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Mandela and De Klerk

## **DO THE GOALS YOU SET MATCH YOUR VISION?**

*"You don't reach the moon by climbing mountains".*

The people of Babylon had the vision to reach the heavens and God. They had a clear vision, but their actions, building a great tower, would never get them any closer to God.

Mismatching our actions, presented by the Goals and Targets that we set, with our Vision is one of the greatest problems of any organization, be it an NGO, a company, or a country.

# WHO NEEDS A VISION?

A vision is needed by every person who wishes not to waste his/her life. It gives you a purpose to go forward and look with hope into your future and the future of your children.

Unlike '*every ordinary person*', THE LEADERS **must** have a vision. Their Vision becomes the core of attraction for people to follow them.

Now, you need a clear road-map, paved with Goals and Targets that will lead you towards the fulfillment of your Vision.

# HOW TO AVOID A MISMATCH?

When you are a LEADER your followers will ask themselves these questions, and so should you –

- What is your vision?
- What are your Goals and Targets?
- What is your roadmap?
- What actions do you take?

Whether you are a manager within some organization or a political figure or a public person that some people believe in, you should not act and practically do nothing before you clear up the above questions, and set your answers.

Getting the answers, is first and for most, for you and then to others that are looking up to you with hope.

If you didn't do it until today, remember it is never too late to stop and do it today.

Don't waste your time and life wandering around without a purpose or hope.

# LEADERS OF EMERGING MARKETS HEAR ME OUT

Leaders of rich and developed countries have the privilege of mismatching Goals and Targets toward the Vision. They 'can afford it', including the COVID-19 “new normal routine” approach.

Other LEADERS can't afford such a privilege. Their mission is to convert, in a short time frame, their country into modern developed and rich as the Western economies.

Your country deserves better. It deserves that you will have a clear Vision with a clear set of Goals and Targets while following the Road-Map, as defined by you and your team.

Rank ▲	Continent ◆	GDP per capita (US\$) ◆
	<i>World Average</i>	<b>11,570</b>
1	Oceania	53,220
2	North America	49,240
3	Europe	29,410
4	South America	8,560
5	Asia	7,350
6	Africa	1,930

GDP per capita (nominal) by continents [\[>><<\]](#)

Unfortunately, too often leaders of less developed countries mismatch the Goals and Targets with their Vision.

The result is terrible and includes economic stagnation bringing even deepening poverty and leading toward economic crises.

Finding nine (9) African countries amongst the Global ranked countries is an encouraging sign that things do change.

But it is far from being a good situation or a desired one. It can change much faster for the better.

The pace of change is **the** critical element - for the lives of millions, as it dictates the country's economic development, people's livelihood, and their hope.

The pace will also have a personal impact on you, which in turn will strengthen or weaken your leadership position.

World rank (2017)	GDP (PPP) per capita (2017) <sup>[1]</sup>	Nation	GDP from agriculture (%)
37	34,865	 Equatorial Guinea	2.5
47	28,712	 Seychelles	2.5
61	21,628	 Mauritius	4
67	19,266	 Gabon	4.5
71	18,146	 Botswana	1.7
84	15,150	 Algeria	13.2
89	13,403	 South Africa	2.8
92	12,994	 Egypt	11.9
100	11,987	 Tunisia	10

African countries by World rank - GDP per capita – 2017. [\[>><<\]](#)

## YOU MUST EXCEL

The leaders of emerging economies must be better off than their counterparts in rich countries.

Why?

Because they have to advance their countries into the future by making great leaps.

They cannot waste time or spend another generation in poverty and without hope.

They must also be bold when crafting their Vision and setting Goals and timeline.

Still, that is not enough.

Many leaders present a spectacular Vision, which is, unfortunately, not backed by a roadmap with clear Goals and Targets to be achieved within a prescheduled timeframe.

Therefore, their Vision becomes more like a faraway dream, and people start thinking that they are disconnected from reality and don't have the real capacity of leadership.

That is a pity, as everybody loses, and the economy of the country remains bleak.

