

**Visionary Principles**

Big Shoes to Fill (Case Study) – read

Visionary Principles – Discussion Questions

**SHARED VISION – WILL BE ON THE TEST !!**

Creating a sense of Purpose

Bringing people together (employees)

Fulfilling Employees Greatest Aspiration (motivation)

These KEY concepts will help an organization create a shared vision.

**SLIDES ON WEBCT**

**Telling –**

1. Inform consistently
2. Tell the Truth
3. What is negotiable & what is not

**“If you’re not excited about your vision, you need to reconsider your work with us...”**

**Selling –**

Testing – “What excites you about this? What doesn’t?”

1. Provide information & get responses.
2. Let people answer honestly

**Consulting – what vision do people recommend we adopt?**

1. Let groups work together
2. Groups mingle to hear other ideas
3. Connect “local” visions for a shared vision

**Co-creating – lets create the future (we individually and collectively want.**

1. Everyone is creative orientation
2. Organization fulfills personal visions

**CAPACITY GAP: It won’t work**

- If employees depend on the leader to much
- If the employees do not have the capacity to participate in leadership

**CLASS EXERCISE – (using sonic, Roadhouse, Wings, Outback or another business)**

**What is 1 activity you recommend the CEO complete in order to create a shared vision in the organization?**

USING THE BOOK – “BUILT TO LAST” – check out the following:

BHAGS – Big hairy audacious goals! –

Cult-Like Cultures – congruence of ideology “buy in” / clarity of who they are – it leaves little room for those who are not clear.

Try a lot of STUFF and KEEP what works – Nike (bowerman) focused purely on running shoes

HOME-GROWN LEADERS – GE (imagination at work) – ecomagination puts in practice – GE’s beliefs.

**\*\* THOUGHT FOR FUTURE CLASS \*\***

