



The logo features the name 'Ray' in a large, black, cursive script font. Below it, the name 'EDWARDS' is written in a bold, black, sans-serif, all-caps font, with each letter spaced out.

# EDWARDS

## Ray Edwards Show, Episode 463

### The Vision Driven Leader - An Interview with Michael Hyatt

#### **Automated Speaker (00:00):**

Ray Edward show episode 463, The Vision Driven Leader - An Interview with Michael Hyatt. The Ray Edwards Show. This is the podcast for prosperity, with purpose.

#### **Ray Edwards (00:18):**

So spring is finally here, it feels like. Except for the fact that nobody's in school, nobody's going to restaurants, and nobody's going to the beach. Well, that's not strictly true. Nobody's supposed to be going to the beach, but people are going, they are going, and you know what? I know it's just spring, but because the kids are out of school, it feels like summer break. Yeah, I can see that. Man, I see the kids over on the soccer field where they're not supposed to be playing, but they are, and I'm okay with that.

#### **Tiffany Laughter (00:46):**

What else are they supposed to do?

#### **Ray Edwards (00:47):**

Exactly. So, things are beginning to, as we record this, things are beginning to open up. I hear that Montana is opening restaurants on a limited basis. It's happening. I heard from somebody back East and Knoxville; they're opening up there. Nashville's still shut down pretty much, but the unthawing of America is beginning, and I think it's a good thing.

#### **Tiffany Laughter (01:05):**

Totally.

**Ray Edwards (01:05):**

And we don't have to, don't send us hate mail and argue it, or do maybe we'll be in a cantankerous mood, and we'll argue with you. Who knows?

**Tiffany Laughter (01:15):**

Aren't you always?

**Ray Edwards (01:16):**

That seems like it's the truth. Somebody I have a difficult time arguing with is Michael Hyatt.

**Tiffany Laughter (01:21):**

Have you ever gotten into an argument with Michael Hyatt?

**Ray Edwards (01:23):**

I'm trying to think if we ever had a disagreement, we have disagreed over things, but we disagree agreeably.

**Tiffany Laughter (01:28):**

Well, I can imagine that being the case with him.

**Ray Edwards (01:30):**

Yeah, because that's how he is. He's got this new book out called The Vision Driven Leader.

**Tiffany Laughter (01:37):**

I've heard a lot about this book.

**Ray Edwards (01:38):**

And it's made a big difference for us already. It's making a big difference for other people. I mean like Amy, Porterfield's raving about it. Pat. Flynn's raving about it. It's a really good book. And today, we have the privilege of having Michael on the show.

**Ray Edwards (01:51):**

Michael, I'm so excited. I've been looking forward to talking to you for, I'm always looking forward to talking to you, but since this crisis began, you've been busy, I've been busy, and I've so wanted to just talk with you. Then you had this book that you had written and planned to publish, and I feel like the timing of the release of division driven leader was almost divinely orchestrated. I feel like this is the time for this book.

**Michael Hyatt (02:20):**

Well, first of all, I'm thrilled to be talking with you because I've missed our conversations. And I'm always enriched when I come away from a conversation with you, Ray. But thank you for your kind words on *The Vision Driven Leader*, because that's not how I felt initially. So, as you can imagine, when we went into lockdown on whatever, whatever it was, March the 15th or whatever, I thought, "My book's coming out in two weeks. This could not be worse timing." In fact, I called my publisher, and I said, "Is there any way to delay this?" And they said, "No. We're sorry because if we delay it, all the Amazon orders will cancel, and most of your books are sold through Amazon. So, we'll have to completely redo it, but the toothpaste is out of the tube. So, you got to go forward with it." So, then I started asking myself this question. I said, "Why is this the best time to be publishing this book?" And I've really counseled the people that I coached, ask themselves the question, why is their service or their product more important now than it was before this crisis? It's a great question for any business owner to ask. And so, as I got to thinking about it, I thought, "Hey, nothing is more important than vision when you're in the middle of a pandemic." So, I think it's very relevant.

