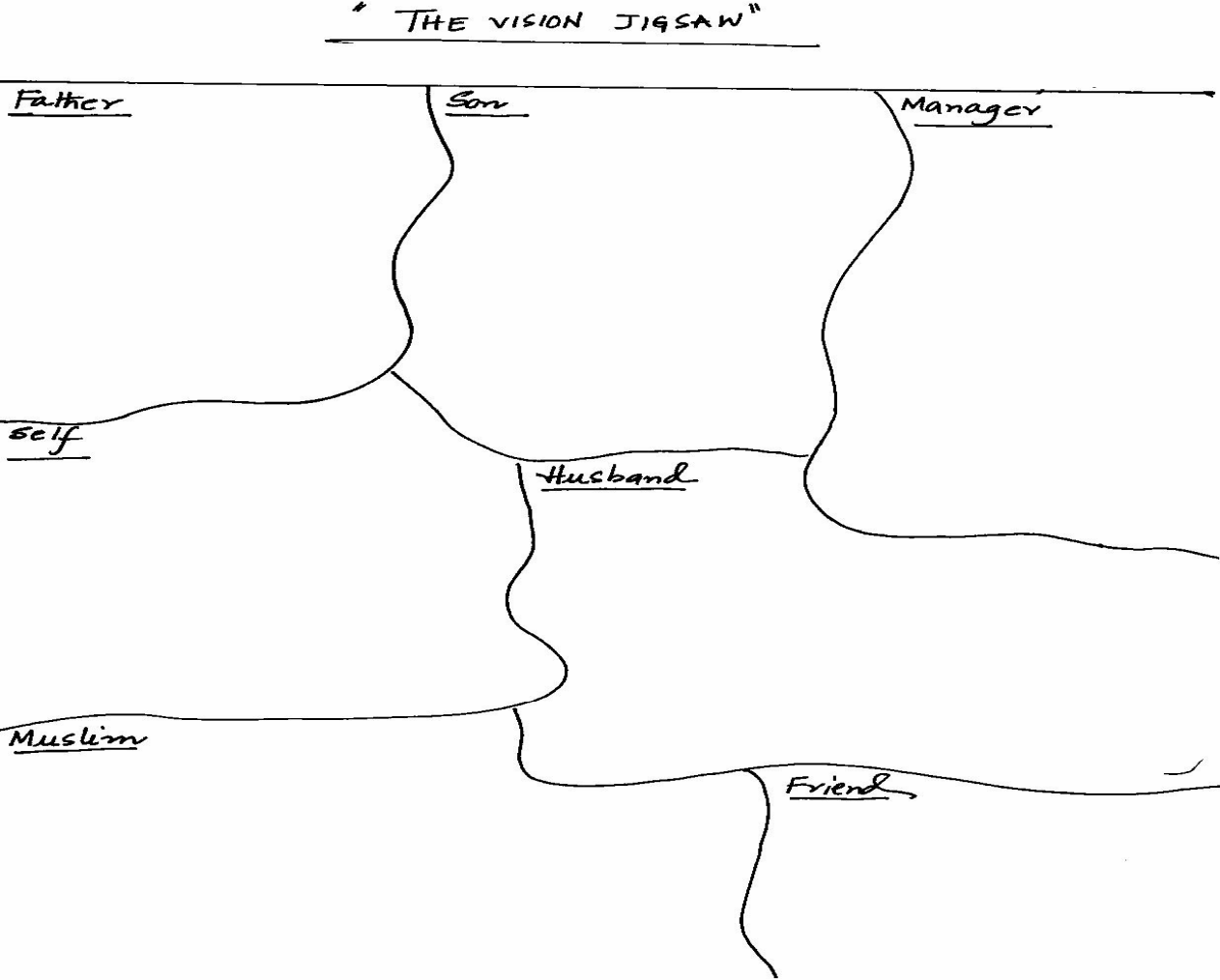
Balancing Roles Diagram



Balancing Roles Diagram



The Vision Jigsaw



Sub-vision: The vision of a particular role is called a sub-vision

Final selection of roles

Mandated Role Support Elective Roles (MSR):

An Elective role which is required to keep the performance of a Mandated Role above the minimum performance level

Vision Support Elective Roles (VSR): An elective role which is required to keep the performance of a corresponding role of a sub-division above the minimum performance level.

Worksheet: Identifying MSRs and VSRs

Identify at least one MSR and one VSR in your life.

