


chapter 7

Creating a Vision






INTRODUCTION

- this chapter will address the following questions:
 - "What are the characteristics of a vision?"
 - "How is a vision articulated?"
 - "How is a vision implemented?"
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VISION EXPLAINED

- **A Picture**
 - **A Change**
 - **Values**
 - **A Map**
 - **A Challenge**
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- a vision has five main characteristics.


First, it is a mental picture or image of a future that is better than the status quo.

Second, it represents a change and points to new ways of doing things.

Third, it is grounded in values.

Fourth, it is a map that gives direction and provides meaning and purpose.

Finally, it is a challenge to change things for the better.





VISION IN PRACTICE

- **Articulating a Vision**

First, a leader must communicate the vision by adapting the vision to his or her audience.


second, a leader also needs to highlight the values of the vision by emphasizing how the vision presents ideals worth pursuing.

third, articulating a vision also requires choosing the right language.

fourth, Visions also need to be described to others using inclusive language that links people to the vision and makes them part of the process.






Implementing a Vision

- In addition to creating and articulating a vision, a leader needs to implement the vision.
 - Implementing a vision also requires a leader to set high performance expectations for others.
 - The process of carrying out a vision does not happen rapidly but takes continuous effort.
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SUMMARY

- A competent leader will have a compelling vision that challenges people to work toward a higher standard of excellence. A vision is a mental model of an ideal future state. It provides a picture of a future that is better than the present, is grounded in values, and advocates change toward some new set of ideals. Visions function as a map to give people direction. Visions also challenge people to commit themselves to a greater common good.
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- First, an effective leader clearly articulates the vision to others. This requires the leader to adapt the vision to the attitudes and values of the audience.
 - Second, the leader highlights the intrinsic values of the vision, emphasizing how the vision presents ideals worth pursuing.
 - Third, a competent leader uses language that is motivating and uplifting to articulate the vision.
 - Finally, the leader uses inclusive language that enlists participation from others and builds community.
 - A challenge for a leader is to carry out the difficult processes of implementing a vision. To implement a vision, the leader needs to be a living model of the ideals and values articulated in the vision. In addition, he or she must set high performance expectations for others, and encourage and empower others to reach their goals.