

Theological Musings from Dave's Laptop

October 15, 2019

The year was 1952. Try to put yourself in the position of Boeing's management team as your engineers present the idea to build a large jet aircraft for the commercial market.

The problem is that your company has virtually no presence in the commercial market and your earlier commercial attempts have been failures. You've been building aircraft primarily for the military (B-17 Flying Fortress, B-29 Superfortress, B-52 jet bomber) and four-fifths of your business comes from one customer—the Air Force.



Furthermore, your sales force reports that commercial airlines in both the United States and Europe have expressed little interest in the idea of a commercial jet from Boeing. The airlines have an anti-Boeing bias—a “they build great bombers, period” attitude. No other aircraft company has proved that there is a commercial market for jet aircraft. Rival Douglas Aircraft believes that propeller-driven planes will continue to dominate the commercial market.

Your company still has memories of the painful layoffs from fifty-one thousand employees down to seventy-five hundred after the end of World War II. And, for the clincher, you estimate that it will cost about three times your average annual after-tax profit for the past five years—roughly a quarter of your entire corporate net worth—to develop a prototype for the jet.

What would you do?



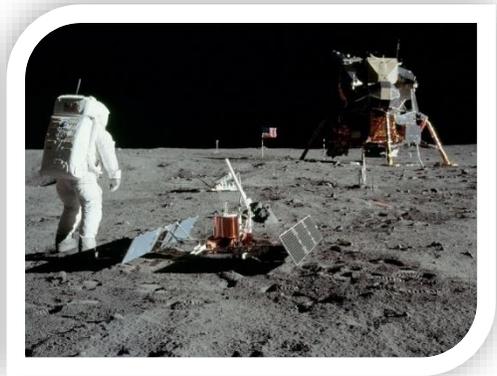
If you're Boeing's management, you defy the odds and commit to the audacious goal of establishing yourself as a major player in the commercial aircraft industry. *You build the jet.* You call it the 707. And you bring the commercial world into the jet age.

This decision by Boeing is an example of what has come to be called a **BHAG** – short for a **Big, Hairy, Audacious Goal**. Here are some other examples of BHAGs, some of which have been accomplished, and others, not so much:

- A computer on every desk in every home (Microsoft)
- Become #1 or #2 in every market we serve and revolutionize this company to have the speed and agility of a small enterprise (General Electric)
- Become a \$125 Billion company by the year 2000 (Wal-Mart, 1990)
- Become as respected in 20 years as Hewlett-Packard is today (Watkins-Johnson, 1996)



- Become the dominant player in commercial aircraft and bring the world into the jet age (Boeing, 1950)
- Become the Harvard of the west (Stanford University)
- Become the most recognized & respected consumer brand in the world (Starbucks)
- Become the Nike of the cycling industry (Giro Sport Design, 1986)
- Crush Adidas. (Nike, 1960s)
- Destroy Yamaha! (Honda, 1970s)
- Every book, ever printed, in any language, all available in less than 60 seconds (Amazon)
- Land a man on the moon and return him safely to earth (1960's America)
- Transform this company from a chemical manufacturer into one of the preeminent drug-making companies in the world (Merck, 1930s)
- Transform this company from a defense contractor into the best diversified high-tech company in the world (Rockwell, 1995)



To put a finer point on it, **a Big, Hairy, Audacious Goal is a 10-25 year target that stretches your organization to achieve greatness. A BHAG is:**

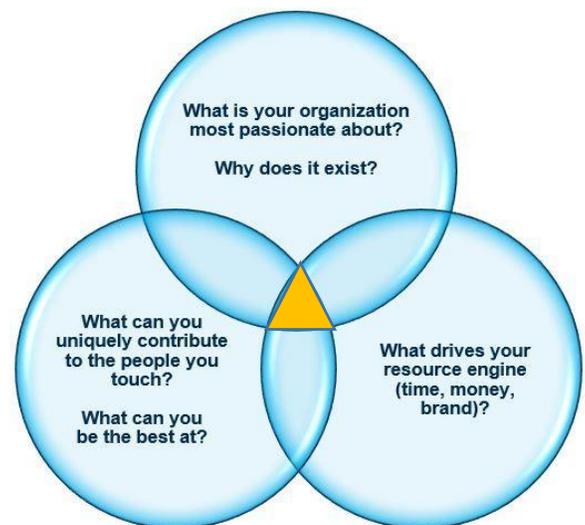
1. **a clear and compelling goal**
2. **that is congruent with the organization's core mission,**
3. **that has a significant "gulp factor,"**
4. **that people "just get" without explanation,**
5. **that members are passionate about achieving,**
6. **and that no one in your organization currently knows how to accomplish.**

