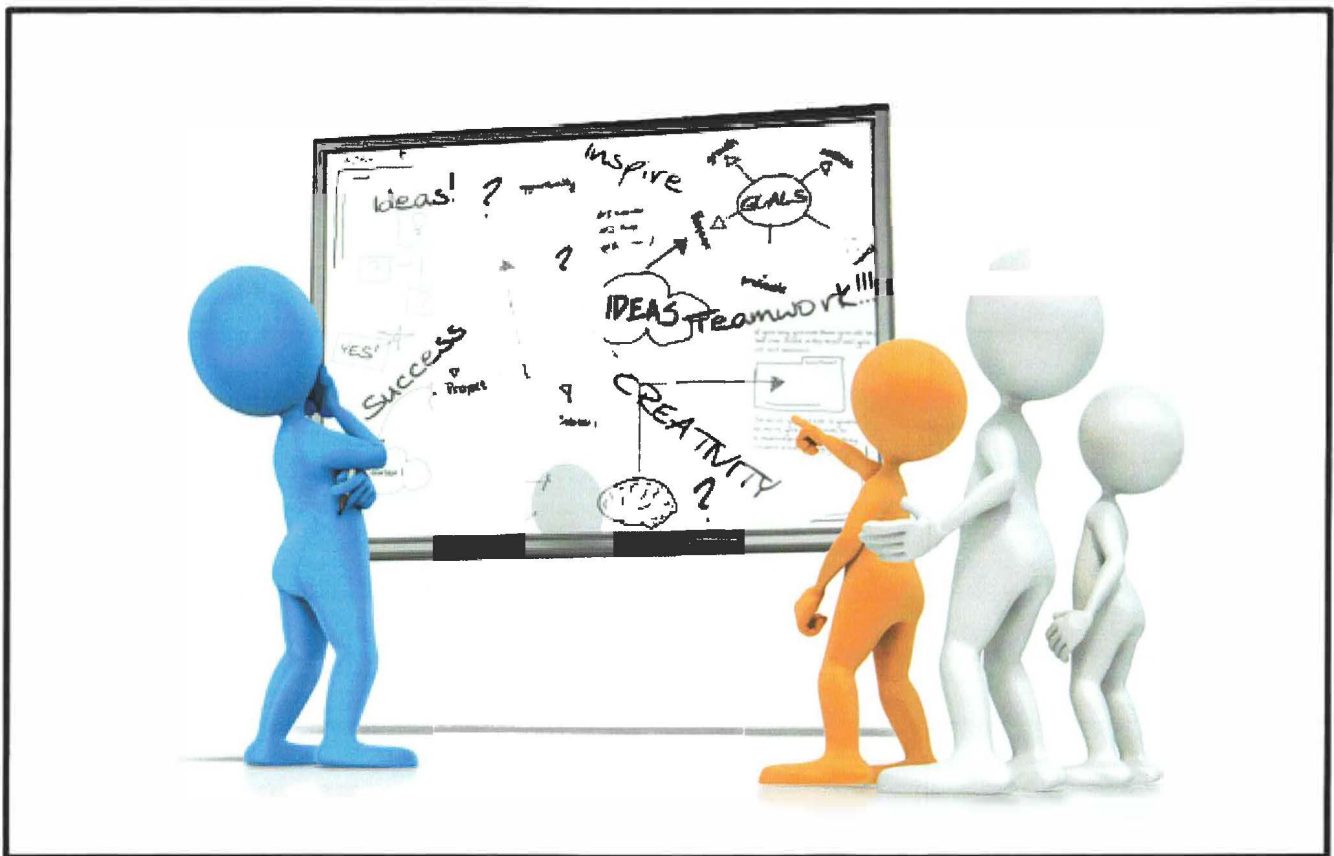
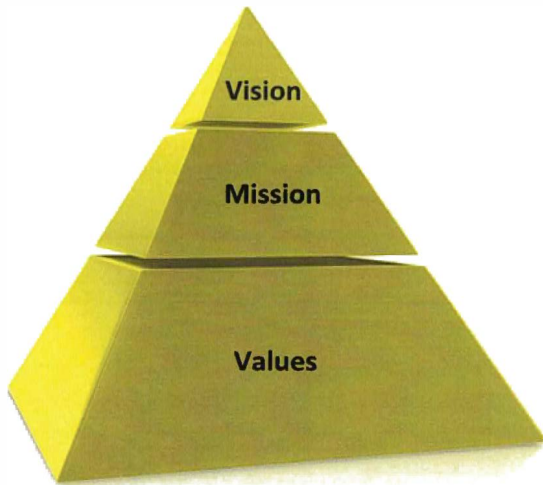


Share an Inspiring Vision

People believe their efforts can make a difference, and work with greater commitment, when they are guided by a vision. Facilitative leaders create and communicate an inspiring image of the future and enroll others in its pursuit.