**Ray Edwards (03:27):**

That is so very true. And I want to share just quickly what happened with our company because of this book, and it was sparked by the pandemic. I knew that we were going to be doing this interview that was coming up, and I had all these other things that were happening around me, as you know, and especially in the very beginning, it was chaotic. Nobody seemed to know what to do or where to go next. And I decided to hunker down one day and read the book, and then that inspired me to write for the first time ever to write a vision script or a true vision for our company. And it felt good to me. I felt really great about it. And then I shared it with my team, and this is what I want to share. That I feel is so important for people to hear. It literally changed the qualitative feel of what the team was doing. And suddenly, I had people who had been getting diverted off under rabbit trails and had led me off on rabbit trails with them because they would come in with ten great new ideas they had. And you know, me, I'm like "New ideas? I love squirrels! Let's go chase them!" And because of this vision statement, this vision script, one of my key employees came to me just a few days ago and said, "I have been so caught up by your vision for the company that I created a plan for what I want to see us do going forward. And I wonder if you could sit down and go over it with me." And I was floored by the clarity that not only had he received, but the clarity he brought back to me as a result of the vision statement. It was overwhelming.

**Michael Hyatt (05:01):**

Wow.

**Ray Edwards (05:02):**

That, to me, people ask me, "Do you really recommend this book?" Yes. And that's why,

**Michael Hyatt (05:08):**

Well, thank you for sharing that. You know, and I think it illustrates a problem that people in business have because most people don't have a written vision, whether it's a vision script or a vision statement or whatever they want to call it, most people don't. But here's the problem. The more successful you become in business, the more opportunities you attract. The problem is distractions show up on your doorstep, masquerading as opportunities, and it causes you to diffuse your focus, fracture your focus, diffuse your resources, and actually tell a story in the book. As you may recall, where I started a publishing company in the eighties, and we had some initial success right out of the gate. We published a book by Orel Hersher, who is the famous pitcher from the Dodgers, and that book was seven weeks on the New York Times bestseller list. Well, as a result of that success, we were inundated with opportunities, but we didn't have a vision. So we started doing everything imaginable as a book publishing company, we did children's books, gift books, reference books, we did a big Bible project, and we ended up failing five years after we started not because we had a lack of opportunity, but because we didn't have a clear vision. We didn't know when to say no. And so, we just got ourselves spread too thin and essentially went bankrupt because we were deluged with opportunity, but with no vision.

**Ray Edwards (06:20):**

So, you didn't know about the pandemic, obviously when you wrote the book. What originally caused you, why did you write the book, to begin with?

**Michael Hyatt (06:28):**

You know, I think because I've encountered so many business owners that don't have clarity about where they're going, and kind of like you admitted a moment ago, you know, they're very susceptible to shiny object syndrome or the squirrel syndrome. And so, they find themselves overwhelmed too many opportunities, overworked. It seems like the work never goes away. And I realized that having clarity around a vision is something that's enabled me to have not only success in business, and by the way, it's not always been this way, but success in business, but also to have a life. Because it's amazing when you have clarity around your vision, what you're able to say no to because it does act as a filter, just like you were talking about with your own story. So, when opportunities show up, I can say, "Nope, that doesn't fit with the vision. Nope. That doesn't fit with the vision. Oh, that one could fit. Awesome." So now, all of a sudden, I don't have to do everything. I only have to do the things that are going to lead me toward creating a vision, and I think that so many entrepreneurs, so many business owners, just leaders at every level, they feel the burden that they need to have a vision. And everybody tells them, "You need to be vision-driven. You need to have a vision." The problem is that nobody's ever been given any training with that, right? There's no education. I couldn't find a single college or university that had a course on it. Only a couple of books on it. So, people feel this burden, and they just assume that you know, I've got to be charismatic. I've got to be a Steve Jobs, or I've got to be an Elon Musk. You know, I've got to be somebody that has this almost supernatural ability if I'm going to be visionary. And what I wanted to say is, "No. All you need is a recipe. You just need a

process for how to do it. And if you can follow instructions, you know. This is kind of my YouTube version of here's how you create a vision script."

