

CREATING A VISION
a clear, strong mental picture of
the result you want to achieve.

A VISION:

- **inspires action.** A powerful vision pulls in the ideas, people and other resources needed to make it real. It inspires people to commit, to persist and to give their best. It creates the energy and will to make change happen.

- **helps keep organizations and groups focused and together,** especially with complex projects and in stressful times. When people share a vision, it's easier for them to see connections between what they want as individuals and the goals of an entire group.

- **is a practical guide** for planning, budgeting, implementing and evaluating projects. It works like "true north" on the compass.

- **is NOT the same as goals or objectives.** Ideally, these flow *from* a vision and help turn it into specific policy steps.

TO SUCCEED, A VISION NEEDS TO:

- **Be clear.** Make it as sharp and detailed as you can.

- **Be positive.** Don't try to motivate yourself or others with a vision of bad things that might happen if you don't succeed. A vision based on fear may fuel immediate action, but it can also cripple creative and courageous thinking.

- **Include changes in attitudes.** The challenge you see in front of you is only the part of the problem you can see – the real challenge is deeper and often involves personal attitudes that may be strongly held. Any strategy that ignores attitudes will likely be a short-term fix – the "solved" problem will reappear, often in a different form.

- **Include a clear picture of the impact of your personal role,** not just that of your organization. This isn't about ego. It's about you taking full responsibility for helping achieve the results you want. It's you out of the stands and onto the playing field.

- **Come from the heart, not the head.** Don't try to think your way to a vision. Applying brainpower is vital at the right points in the planning process. But to create a vision that's exciting and compelling, you've got to give yourself the freedom to dream – to use your imagination to see and feel what does not yet exist.

