

## **Create a Short-Term Collective Purpose**

The fourth and final element of building the fort is centered on the scope and pace of company progress. As a crawl-walk-run advisor, I strongly push founders to define a short-term collective purpose. At different times so far, I have discussed the trap of building out-of-the-gates toward a grand vision.

On one hand, each of us makes the decision to leap with the promise of what could be. That vision has all of the elements of the business operating perfectly together. We have marketing, acquiring targeted customers and those customers are using a number of the features that are built into our product. In our vision, we service those customers with a hands-on support team that perfectly inspires our customers to love our product/service. Our software development team is working each new feature as we extend the platform into relatable industries. As a result of this well-oiled machine, we spend more of our time managing an executive team that has responsibility for each one of those areas. Our company is near perfect we dream. I did it!

But, how do you get there? This vision is 3-5 years out at best. And, that is IF you get there. Your vision, as perfect as it appears, is unattainable at this startup moment. Assuming that you will succeed is a healthy part of your personal psychology. But your vision is too big and operating on a plan three years out is flawed. You cannot execute on this version of your company. Lets dig in a little deeper.

At the very core of an entrepreneur is someone who sees something others cannot see yet. The largess of the vision by definition has little specificity. That is what makes it easy and that is what makes it impossible to execute today.

You have to earn your right to get to that grand vision. You get there by starting the journey with small steps. Those steps are the 3-month goals we discussed previously. There are many examples of executing small steps to build big companies if you dig deep enough to see them.