**Ray Edwards (08:21):**

I think it's important. I have different people who listen to this show. I have established business owners who are super successful, I have those who are struggling, and then I have those who want to start a business. And of course, now they're probably backing up and reanalyzing that desire and asking, "Is now the time to start a business?" I would say, "Yes. For sure." But before we get into how those people go about scripting their vision, there is a difference, yes. Between your mission statement and your vision script.

**Michael Hyatt (08:51):**

Yes, absolutely. And I think that people get very confused about these terms and they use them often interchangeably. But here's how I think about it. First of all, both of them are important, right? But the mission provides day-to-day clarity by identifying the identity and scope of the business. So, the difference is, a vision answers the question where. Where, as an organization, are we going, and what are we going to be doing when we get there? Mission answers the question, why? But here's just a couple of distinctions I make in the book. So, a mission defines what a business is. A vision describes where it's going. Mission is here. Vision is out there. Mission is brief. Vision is much more robust. And that's why I say in the book, you know, what we don't need is a vision statement. And I really recoil when people use that language. Although I fall prey to it myself from time to time, but we're not talking about some little, brief, clever, slogan that we could slap on a coffee mug or put on a tee-shirt. That's not vision. It's got to be more robust than that because you're talking about building the future. So, you've got to have a clear, robust description of that future if you have a hope of, of actually building it,

**Ray Edwards (10:08):**

I may put you on the spot. What's what would be the mission statement for your company as an example?

**Michael Hyatt (10:14):**

Yeah. So, and I actually have this formula in the book, but let me just give you the formula, and I'll illustrate it. So, who are we? Who do we serve? What problem do we solve? And then what transformation do we deliver? So those four questions, if you answer those four questions, you have a mission statement. So, Michael Hyatt and Company is a leadership development company, that's who we are. Who do we serve? We serve overwhelmed but successful high achievers. That's a very nichey thing, but that's the people that we serve, overwhelmed, but successful high achievers. What do we help them get? What's our unique solution? We help them get the focus they need, and here's the transformation to win at work and to succeed in life. That's our mission.

**Ray Edwards (10:59):**

And beautifully written.

**Michael Hyatt (11:01):**

Thank you. And it just follows a formula, and anybody can follow that same formula and come up with an equally beautiful mission for their unique calling.

**Ray Edwards (11:10):**

Writing your vision script, and I repent because I know earlier, I think I used the term vision statements. You didn't even visibly cringe. So, thank you for that. That was very graceful of you, but it's, as we're listening to this, and we're thinking, "Okay, I need a vision script. It needs to be robust. What is it? And how do I get one? I don't even know what it is, Michael. Where do I start?"

**Michael Hyatt (11:31):**

Yeah, let me describe it this way. Right? First of all, it's a written document three to five pages in length, and this is a vision script of a written document, three to five pages in length. Now I, like you, believe in writing things down. There's something that happens in terms of clarity about forcing yourself to write it down. As I've often said, "Thoughts disentangle themselves, passing over the lips and through pencil tips." And it's especially true when it comes to vision. Vision basically is an expression of something that's clear, inspiring, practical, a clear, inspiring practical, and attractive picture of your organization's future. It's superior to the present. It articulates an imagined future three to five years from now. It's something that motivates you. It describes reality as you see it then. And here's the kicker it's written in the present tense as though it's already happened.