The Daily Scheduler (DS)

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Feb	Mon 17	Tue 18	Wed 19	Thu 20	Fri 21	Sat 22	Sun 23	Notes
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Feb	Mon 17	Tue 18	Wed 19	Thu 20	Fri 21	Sat 22	Sun 23	Notes
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3 Cardinal rules of D.S.

- Don't give an appointment to anyone without looking at your D.S.
- Don't start your day without looking at your D.S.
- Always have the active week on the left side.

4 Functions of the D.S.

- Handling of Appointments
- Ability to create and manage TRQ2's
- Roles and Goals Planning (Final Step)
- Synchronization of Long Range and Short Range planning

August 2005

July 2005

Mon	Tue	Wed	Thu	Fri	Sat	Sun
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18	19	20	21	22	23	24
25	26	27	28	29	30	31

September 2005

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19	20	21	22	23	24	25
26	27	28	29	30		

Monday	Tuesday	Wednesday	Thursday	Friday	Sat / Sun
SB 1	SB 2	SB 3	C 4	C 5	C 6
SIEMENS KARACHI			Meet w/ Yameen Anwar Gopalani	AMRELI Block ED	AMRELI SB
SB 8	C 9	C 10	SB 11	SB 12	C 13
AMRELI	Pfizer		TIME LEADERS	Blocked Amreli	SB 14
SB 15	C 16	C 17	C 18	C 19	C 20
Pfizer Veritas	TIME LEADERS	AMRELI	MARNOU/TM Anwar Malik Sali Audit		SB 21
SB 22	C 23	SB 24	SB 25	SB 26	C 27
MISSION VISION Yameen Nayyav Pervaiz Asif Mishak Tahir Farooq Sibgatullah	AMRELI	AMRELI	Adamjee Diesel		SB 28
SB	SB 30	SB 31			
TL	AMRELI	AMRELI			

Switched

SB

PIB
SFS

B

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
	24	25	26	27	28	29	30
6:00		PLANNING		PLANNING			
7:30							
8:00							
9:00	Yamrullah			OFFICE			DCL/LAST DAY
10:30							
11:00							
12:30		SSGC				LUNCH	
1:00		@			HR	MUR-TAZA	
2:00		GTI			LUNCH	B7	
3:00		Dr. Qaimon - 0300-2346318			RAHLOL	B4	
4:00		Ammi/Atika in front of United King			5:15	CLIFTON	
5:00					IRUM + FOR TEX	AIR WALK	
6:00					NMC APP.	M.O.	
7:00		ENG. MEETING			SHAPES		
8:00		Sindhal Park					
9:00		Wt Khatra					
10:00		Wt Khatra					
11:00							

Notes

B1: Dr. Hanif
Aratni
0300-8234571.

B2: Kashif's
Valima.
AERO CLUB,
RUBY LAWN -
near Nipa.
5462018
0300-2793450
0301-3368980.

B4: Send the car
to Clifton to pick
up people.

B5: Muneeb Kidwai

B6: Zain Khan
0301-8257
199
Lunch + drop at
Home (PIB)
- Asghar (Plumber)
0300-3541391
% Taha

* Call Waseem
Cousin of Murtaza
bhai for STM
0300-2145192.

B7: Murtaza Syed
Need to

B8: Pick up Noor Zahra
for Ulta Sona.

Feb	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Notes
6	11	12	13	14	15	16	17	<p>A1: Job Interview with Mr. Abrar</p> <p>Time Restricted Q2</p> <p>Q2 WALK</p>
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The Concept of TRQ1

The degree of success of a person is directly proportional to how well he can convert his Q2s into TRQ2s and treat them as 'TRQ1s'.

Time Quadrants System



Time Management technical definition of the word “Important”

Anything that takes us towards our ‘worthwhile goals’ is termed as ‘important’ and anything that takes us away from our ‘worthwhile goals’ or doesn’t take us towards our ‘worthwhile goals’ is called ‘not important’.