Hence, you must be - *AN EFFECTIVE RESULTS ORIENTED LEADER.*

# WHEN YOU ARE A LEADER

Google dictionary definition for LEADER is – *the person who leads or commands a group, organization, or country.*

Note that it doesn't say anything about 'knowing the way' or the number of followers.

That is because as a LEADER you need to know WHY you act and WHERE you want to get - you don't need to know precisely HOW to get there.

With the motivated followers the HOW will present itself and the path to the “promised land” will be open.

And what about the number of followers?

Famous leaders **started** with a handful of followers. It didn't stop people from joining them later or diminish their achievements. Can you think of such a leader?

So the number of people that follow you doesn't indicate your leadership, nor is the path to your Goals.

In my opinion, there are many MANAGERS, but few world-class LEADERS, and here is why.

You become a LEADER only when you set a clear Vision and Goals that really INSPIRES peoples' minds to the point they can identify with your Vision.

You are a LEADER when people are ready to follow you although the hardships. Think of Moses and the Israelites in the desert.

You are a LEADER when you spark hope in hearts who have long ago forgotten what hope is.

When this happens, and you become THE LEADER then your followers would expect you to lead them toward a better brighter future.

It is not easy to be a LEADER, and even a LEADER needs a guiding light.

Having a Vision, engraved in your heart and mind, will guide you through turbulent times and help you set the right Goals and Targets, at the right pace.

What is your Vision, and how do you set your Goals?

# SETTING GOALS

I always considered *Setting Goals* to be the most important activity, because this is how you present your Vision horizon, and the benefit it will bring.

Clear Goals are critical in focusing and motivating everybody towards a well-defined future.

This is also when your followers see how focused and serious you are in reaching your Vision and making their lives better.

Without a clear and well-defined Goals you will never fail, but also never succeed, never bring your dream results, and never get any exiting achievement.

When you don't know where you are going to, every road will take you there. When you have a VISION, the GOALS and TARGETS are the signs on your road to reaching your destination.

When you set Goals, you encounter two types of potential mistakes:

**Type 1:** Placing the Goal too low. For example, when you turn your first Target on the road into your Goal.

**Type 2:** Placing the Goal way too high.

In your opinion, which Type is more common? Which Type is more dangerous to the company/organization? Which Type will bring you the desired results and achievements or even overachievements?

# THE MECHANISMS OF GOALS

In most organizations, employees and managers are measured and evaluated according to how well they achieved their personal TARGETS and the company's GOALS.

No wonder their motivation is to set the level of Goals and Targets low to medium difficulty. That will ensure they will achieve their Targets and help to achieve company Goals and receive their bonus/promotion.

However, organizations get better not because of employees getting bonuses or promotions, but when something Meaningful is taking place.

For something Meaningful to take place, LEADERS have to set challenging Goals, maybe even risky ones or ones that seem to be unattainable.

Think of John F. Kennedy - he will be remembered thanks to his visionary plan of: "**we will land a man on the moon...**", although it happened six years after his assassination. J.F. Kennedy did so many other things that no one remembers.

Human's nature to fear from personal failure, and its consequences, is directing most people to the safety of mediocrity.

This comes at the expense of a breakthrough Vision and the ambition for excellence and over-achievement for a common brighter future.

## A QUESTION OF OPTIMUM

A Vision is free to be as ambitious as one wish and as high as you can imagine.

Unlike the Vision, Goals & Targets are set as a compromise between an Individual's abilities and the Organization's wish.

This Compromise is called *Local Optimum* when we relate to Individuals or *Global Optimum* when we relate to the Organization.

When an individual, e.g. a Minister in a government or a manager in a company, is setting Goals and Targets for himself, he will often set the Goals and Targets to be high enough to show he is doing a 'good job', but not too high, in fear that he will fail.

Hence, the *Local Optimum* (for individuals) in this case is – *take as little risk as you can, but not so little that you will be kicked out of the office/organization.*

In contrast, the Organization's first Goal is to **survive**. Economic success is a way of helping survival.

In order to survive, it must be continuously better than or as good as other competing Organizations.

To be better it needs to set high Goals, which will yield *Meaningful Results*.