And this is just a little mind hack. You know, our, our brain can't really tell the difference between something vividly imagined and something actually experienced. So, the first step in creating anything is to imagine it and to imagine ourselves in that situation as though it were real. And so that's why in the book, I have a process for getting yourself away for a half a day to a day and actually stepping into that future. And then describing what you see and writing it down, really as a series of bullets, but arranged under four sections. So, this is the vision script architecture if you will. So first of all, we talk about the team is critically important because the team is the primary means by which you're going to bring this vision into reality. So, the kind of culture you're creating, the kind of people you're attracting, the kind of people you retain, all that is sort of the team section of the vision script. Then there's your product. You know, what is it that you produce? It might be a service. It might be a tangible product. It may be a digital product, but what is the product? What does that look like three to five years from now? Then marketing. How do you connect with prospects? How do you move them through a sales funnel and eventually make them your customers or clients? And then the fourth section is impact, and it's going to look different for every organization, but how do you measure objectively? Whether or not you're successful, maybe it's in terms of revenue, maybe it's in terms of profit, podcast downloads, number of clients, email list size. It could be any number of those or all of those, but what's the impact. Does that make sense?

**Ray Edwards (14:04):**

It makes total sense. Now, so I'm a leader of a business, I've decided I'm going to go through this process. I get your book, which I, of course, recommend you do that. That's your guide on this journey of writing your vision script. Do I need to take like a whole team? Do we need to have a getaway because that's hard to do right now? Is this something that a leader does on their own? How does that work?

**Michael Hyatt (14:28):**

Here's how I recommend that you do this. Coming up with the vision is really the leader's responsibility. Now think about it for a moment, a leader, just that title, presupposes that you have followers. There are people that are going to follow you somewhere, but if you don't know where the destination is, where the heck are you leading them? Right? So being a leader presupposes that there's a destination. Like, Craig Rochelle says this, "Everybody ends up somewhere, and some end up somewhere on purpose." So, your job as a leader is to figure out what the destination is. So, you're not just drifting into the future, but you can actually turn around and say to the people that are following you, "Hey, follow me. This is the destination." So, it's got to begin with you. It can't be outsourced. It can't be delegated. It's got to start with you.

The good news is you don't have to get it a hundred percent right. So what I recommend is go off, take a half a day to a full day where, you know, you turn off your device notifications, you don't get on the computer, you just write your thoughts, and you try to vividly imagine this future that you want to create. And by the way, every time after you do this, every time you tweak this, it's going to be much easier. The first draft is always the most challenging, but you're going to answer a series of questions which I have in the book, sort of these vision prompts, that'll help you think deeply about this topic. Then once you write that down, you're going to look at it, and you're going to say, but it's not perfect. Perfect. You don't want it perfect for the reason I'm about to share. You want it about 70% of it there because what you need is collective buy-in from your team. You're not Moses coming down from the mountain with the ten commandments. You know, you're just a guy or a gal that's been thinking about the future and put some thoughts on paper. That's how you want to approach it with your team. You want to say, "Hey, I've been thinking about the future. I've got some thoughts about it. And I think it would be important for us to have a conversation as a team." And by the way, this is your leadership team. Don't do this with the entire team. This is whatever your inner circle is. If you don't have a team yet, it could be a mastermind. It could be a partner, a mentor, somebody you trust. But basically say, I need your input to get this right. I think it's only maybe about 60 or 70% there, but I need your input to get it right.

And so, then you're going to solicit their input, and you're going to tweak it. This begins the process of transferring ownership from you to them. You want them to leave that meeting, thinking, "This is our vision." Then you're going to cascade that vision down to the next level of leadership. So, in bigger organizations, it's going to look different. So, in my organization, I have an executive team, then I have a leadership team that's below that. And so, then I would share with the leadership team, then you want to roll it out to the entire team. So, it's very wet cement when

you start, and it gets firmed up as you go through this cascading communication. But what you don't want to do is you don't want to unroll this or unfurl this with the entire team and any of your leaders to be surprised or hearing it for the first time.