Time Management Technical Definition of the word “Worthwhile Goal”

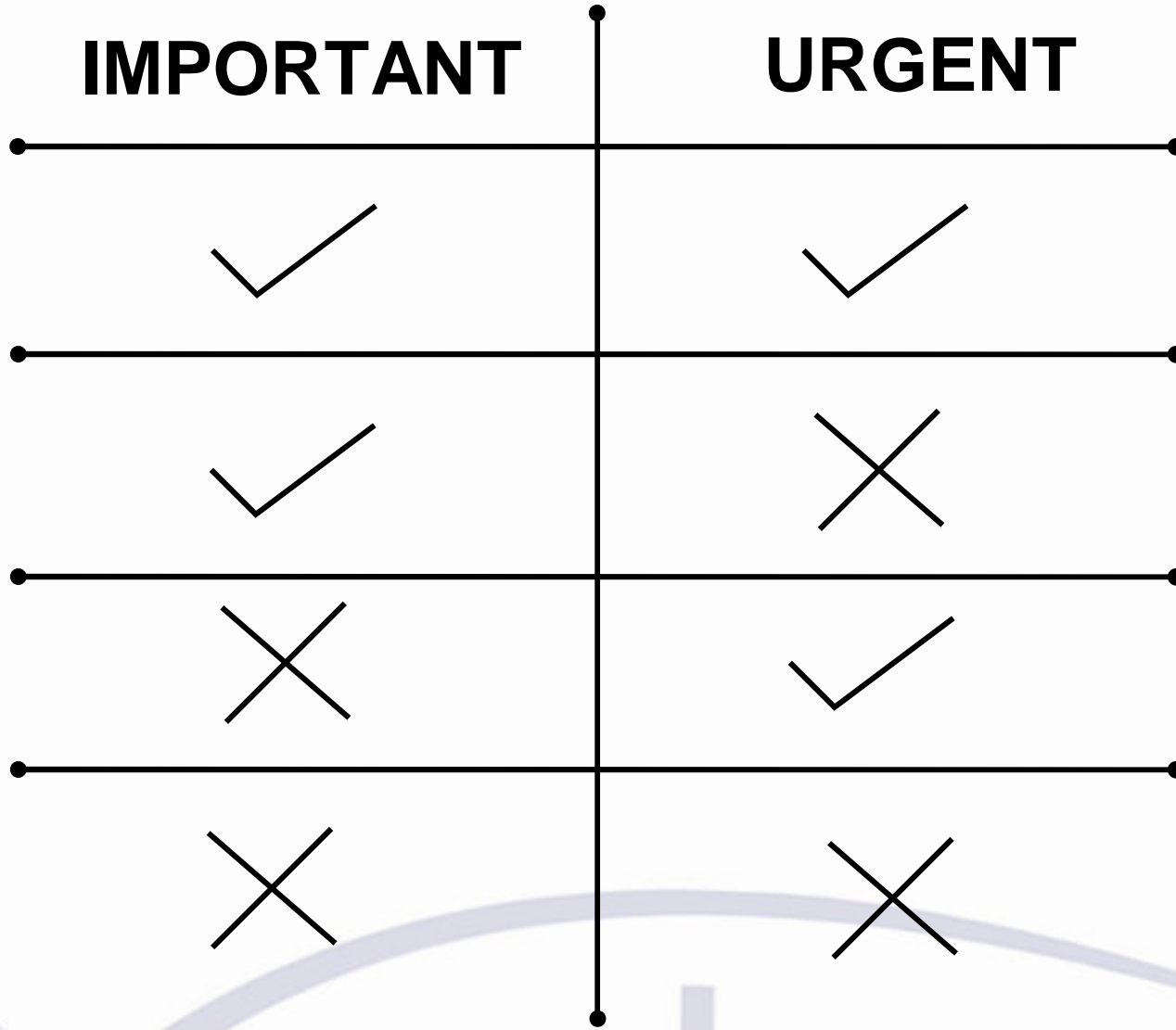
Anything that adds value to our life in this world or hereafter and we want to achieve it.

Time Management Technical Definition of the word “Urgent”