Hence, the *Global Optimum* (for Organizations) in this case is – *we need to take risks or we will not survive and become history.*

In short, this is the conflict between the *Local Optimum* and the *Global Optimum*. There is always a tension between the two.

As a LEADER what can you do about it?

You should transfer ***the fear of the risk of failure*** from your team members or followers to yourself.

When you backup your team/followers and encourage them to take greater risks, they will know that they are safe if things go sour, because you back them up.

Thanks to that, finally they can think in and plan in a free of worries environment of how to achieve the Goals and Targets you set for them and yourself.

## BECOMING A TRUE LEADER

A LEADER is one who we trust that he is able to bridge the tension between the *Local (his) Optimum*, and the *Global (the organization's) Optimum*, while setting challenging and clear Goals that will bring success to the organization.

How does A LEADER bridge the tension between his own Optimum and the Global Optimum?

He does it by **intentionally** carrying much of the risk upon himself.

## THE UNKNOWN HOW

When we look at numerous renowned LEADERS, such as Martin Luther King, Nelson Mandela, J.F. Kennedy, Steve Jobs, etc., we find a pattern that repeats itself in their behavior –

- **WHY** – they have a clear Vision of the future that represents why they do it.
- **WHAT**– they know what they want to achieve and they are confident of achieving it.
- **HOW** – they are not clear about how they will arrive at their destination.

You see!?! Great leaders know WHY and WHAT they want because they have a vision!

However, at the time of setting the Vision and Goals, they still don't know HOW to bridge the gap from the current reality to the future one, which represents their Vision.

As a LEADER, you too should not worry about the HOW as it comes in time, mainly from your follower's/team members.



# THE KIND OF LEADERS WE NEED

When it comes to livelihood, agrarian countries are lagging far behind the industrial ones.

The gap between Agrarian and Industrial countries can be closed, but not without **dramatic, and often, drastic changes**.

Such changes require visionary LEADERS who will set challenging Goals for their nations. The same is true for the business sector in those countries.

Political and business LEADERS should be courageous and aim for very high and challenging Goals.

Small Visions and Goals are not satisfying for countries that need to swiftly bridge the economic development lagging of over a hundred years.

The greatest LEADERS will put the benefit of the organization before their own good, and they will know how to bridge between their own Local Optimum and the Global Optimum of the organization.

Such LEADERS exist in agrarian countries, and although a LEADER is always alone, we should support them and encourage them as much as we can.

Based on my own field experience in such countries, and the World rank GDP per capita (2017), I believe we already see the impact of some of those LEADERS, and I am sure we will see much more in the near future.

## MY PERSONAL EXAMPLE

I started my way as a farmer seeking to increase my income by marketing branded high quality produce to premium markets.

In my mind, *Quality Produce* means thinking about the consumers' good; free of sprays, free of chemical residues, and free of pests. Note and never forget that we are all consumers.

While *Premium Markets* means; getting higher income per Kg so I (and other farmers) can increase the total income.

Increasing farmers' income also means more money for the country and more possibilities for further development at the farmer and country level.



Dr. Nimrod in the apple orchards (around 1996)

Now that I had my WHY and WHAT, I set my VISION and GOALS -

*To Improve Farmers' Livelihood By Increasing Quality Production, Free of Bio and Chemical Hazards, Grown In A Safe Eco-Friendly Environment, To Enable the Consumers to Enjoy Better and Healthier Food and Life.*

Note that the paragraph above contends two parts –

**VISION** –

- (1) To improve farmers' livelihood,
- (2) Grow the produce in a safe eco-friendly environment, and
- (3) Enabling the consumers to enjoy better and healthier food and life.

Hence, the **GOALS** are –

- (1) To help farmers increasing quality production *Free of Bio & Chemical Hazards*, and
- (2) Use eco-friendly crop protection methods, and
- (3) Enable and notify consumers that goals 1 and 2 are met (through branding).

At this stage, I had a clear VISION but no clue about the HOW to get there.

One thing was clear; my first and number one challenge was – getting rid of pests without chemical sprays.