**Ray Edwards (17:23):**

That's dis-alignment. And when you have dis-alignment bad things happen. But once you have that vision and you work it through the process, now the whole organization has a vision. Now you can create, and this is the beauty of it. Now you can create true alignment. Alignment happens when everybody's rowing in the same direction toward the same outcome. And that's the value of a vision. Vision creates alignment. Alignment drives execution. So too many leaders, one execution before they've got alignment or before they've got a vision, and what that creates is a lot of overwhelm, a lot of sideways energy, and it just doesn't work.

**Ray Edwards (18:01):**

That's exactly what I was describing when I was telling you our experience at the beginning of our chat was, the vision script provided so much clarity for my team that things are happening now that are in alignment that I just realized six months ago, three months ago would have been out of alignment would have been causing a lot of chaos and drag on the organization. I know it would have because that's what it was doing before, we did this, went through this process. And this is not a set-in-stone document even after you do that rollout, we were just talking about, right?

**Michael Hyatt (18:38):**

It's not. You're going to tweak this from year to year. So, at the beginning of our strategic planning process at Michael Hyatt and Company, every year, we always begin with the vision. By the way, this is not the only time we visit it during the year. We should talk about that in a minute. But we do revisit it when we're doing our strategic planning. Because again, we want to take out the map, and we say, "Oh yeah, where is it? We're going, oh yeah, we're going here." So, based on that, we come up with our strategy. Now it's important to differentiate between vision and strategy because, again, vision answers the question of where and what. Where do we want to be? What are we going to be doing when we get there? But the strategy question is how, how are we going to get from where we are to that destination we selected in the vision? And people often get these confused.

And in fact, when you're having the vision conversation, you have to suspend the conversation about how, because it will automatically limit you. So, if somebody comes up with some crazy idea and they say, "I see this as part of the vision. And if somebody that's a little bit cynical says, "Yeah, but how are we going to do that? How are we going to come up with the money?" We don't have the context. They're getting the how question on the table too early. It's an important one to answer, but it's a question about strategy. Vision doesn't change that much from year to year. And in fact, even in the midst of a pandemic, most people's vision three to five years from now will not change. It might, they might have more clarity, but in its essence, it's not going to change.

The strategy, however, needs to change as often as the current strategy is not working. Right? So, I give this example that, every fall, my family goes for a vacation, a beach vacation in the Destin Florida area, which is in the panhandle. So, everybody's clear about the destination. We've been there many times. We have the same houses that we rent. We love that area of the country. But the strategy generally is that we drive South on [inaudible] through Birmingham and then take a bunch of country roads to get to Destin. Sometimes we encounter a big wreck or road construction or weather that forces a detour. So, we have to change our strategy, but we don't change the destination. I mean, we're committed. We're going at that, on that destination. We put the money down on the places, and it would take some pretty big crisis for us not to go, but the strategy will change depending on conditions on the ground. So, it has, COVID, for example, changed conditions on the ground. Absolutely. Every business I know has had to pivot. We've had to pivot. We've had to change our strategy, but the vision still pretty much constant.

**Ray Edwards (21:23):**

I'd like to underline that for just one quick second because it's important. I've seen some businesses pivot, and they've really changed their whole vision and the direction of their company in kind of a reactive mode to what's happening instead of just realizing what we're still headed for the same destination, we just have to figure out a different route to get there. Can you speak to that a little bit?