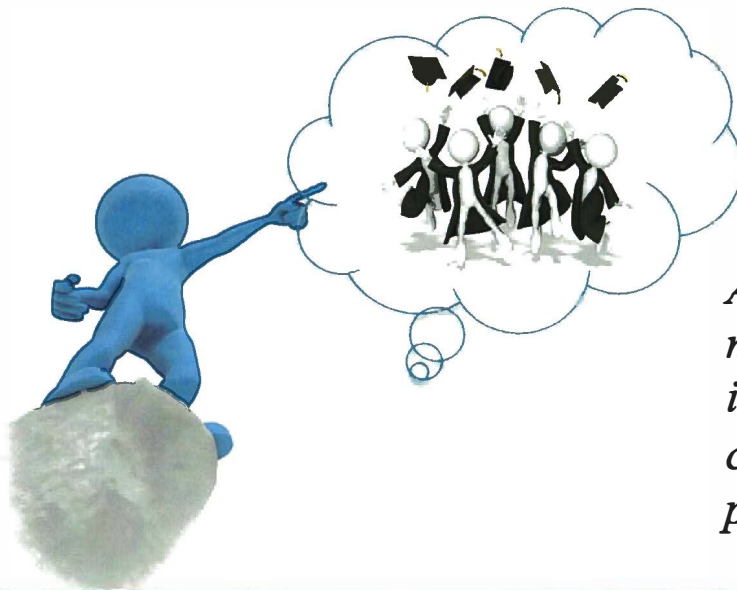
Setting Direction: Vision, Mission and Values



Values, mission and vision guide the actions of individuals, teams and organizations. Together they form an organization's identity, inform strategy and inspire commitment.

	DEFINITION	Example: Stay in School Campaign
Values	Beliefs or judgments about what is worthy, important or desirable that are reflected in individual and organizational behavior	Universal education, civic responsibility, raising healthy children
Mission	A task, purpose, calling of an individual, team or organization	To increase the high school graduation rate of students in the school district
Vision	An image of the <u>mission</u> , <u>accomplished</u> , the ideal future state	Our classrooms are filled with children who enjoy learning, feel accomplished, and have high self-esteem. They grow into healthy and productive adults.

Components of an Inspiring Vision



A vision is an image of the mission accomplished—the ideal future state made concrete through words and pictures.

Components of an Inspiring Vision	Examples
Reflects a High Standard of Performance	<i>“All areas and employees of the SDA educational system will facilitate innovation, implement best practices, and foster improvements utilizing assessment and continuous learning.”</i>
Describes a Unique Attribute	<i>“No other faith-based school system is doing a better job in providing a holistic education. Our school system gets tremendous results. Our graduates succeed in college and the workplace.”</i>
Represents Future Accomplishments	<i>“We will be known for academic excellence by every student and community member.”</i>
Conjures Up an Image or Picture	<i>“Students are the center of our universe.”</i>
Presents a Unifying Theme	<i>“We are the nation’s best.”</i>
Appeals to Shared Values	<ul style="list-style-type: none"> • <i>Changing lives</i> • <i>Enriching our community</i> • <i>Holding ourselves accountable</i>

Exercise: Building Your Vision



Instructions

Choose a team or a work group for whom you act as a leader. Answer the following questions to prepare you to build a vision for the team.