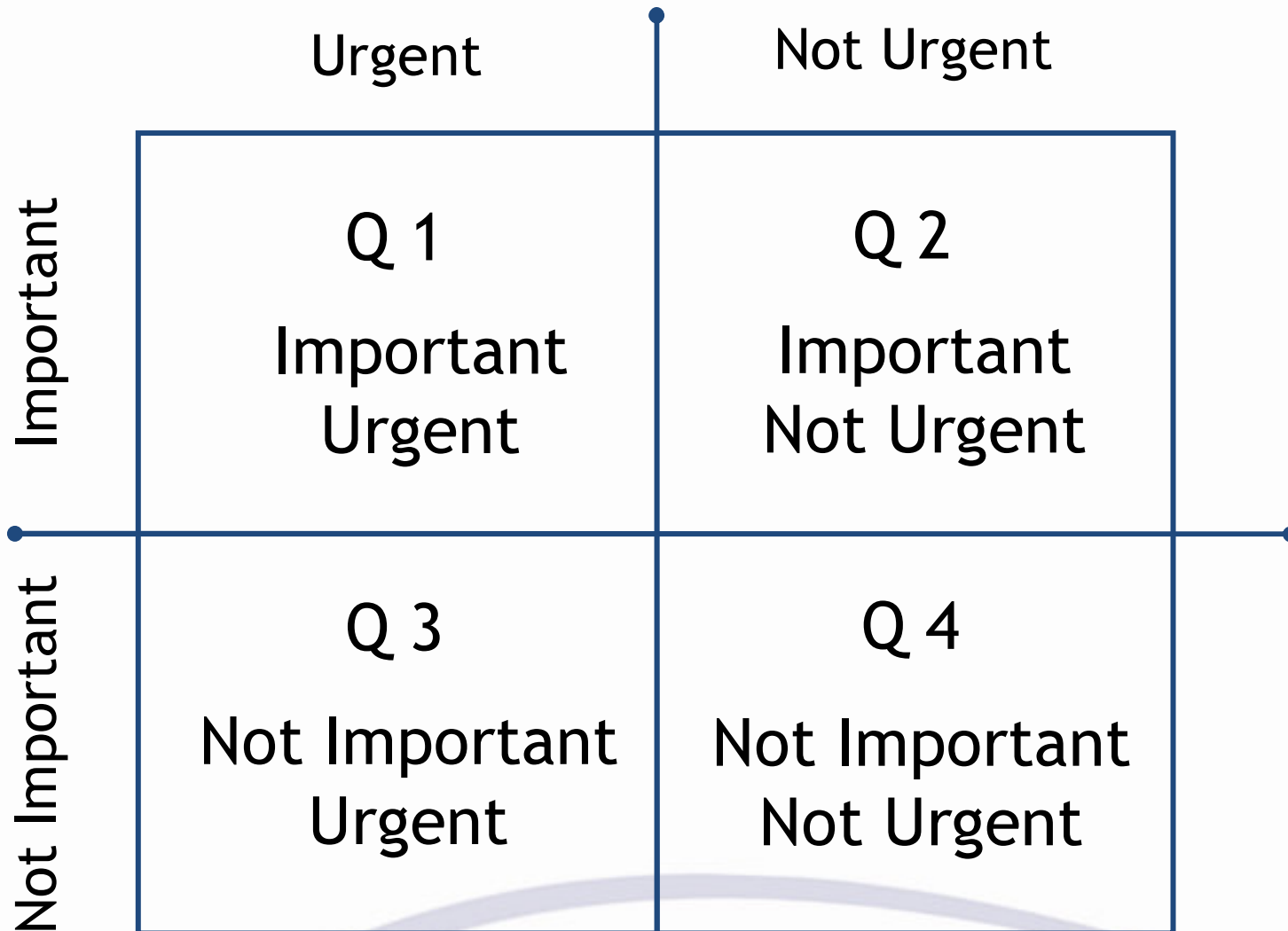
Something which if not done now, definitely / most probably can't be done later is called an urgent activity.

IMPORTANT

URGENT



THE TIME QUADRANT SYSTEM



“People who say that they don’t know what they want, definitely and passionately know what they don’t want”

If you do not plan for something that you want, chances are that you'll get something that you never wanted!



If you don't know where you want to go,
chances are you'll get somewhere you
never wanted to be, but the problem is
that you'll only know when you get there!



Your not planning for good health is a
fantastic plan in itself for bad health.



One of the best plan for bad health is
to have no plan for good health.



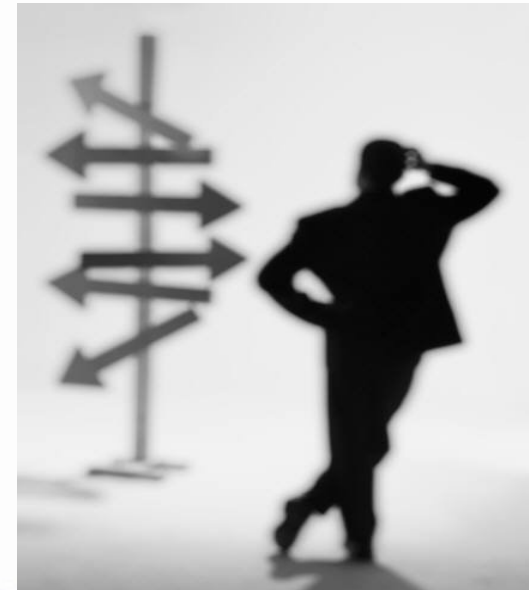
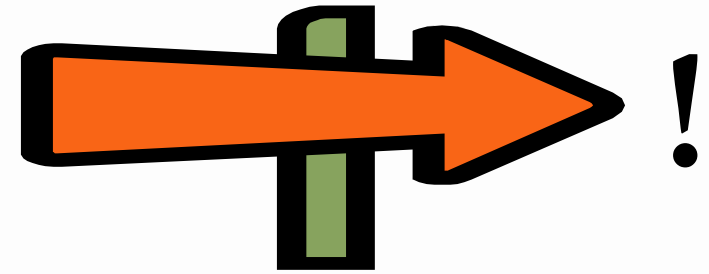
If you are failing to plan, you are planning to fail.