**Michael Hyatt (21:46):**

Yeah, well, yeah. I mean, you've put it well, that's exactly right. You know, there's no sense to abandon the vision. And in fact, I would argue that there's nothing that your people need to hear more desperately right now than the vision. And there's an inverse relationship between our excitement as leaders in communicating it and the need of the moment. So, in other words, when people most need it, we're tempted if we're not careful to go quiet, you know? Just think, "Well, that sounds crazy. It sounds impossible. I mean, it sounds so Pollyanna, I guess I'm just going to shut up about it until we get to better times." No. What your people need, they need two things. I learned this from Jim Collins' book *Good to great*, and he talks in that book about something called the Stockdale paradox. And this came from an interview that he did with Admiral James Stockdale, who was captain James Stockdale in 1967. He was flying a Navy plane over North Vietnam. When he got shot down, he spent the next seven years in a North Vietnamese prison camp. He was in solitary confinement for years, by the way, without Netflix. He was two years in leg irons, where he was completely immobile. He was tortured 15 times. So, then he got out. So, when he finally got out, years later, Jim Collins interviewed him, and he said, first of all, I'm just, it's amazing to me that you survived that. But what about the guys that didn't get out? Tell me about them. I mean, not just the guys who were outright killed, but the guys that just didn't make it. And he said, well, that's easy. He said they died of a broken heart. He said they were too optimistic. He said, when he said, they would think, okay, Thanksgiving's coming. We're going to get out by Thanksgiving, and then Thanksgiving will come and go. They didn't get out. And then we'll get out by Christmas and Christmas would come and go and they didn't get out. And then it would be by Easter. He said they died of a broken heart. So that kind of puzzled the reporter who scratched his chin and then said, well, then who are the people that did

get out? And he said, well, they were the people, and this became known as the Stockdale paradox, that held on simultaneously to two truths. First of all, they were willing to confront the most brutal facts of their current reality that's realism. So, we had to be honest about the economic challenges that we're facing right now about whatever damage this virus has pandemic has done to our business, to our communities, and so forth. But he said the second part of this paradox is that you have to have unwavering faith that you will ultimately prevail. That's the vision that you will get out. You've got to see yourself there. And so, as leaders, we have to hang on to both of those truths.

**Ray Edwards (24:29):**

That is so profound. It reminds me a little of similar thoughts that we read from Victor Frankel. If you read Man's Search for Meaning, there's a similar vein in what he's talking about. And then I just think back, I don't want to get too biblical on people, but think back to the story of the nation of Israel as they were being led out of slavery, they, I'm sure had an idea that, Oh, we're going to be led out of slavery. We're going to be immediately in the promised land. We're going to have all the things that we see in our vision, but they had several course corrections along the way, still headed for the same place. And they needed a leader who could communicate that vision to them. So even as far back as that, we can see the importance of vision. In fact, I think it's in that same book that somebody wrote, "Without a vision, the people perish."

**Michael Hyatt (25:22):**

That's right. And the corollary to that is with vision, people flourish. So, in the midst of a crisis like this, when people are stretched thin when they're under stress when you know, they feel like everything's collapsing around them, that's when they need vision. And Andy Stanley says it this way. He says vision leaks. And so, I've always visualized the people on my team as they're all carrying these vision buckets that are largely empty. They have a hole in them, and if I'm not constantly pouring the vision back into those buckets, then they're going to perish. So true story back in the midst of the great recession. I had an executive coach, Eileen, who talked to me at the beginning of the recession. She said, "Look, I'm just going to tell you something based on my experience." And she was somebody that coached fortune 500 CEOs. She was about ten years older than I. So, she'd been through a lot, a lot of crises. She said, "I'm going to tell you something, that's going to be counterintuitive, but you need to be doing this during this economic downturn." Of course, we weren't even using the language of the great recession. Initially. She said, "You need to be constantly harping on the vision. Everywhere you go, you need to be reminding people of the vision." We had a vision script there. And so about six months into the great recession. I had a meeting with her. I said, "Eileen." I said, "I am so sick and tired of talking about the vision. I did what you asked me to do, but I'm over it. I'm about to gag. If I have to keep talking about the vision, I just don't think I could do it." She said, "Good. You're half done. Now, go out there and keep doing it some more." And she was exactly right.