Unfortunately, over 50% of the pesticide sprays I was doing were for the control of fruit flies, and before harvest, 100% of sprays were for fruit fly control.

As there was no effective, non-spraying, fruit fly control, it became clear that to fulfill my GOAL of "*Free of Bio and Chemical Hazards*", my first and main TARGET should be - developing an effective, non-spraying, fruit fly control solution.

The outcome of the above activity is:

1. The **FreeDome**, an extremely effective, non-spraying, fruit fly control solution.
2. The GCFR patented **Dome-technology**.

This breaking through pest control technology enables to redefined crop protection in the most important aspects of **Cost & Time** of development, **Safety** of use, and solution **Effectiveness**.

Don't think that success comes easy and fast. It didn't.

Through the years, as Biofeed made progress I had to set new Goals and Targets.

I always made sure that the new Goal and Targets will be extremely challenging, and every year my team told me "*it is impossible to achieve this*".

Today this team is used to do "*the impossible*", and I keep setting up extremely challenging Goals in light of our Vision.

Biofeed became a leading company in its field.

Note that it was not my Vision to create a breaking through leading technology and solutions.

It also didn't happen because we were big, rich, had many connections, or any other advantage of this kind.

Instead, it happened as a result of our method of setting *Impossible Goals* and Targets, and the constant pursuit of excellence in whatever we do.

Biofeed became a leading company because we have a clear Vision, set clear Goals, and list of Targets to achieve - to which we persist and stick.

We love challenges and therefore our Goals are always ambitious, and maybe seen by others as “impossible”.

My personal way of knowing that the Goals I set are challenging enough is when I see the faces of my teams becoming pale and worried, unsure if they can stand to the task ahead.

**You can do the same.** You can take your organization to a completely new level if you have a Vision, which you are passionate about, and you are ready to work hard and set challenging Goals.

Now you know; you reach the moon not by climbing on mountains but by using your imagination, that is – Vision, and then hope that people will follow you.

I wish you to touch the moon and the stars in your quest to fulfilling your Vision.

## **EXTRA - FOR LEADERS**

Biofeed team and I are well familiar with the different types of agriculture.

We are fully committed to supporting Leaders who have had enough of doing more-of-the-same and are ready to take that gigantic economic leapfrog with their nation and move From Traditional Agriculture to Agri-industry and beyond!

Biofeed exists for many years; our experience brought us to understand that a full solution must include a state-of-the-art technology combined with a suitable protocol.

Therefore, we tailor-made a solution to a situation, where there will always be the usage of the Technology plus Marketing Protocol, i.e. the know-how supported by qualified and experienced Management.

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And one more thing... share with me your thought about this topic, it means the world to me. E-mail me to [nisraely@biofeed.co.il](mailto:nisraely@biofeed.co.il) or text +972-5423425 (WhatsApp).

*For a greener world  
Free of sprays  
Full of joy*

See you soon,  
Nimrod



**P.S.**

The greater the threat/danger is, the greater is the change to come.

Hence, opportunities also become greater.

The COVID-19 crisis introduces a new "normal" routine and brings great business opportunities, needs, and chances – especially in the food and Agri-sector.

Changes always create opportunities for those who think and act fast.

**P.P.S.**

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The Key Stages (elements) are:

1 - *FreeDome* to ensure effective fruit fly control.

2 - *Fruit Fly Certified Trade Zone* to enable regulators, exporters, importers, and farmers alike to gain mutual trust, confidence, and peace of mind in their present and future.

3 – *Green Valley National Export Project* – made to enable participants in the Value Chain to extract higher financial benefit from the value they have created.

4 – Field tested and results proven – experienced professional team.

**P.P.P.S.**

On-line additional information –

\* Join me on [LinkedIn](#) for many more posts and updates [\[>><<\]](#).

\* Previous articles [\[>><<\]](#).

\* The unfinished historical series *The Agricultural Gap*. Discussing the 12,000 years history of agriculture, starting with *The Agricultural Revolution*, moving to nowadays and the Agri-industry Revolution [\[>><<\]](#).

***Change Begins With A Decision  
That The Existing Reality Is A Choice  
And Not A Decree Of Fate***