Without a direction, we
are at risk!

Without a clear vision,
we don't have a
direction!

So, if $a=b=c$, then, $a=c$,
Which means, without a
clear vision, we are at
a severe risk!



“The correctness of a vision is determined by the soundness of the ideology.”



“A Vision is nothing but a
collection of directions”



“ Far better it is to dare mighty things,
to win glorious triumphs even though
checkered by failure, than to rank with
those poor spirits who neither enjoy nor
suffer much because they live in the
grey twilight that knows neither victory
nor defeat ”

- Theodore Roosevelt

Built to Last Companies



Built to Last Companies identified as Visionary

WAL★MART

1962

Johnson & Johnson

1885

 **MOTOROLA**

1928

IBM

1889



1939

NORDSTROM

1901

i n v e n t



1882

SONY

1946



1927



1860

The *WALT DISNEY* Company

1923



1876



1903

P&G

1837



1916



1668

3M
SHARE THE KNOWLEDGE
SHALOM... FORCE FOR GOOD

1902

Good To Great Companies



Good to Great featured Companies



1888, 3.98
times the
market



1860, 7.06
times



1949, 18.5 times
the market



Pitney Bowes 1902, 7.16
times



Walgreens 1901, 7.34
times



FannieMae. 1938, 7.56
times



1852, 3.99
times



**The
Gillette
Company**

1901, 7.39 times



Kimberly-Clark 1882, 3.42
times

NUCOR

1905, 5.16
times



1883, 4.17
times



Functions of a “PURPOSE”

- It gives foundation to our vision.
- It gives legitimacy to our vision.
- It defends our vision.



Different definitions of the word 'Ideology'

Merriam - Webster Dictionary defines 'Ideology as:

“The basic beliefs and guiding principles of a person or group.”

“A systematic body of concepts especially about human life or culture.”

“A manner or the content of thinking characteristics of an individual, group or culture.”

“The integrated assertions, theories and aims that constitute a sociopolitical program.”

Different definitions of the word 'Ideology'

Encyclopedia Britannica defines 'Ideology as:

“A form of social or political philosophy in which practical elements are as prominent as theoretical ones. It is a system of ideas that aspires both to explain the world and to change it.”

“A comprehensive theory of society, a political program, anticipation of a struggle to implement that program requiring committed followers of that ideology and intellectual leadership.”

Ideology as we define...

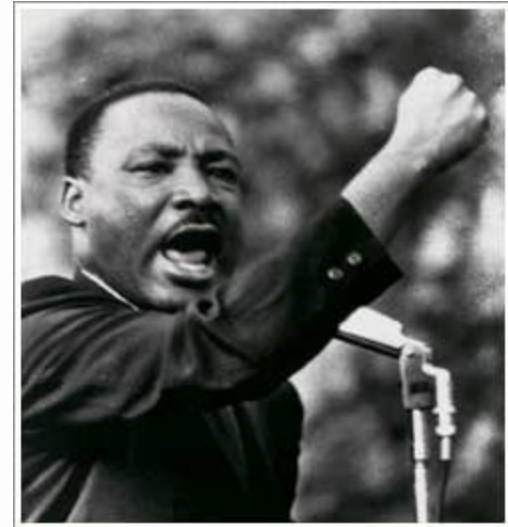
“A set of ideas that form a basis of a person’s ‘worldview’ built upon by his beliefs.”

- Suleman Ahmer

United States Declaration of Independence

“We hold these truths to be self evident: that all men are created equal and endowed by their Creator with certain inalienable rights, that amongst them are life, liberty and the pursuit of happiness”

...I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood.