So, one of the things we've done at Michael Hyatt and Company is, and I recommend this in the book, but normally once a year, we read through the entire

vision script to our team. We did it at our all-team meeting in January. Then once a quarter, we have a team training, where we kind of shut down the business for a full day. We have everybody get together, and we do some kind of team training and planning for the next quarter. And so, we always read a part of the vision script in that meeting. Well, the other day, this was two weeks ago. I read the vision script in its entirety, again in a zoom town hall with all of our employees. And I had so many people come up to me afterward and said, "Wow, that felt so great to hear." And here's why Ray, because in a world where everything feels like, you know, we're standing on sand, everything seems to be shifting. People need a constant. They need a North star. They need to know that we, as leaders, have not lost our way there. We're not just in a reactive mode, but that we're still. Yeah, we have to take a detour. These are rough seas. We have to do different things that we've never done before, but that star hasn't changed. We still have our eye on the prize, and we're still moving toward that. People need that reassurance. And it's enormously comforting for them to have that.

**Ray Edwards (28:16):**

So important. And when I was in the radio business, which I was for a couple of decades, we had this phenomenon where about the time we as the radio, people were getting sick of a new song. We'd heard it so many times we just literally wanted to gag when we had to push the button and play the song. That was just about the time the audience was beginning to realize it existed. They were just waiting to hear it, and we had to discipline ourselves, not to be done with the music before the audience had begun to hear it.

**Michael Hyatt (28:47):**

That's a great metaphor. You know, another metaphor that's similar to that, or reminds me of, you know, imagine if you were lucky enough to get tickets to an Eagles concert and you went to the Eagles concert, and the Eagle said, you know, "We're so tired of playing our hits. We're kind of over them. So, we're going to just play all new music." I mean, it would be a riot, right? Because people want to hear what's familiar. And if you've done it right with a vision script, that's going to be familiar. It's going to be a kind of reality to them. That's critical. You know, you mentioned the Israelites coming out of Egypt and going into the promised land. You know that pattern is replicated all through the Bible. You know, there's no resurrection without going through the cross and all the events of Holy Week, and I talk about it in the book. You know, the book is not a Christian book, but I do talk about it in the book, and everything I write is from a Christian perspective. But I do talk about it in the book that when you have clarity around a vision, there is going to be opposition. You're going to face challenges. You're going to face obstacles. And it's important that you're not surprised by that. Yeah. That's just part of the way that reality works. At least, you know, this side of heaven. So, don't be shocked when it happens.

**Ray Edwards (30:01):**

What special recommendations? Let's say that I'm listening, and I buy into this idea. I'm like, "Okay, I've got to create a vision script. So, I'm going to get the book, and

I'm going to sit down and write my vision script. I'm going to get input from my executive team. We're going to roll it out to the team at large." What other special thoughts or instructions or tips would you have for leaders in this time that we're in right now that's important for them to keep in mind going forward?

**Michael Hyatt (30:29):**

Yeah. What I would say is, first of all, like everything, that's important, you got to make time for it in your calendar. This is something that's critically important. I give numerous business examples in the book of companies that didn't have vision. Companies that were almost dead, that reinvigorated themselves with the vision. Companies that had passed their prime, their expiration date, but reinvigorated themselves because of vision. But like all important things, it's easy to fall prey to the tyranny of the urgent to be in such reactive mode that we don't clearly think about the end of where this is all going. So, the best remedy I have for that is to schedule the time. Honor, the commitment that you're making to yourself and to your future by literally blocking out the time people say, "Well, I don't have time right now. Don't you understand we're in the middle of a pandemic? It's all hands-on deck. We're doing everything we can just to survive." And the thing I want to say is, "You don't have time not to do this." You know, I can jump in my car without a clear destination in mind, because I think I just got to get there, but once I started asking the question, where's there, you know, that simplifies a lot of things. Because I could drive around frantically. I could burn up a lot of gas. I could put a lot of mileage on the vehicle, but if I don't know where I'm going, it's not going to be very efficient. It's not going to be very effective. So, getting clear on that destination, I really think it's the single most important thing you can do as a leader. And by the way, right, this doesn't just apply to business owners. If you're a leader at any level in an organization, if you preside over any domain, maybe it's a department of three people, or it's a division of 20 or 30, or it's a full-blown company. I don't care how big it is or how small it is, as a leader, that terms presuppose, you know, the destination.

