

DEVELOPING A VISION



WHAT SHOULD A VISION BE?

Developing a vision requires us to look ahead and think about what we want the future to look like. Rather than just an endpoint, an effective vision for the future should be a compelling goal, a source of inspiration and motivation that drives behaviour when the hard yards need to be put in – a source of purpose that gives our work real meaning.

WHOSE VISION IS IT ANYWAY?

If we are creating a vision that impacts others or we want people to buy into a vision, we should facilitate their sense of ownership by involving them – a sense of input, control and say about what we invest our endeavours in helps it become "our goal for what we want to achieve together".

WHAT'S YOUR BENCHMARK?

If you're having trouble envisioning the future, a simple tip is to think of what a disaster would look like and work from there – once we have an initial comparison point, even if merely "what we don't want", we begin to understand the direction toward which we want to head. From here we can refine our vision by deciding what outcomes we want to compare to:

- Our current or past performance or outcomes?
- Our desired performance or outcomes in the future?
- Our competitors' performance or outcomes?
- Our stakeholders' values, needs and expectations?
- Our own values, needs and expectations?
- Meeting best practice standards?
- Emergent opportunities of which we can take advantage?
- Our dreams of what's possible?

THINK FUTURE, ACT TODAY

A vision should relate back to what we are doing today to move us toward that vision.

Once we have an idea of what we want to achieve, we can break down our vision into smaller milestone targets to be achieved along the way.

By focusing on the daily behaviours required to achieve these milestones and regularly recognising and celebrating achievements and progress, we stay motivated to take one step closer every day toward our overall objective.

KEY TIPS WHEN COMMITTING A VISION TO WORDS

- Be clear – avoid using words like "better" or "best" without defining what those words mean
- Acknowledge reality, keep it reasonable – People won't invest in fantasies that are unrealistic
- Make it measurable – how do we know when we've achieved our vision?
- Your vision should represent your values – articulate why you want to achieve the vision
- Include the benefits to your stakeholders in your vision – make sure the vision and its impact is meaningful to them and to you!