BHAG experts tell us that in order to create a BHAG, it is first necessary to identify your "Hedgehog Principle" – *a general area that is found in the overlap between your core mission, your available resources, and competencies at which your organization can be "the Best."*

The idea with a BHAG is not to try to get members to be passionate about what you want them to do or about what they're already doing, but to make a strategic decision to do something that fits your Hedgehog and that inspires passion all by itself.

Here are some other suggestions for developing a BHAG:

- Don't go with your first idea.



- Don't choose something you already know how to do.
- Don't choose something that doesn't immediately inspire.
- Do choose something for which progress can be measured.
- Do choose something that has a "Finish Line."
- **What would True Success look like? Why would it matter?**

More BHAG Questions

- Is the BHAG clear, compelling, and easy to grasp?
- Does this BHAG embody our core purpose?
- Is it long-term, at least 10 years?
- Does it pass the "Moon Shot Test?"
- Will it require us to stretch ourselves out of our comfort zone?
- Is it measurable and life-changing?
- Do you find this BHAG exciting? Will others?
- Do you believe we have less than 100% chance of achieving the BHAG (50% to 70% chance is ideal) yet at the same time believe we can achieve the BHAG with God's help?
- Will achieving the BHAG require a quantum jump in the capabilities and characteristics of the organization?
- In 25 years, how would we know we have achieved the BHAG?

Our **Men in Ministry** considered all this at their meeting last Saturday¹ and made some tentative BHAG lists for CBF. Before you see those, however, how about trying to come up with one or two yourself?

BHAG POSSIBILITIES FOR CBF

¹ Guys, we have a wonderful breakfast and good conversation from 9-11 a.m. on the 2nd Saturday of each month in room 29!

Here's what the *Men in Ministry* came up with:

- Increase attendance through more individuals joining CBF
- Provide transportation for church members to attend various services
- Provide Communion to homebound church members on a regular basis
- Ensure that current methods of making contributions are available: the systems of PayPal, various ACS and others are needed for participation of members
- Re-ignite our core membership by outreach to members who currently do not attend church regularly
- Create computer-based learning labs to assist area youth with learning
- Move CBF to a location where we have complete control over the building
- Partner with area churches to build new programs that support and grow Christian ministries
- Work with County Executive Office to find ways to combat homelessness/poverty in Oakland Mills
- Develop college scholarship program for church youth members
- Develop broader access to programs/activities within the Meeting House and/or other venues available to area families (i.e., sports, skills training/development, Scouting, counseling, etc.)
- Increase congregational membership
- Have a visible and active youth ministry
- Increase choir participation with younger members
- Bring back KidSpace
- Increase CBF membership to include more people from the immediate Oakland Mills area
- Ensure the same spiritual leadership exists once Pastor Dave has retired
- Ensure equitable representation is afforded to all congregations within the Meeting House
- Increase worship participation to 500 people per week
- Increase Wednesday participation to 350 people per week
- Establish Spanish-speaking and African-speaking sister congregations
- Establish a daily/weekly clothing pantry
- Establish a daily/weekly food pantry
- Establish a Global Missions Response Team (for two-week to one-month trips)
- Establish a CBF Community Center and a Women & Children's Shelter in the area
- Establish weekly/bi-weekly small group fellowship groups/KinFolk groups
- Build corporate relationships within the community
- Develop a community garden
- Develop support services to help more seniors age in place

- Buy a small bus, or even several for CBF use
- Promote home ownership within our area

Some of these things are already in place. Others are in process of development. Many are not yet conceived, much less birthed. To wrap all this into just one, here's a BHAG to contemplate:

CBF will become the driving force that transforms Oakland Mills into a community the rest of the nation wants to replicate.

Does that fit the BHAG criteria?

1. a clear and compelling goal
2. that is congruent with the organization's core mission,
3. that has a significant "gulp factor,"
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5. that members are passionate about achieving,
6. and that no one in your organization currently knows how to accomplish.

Can you "sink your teeth" into that?

Let's Roll!

Dave