So, when I first discovered this process, I was leading a division at a major corporation. The corporation didn't even have a vision. So, I was really going out on a limb by trying to lead from the middle, but it absolutely can be done. In fact, I think it was the reason why I was successful at the divisional level and why I eventually became the CEO of that corporation. Clarity accelerates your results.

**Ray Edwards (32:45):**

Yes. You said it's not, you were talking about the different organizations and that you don't have to be the leader, you can be in a division or leading a small group of people, which made me stop and think this. I think I know the answer, but this process is also vital for nonprofit organizations as well as for-profit businesses. We haven't really talked about that.

**Michael Hyatt (33:09):**

No, it is. It is totally applicable to them. I have a lot of nonprofit leaders, a lot of pastors in my coaching program in business accelerator, but we just created, I totally forgot about this, and I didn't even plan to talk about this. But we have a free guide

for pastors, that's a companion product for the book. You didn't know about this, did you?

**Ray Edwards (33:30):**

Nope.

**Michael Hyatt (33:31):**

Because we just released it. So, you can go to [visiondrivenleader.com/church](http://visiondrivenleader.com/church). It's called the vision-driven church leader. And so, we had a guy, Art Rainer who is involved in the church world, his dad's Thom Rainer, who was CEO of LifeWay for years. Thom has a Ph.D. in business and marketing, but he's also very active. He's been an executive pastor in a church. So he was, I like to affectionately call it bilingual, you know, he can speak church, world language, and regular world language. And so, he took it. He was so, so excited about the book that he created, this pastor's guide. And so that's a free download for anybody that goes there. [Visiondrivenleader.com/church](http://Visiondrivenleader.com/church).

**Ray Edwards (34:15):**

That is fantastic. So, the book is called *The Vision Driven Leader: 10 Questions to Focus Your Efforts, Energize Your Team, and Scale Your Business*. I strongly recommend you get this book, and you go through this process. Where's the best place for people to go, to get this, Michael?

**Michael Hyatt (34:35):**

The best place and to get \$200 worth of free bonuses is [visiondrivenleader.com/ray](http://visiondrivenleader.com/ray) like your host Ray Edwards. Slash Ray, [visiondrivenleader.com/ray](http://visiondrivenleader.com/ray). \$200 worth of free bonuses there, including what I'm really excited about, which is the vision Scriptor tool. It's a free tool that you get. All you have to do is buy the book at your favorite retailer, Amazon, Barnes & Noble, Books-A-Million, wherever. Bring the receipt back, turn it in to claim your bonuses. But one of those is the vision script or tool, and it literally takes you by the hand and walks you through the process of creating a vision script.

**Ray Edwards (35:14):**

Love that. I love the vision scriptor, by the way.

**Michael Hyatt (35:17):**

Thank you.

**Ray Edwards (35:17):**

Very helpful. All of those resources are very helpful. So, we'll put all the links in the show notes to this podcast, as well as links to [MichaelHyatt.com](http://MichaelHyatt.com) and all of the resources that are available there. I mean, you and your company are so generous

in sharing educational materials and information that are enormously valuable in this. One of the things I admire most about your company. So, thank you.

**Michael Hyatt (35:42):**

Well, thank you, Ray. Thanks for having me on.

**Ray Edwards (35:44):**

So, there's Michael Hyatt.

**Tiffany Laughter (35:45):**

Great book, great interview.

**Ray Edwards (35:47):**

Great person in a great city. Franklin, Tennessee, where we will be again soon. I don't know when. I don't know how, but very soon. We shall return Franklin. All right, y'all have a great week.

**Automated Speaker 2 (36:05):**

Thank you for listening to the Ray Edwards Show.

**Automated Speaker (36:07):**

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**Automated Speaker 2 (36:17):**

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**Automated Speaker (36:21):**

Each week we bring you a message of prosperity with purpose and freedom, remembering that true freedom is available to all through Jesus Christ.

**[END OF AUDIO]**