

Inspiring Vision

Why?

- Because research repeatedly shows that it **impacts positively** on job satisfaction, motivation, commitment, achievement, self-confidence and stress.*

What?

- **Vision** describes where the organisation/section/team is heading, what it is seeking to become and what it wants to achieve. It is inspirational and aspirational. It can be thought of as the 'future map' in headline terms for the organisation – and may make reference to its nature, how it is perceived, its achievements, relationships and culture.

How?

- **Visionary people** can tell compelling stories of the future they want to create and they do this so effectively that others are challenged to work with them to create it. They speak with passion about the impact they want their people to have on the lives of others, paint vivid pictures in their minds, and instill a strong desire in their hearts to be part of something bigger than them.
- **Enthusers** are able to make work fun, to be positive, generous and 'up beat', to energise others and to bring a contagious enthusiasm to the workplace. They are quick to give credit to others and openly celebrate success.
- Stages in developing a **shared vision**:

Stage 1: <i>Telling</i>	- We have got to do this. It's our vision. Be excited about it, or reconsider your vision for your career here
Stage 2: <i>Selling</i>	- We have the best answer. Let's see if we can get you to buy it
Stage 3: <i>Testing</i>	- What excites you about this vision? What doesn't?
Stage 4: <i>Consulting</i>	- What vision do employees recommend we adopt?
Stage 5: <i>Co-creating</i>	- Lets create the future we individually and collectively want

Resources?

1. 'The Fifth Discipline Fieldbook', Peter Senge, 1994
2. www.inspiredleadership.org.uk – free online questionnaire and personal report from DTI/Chartered Management Institute

*'Engaging Leadership', CIPD Research Insight, 2008; 'Inspirational Leadership', DTI/CMI, 2004