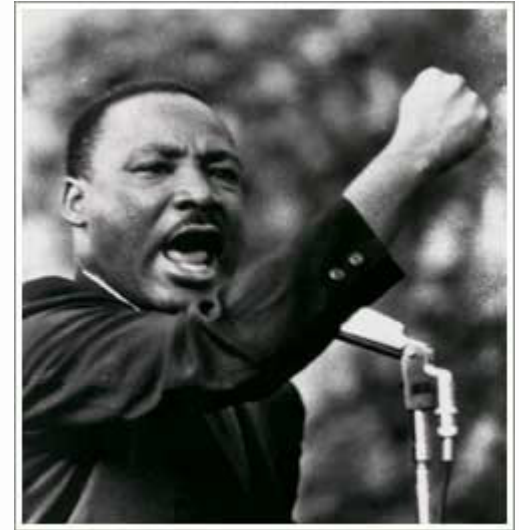


I have a dream that one day even the state of Mississippi, a state sweltering with the heat of injustice, sweltering with the heat of oppression, will be transformed into an oasis of freedom and justice.

I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.

I have a dream today.

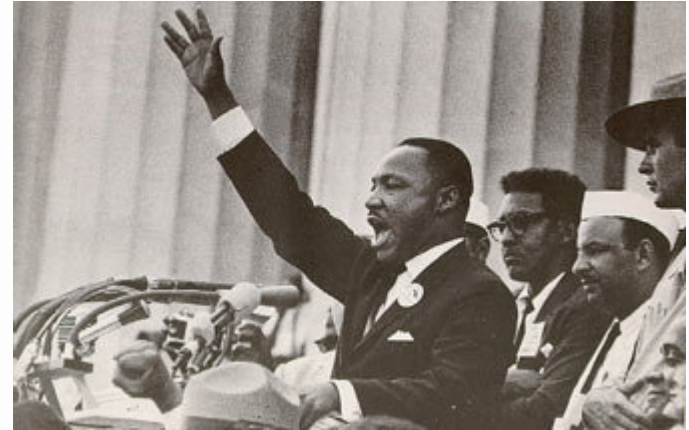
I have a dream that one day down in Alabama, with its vicious racists, with its governor having his lips dripping with the words of interposition and nullification, that one day right down in Alabama little black boys and black girls will be able to join hands with little white boys and white girls as sisters and brothers...