1. **What is the mission of this team?** (i.e., its task, purpose or reason for being)

2. **What values do you want to see reflected in the work of the team?** (i.e., beliefs about what is important or desirable)

3. **What will it look like if your mission is accomplished?** Hint: Brainstorm a list of 5-7 images of success. (If you completed the pre-work assignment, feel free to use the material you created there)

When to Share a Vision

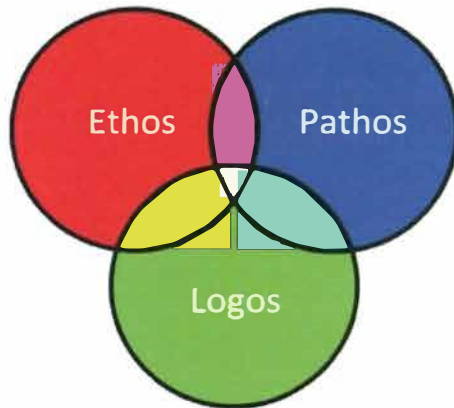
Sharing a vision can have a powerful impact on a group. Facilitative leaders make conscious choices about when to communicate a vision.

Opportunities to Share a Vision	
	<p>The team is embarking on a new project and the leader wants to reinforce unity.</p>
	<p>People are feeling disconnected from the task or from each other. The leader wants to instill a new meaning into the work or recreate a sense of teamwork.</p>
	<p>Changes take place in the organization and the leader wants to refocus people's attention and commitment to the mission.</p>

Speaking Your Vision in a Way That Enrolls

*The good leader must have **ethos**, **pathos** and **logos**.*

- **Ethos** (ethics) is about moral character, the source of one's ability to persuade.
- **Pathos** (passion) is the ability to touch feelings, to move people emotionally.
- **Logos** (logic) is the ability to give solid reasons for an action, to move people intellectually.



“To Thine Own Self Be True”

Authentic behavior has a more positive influence on others' thinking than dramatic style. The most important guidelines for sharing your vision are:

- Explain the importance of the issue;
- Lay out your reasoning for taking action; and
- Show empathy and appreciation for your audience.

How can you tell when people are truly enrolled in pursuing a vision?

You'll know when people:

- Say, “I want that too!”
and
- Commit themselves to specific actions that will help realize the vision.

Exercise: Barriers to Realizing Your Vision

You may have heard the saying, “In order to achieve your goals, you sometimes have to get out of your own way.” Some beliefs or attitudes we hold or identify ourselves with reinforce behaviors that hold us back from our own goals and from empowering others. It is useful to acknowledge these beliefs so that we can make more conscious choices about our behavior.

Instructions:

The following self-reflection exercise is aimed at identifying and understanding the impact of one attitude or belief that may be holding you back. As you answer the questions below, it may help to visualize yourself interacting with your colleagues.

1. What attitude or belief about yourself or others prevent you from fully:

- Bringing out the best in others
- Realizing you vision as a facilitative leader

For example: I often think that no one can do the job as well as I can. In addition, it would take too long to train other people to do the job in a quality way.

Attitude or Belief That Is Holding Me Back:

Exercise: Barriers to Realizing Your Vision (continued)

There are reasons for maintaining beliefs or attitudes that keep us from empowering others and achieving our goals. The beliefs have a “pay off” and a “cost.” The pay off is the benefit we receive. The cost is the price we pay.

TYPICAL PAY-OFFS	TYPICAL COSTS
<ul style="list-style-type: none"> • Look good or avoid looking bad • Be right or avoid being wrong • Control the situation versus being controlled by the situation 	<ul style="list-style-type: none"> • Loss of trust and/or relationship • Diminished physical and/or emotional well-being • Resignation/cynicism

2. What are the pay offs and costs of the attitude or belief you identified on the previous page?

For example: Maintaining the belief that only people who have been in the organization for a number of years are competent enough to do a job. A person who feels this belief may feel in control (pay off) while losing the opportunity to build effective, collegial work relationships (costs).

PAY-OFFS FOR ME	COST TO ME

Exercise: Barriers to Realizing Your Vision (continued)



The seven Principles and Practices of a Facilitative Leader provide a framework for positive change. By practicing one or two specific behaviors, we can begin to replace self-limiting beliefs and attitudes with more empowering ones.

2. What practice would help transform your current belief or attitude into a positive force? What specific behavior(s) would reflect the practice into action?

For example:

PRACTICE	SPECIFIC BEHAVIOR
Seek Maximum Appropriate Involvement	<ul style="list-style-type: none"> • Invite less experienced people to participate on project teams • Acknowledge my historic bias for using more experience people • Encourage success by setting clear expectations for performance

PRACTICE	SPECIFIC BEHAVIOR
<ul style="list-style-type: none"> • _____ _____ • _____ _____ 	_____ _____ _____ _____

Share an Inspiring Vision

Connect, Reflect and Summarize