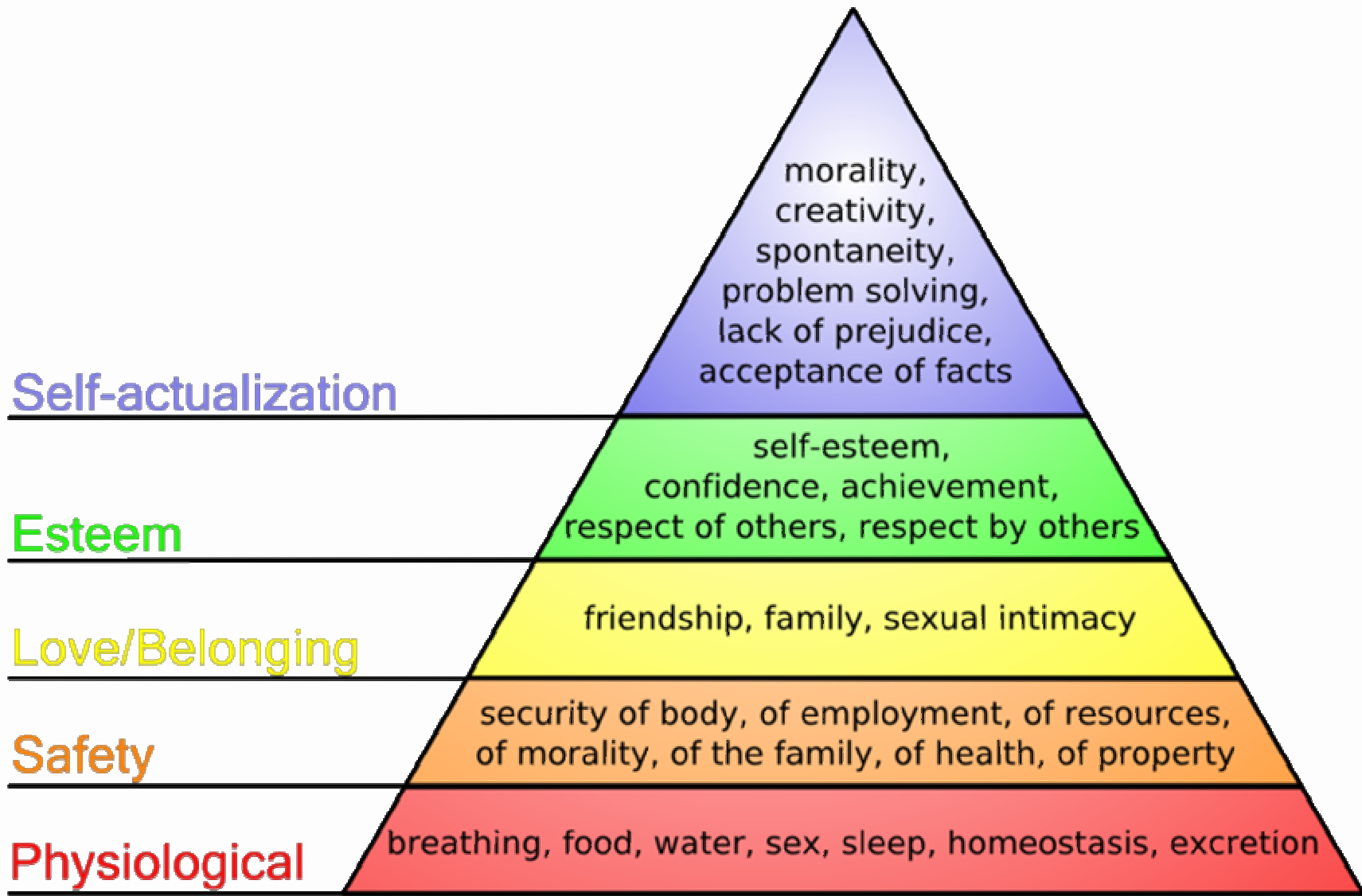


...Let us not wallow in the valley of despair.

I say to you today, my friends, so even though we face the difficulties of today and tomorrow, I still have a dream. It is a dream deeply rooted in the American dream.

I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident; that all men are created equal." ...





Imam Shamil



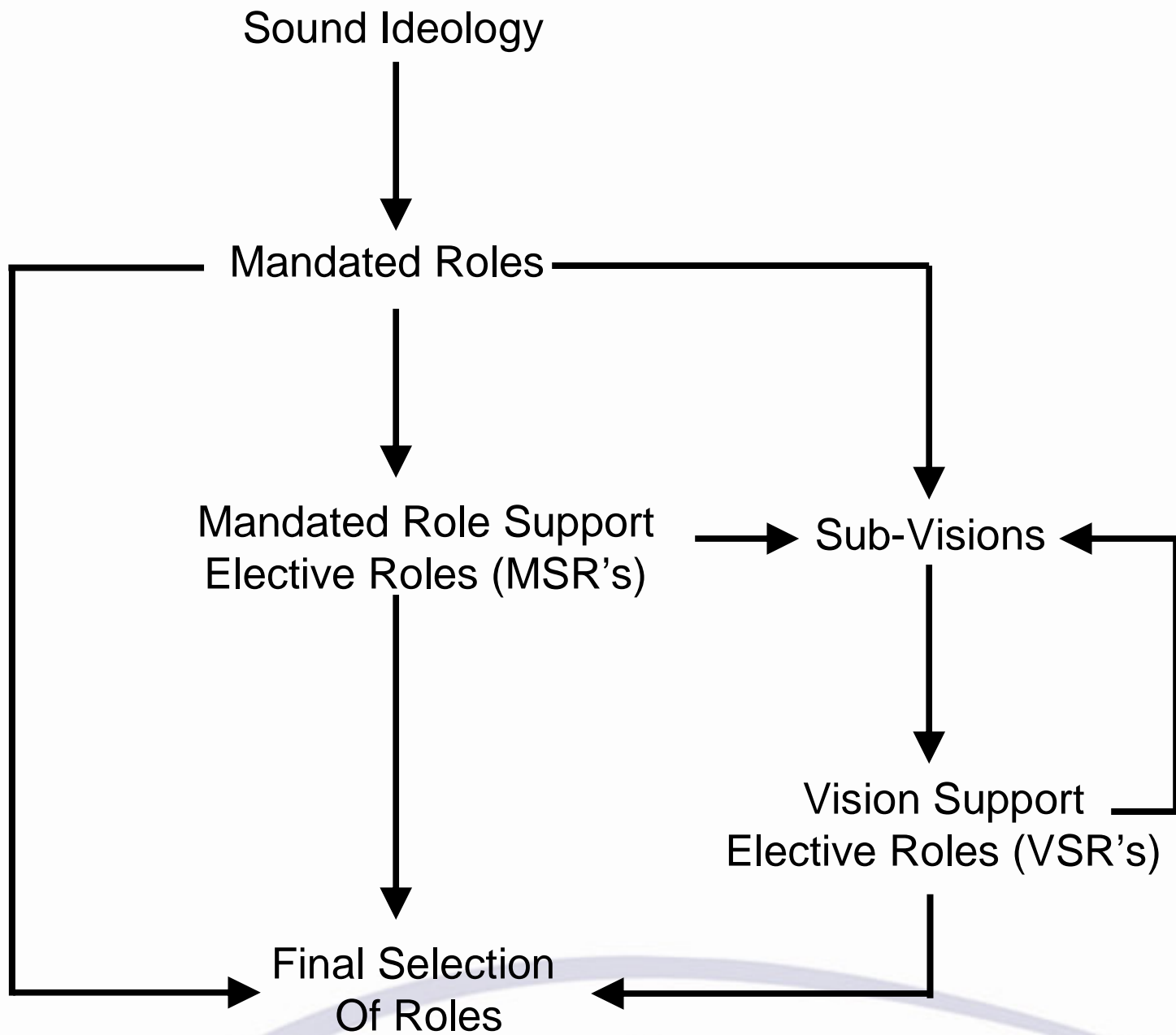
Imam Shamil

“I know we will be defeated but I am fighting to buy time to produce a generation that can resist the Russians after we are gone.”



Lord Macaulay's Address To The British Parliament - February 2, 1835

"I have traveled across the length and breadth of India and I have not seen one person who is a beggar, who is a thief. Such wealth I have seen in this country, such high moral values, people of such caliber, that I do not think we would ever conquer this country unless we break the very backbone of this nation, which is her spiritual and cultural heritage, and, therefore, I propose that we replace her old and ancient educational system, her culture, for if the Indians think that all that is foreign and English is good and greater than their own, they will lose their self-esteem, their native culture and they will become what we want them, a truly dominated nation."







“To become the world’s leading consumer company in automotive products and services.”



Microsoft®

At **Microsoft**, our vision is to help people and businesses throughout the world to realize their full potential. We are committed to our customers and partners and have a passion for technology. We take on big challenges, and pride ourselves on seeing them through. We hold ourselves accountable to our customers, shareholders, partners, and employees by honoring our commitments, providing results, and striving for the highest quality.



“GE is imagination at work, from jet engines to power generations, financial services to water processing, and medical imaging to media content, GE people worldwide are dedicated to turning imaginative ideas into leading products and services that help solve some of the world’s toughest problems, means **We bring good things to life.”**

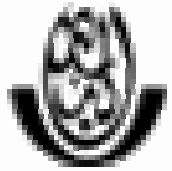


i n v e n t

“HP is committed to being a leader in global citizenship. We are proud of our efforts as global stewards, helping to reduce environmental impacts, raise standards in HP's global supply chain and increase access to information technology worldwide. We conduct our business with uncompromising integrity and strive to live up to every one of our commitments to our customers, partners, employees and shareholders. Furthermore, we believe that global citizenship is good business. We embrace our responsibility to society by being an economic, intellectual and social asset to each country and community in which we operate.”



To be an exemplary and unifying Islamic organization in North America that contributes to the betterment of the Muslim community and society at large.



Islamic Circle of North America

To invite mankind to submit to Allah (SWT) by using all means of communications and to motivate Muslims to perform their duty of being witnesses unto mankind by their words and deeds and to organize those who agree to work for this cause and to offer educational and training opportunities to increase knowledge of Islam, to enhance character, and to develop skills for all those who are associated with ICNA and to oppose immorality and oppression in all forms, and support efforts for civil liberties and socio-economic justice in the society and to strengthen the bond of humanity by serving all those in need anywhere in the world, with special focus on our neighborhood across North America and to cooperate with other organizations for the implementation of this Program and unity in the ummah.





’احسان‘

حضرت مفتی محمد شفیع صاحبؒ اپنی تفسیر معارف القرآن میں احسان کے بارے میں فرماتے ہیں کہ :

”وَاحْسِنُوا إِنَّ اللَّهَ يُحِبُّ الْمُحْسِنِينَ“

اس جملے میں ہر کام کو اچھی طرح کرنے کی ترغیب ہے، اور کام کو اچھی طرح کرنا، جس کو قرآن میں احسان کے لفظ سے تعبیر کیا ہے، دو طرح کا ہے، ایک عبادت میں دوسرے آپس کے معاملات و معاشرت میں۔