

MODULE 24

HAVING A STRATEGY FRAMEWORK

Segment	Content
Introduction	<p><i>My Friend Rabbit</i>, is a children’s book. On almost every page, the Rabbit claims, “I have an idea.” The rabbit sounds like an ineffective leader. Ineffective leaders always have an idea, but they lack the skills to develop their idea into a vision with a plan, which their team can embrace and implement for success. This is an important module, because you are going to learn exactly how to take your idea, your vision; and develop it into a plan which will be successful.</p>
Learning and development objective	<p>At the end of this module, you will be able to describe the six steps in creating a compelling framework for implementing your vision, which will be embraced by your team.</p>
Main text	<p>Today our task is to discuss creating a compelling vision. A vision is the verbal picture which you want to instil into the minds of your team members, which compels and challenges them to move forward to the future. A vision is the direction you lead your team, and it provides a picture of success. Great leaders set the direction of their team.</p> <p>A compelling vision will have the following characteristics:</p> <ul style="list-style-type: none"> ▶ Draws everyone in ▶ Paints a powerful picture of the future ▶ Compels individuals to move forward ▶ Clarifies direction ▶ Identifies success ▶ Motivates ▶ Changes to meet the dynamic needs of the plan <p>Six Steps for Building A Compelling and Powerful Vision</p> <ul style="list-style-type: none"> ▶ Develop the Vision. When you create a short, but powerful, really rich picture, of what the future looks like, then you can engage your team, so that they start to embrace the vision and move positively toward it. A vision needs to be something which is clear and unambiguous. The richer the picture, the better. As you begin to develop your vision for the future of your own life, your team, or any other group where you have a leadership role, you must develop a vision for the future which is measurable. If you cannot measure your vision, then you will not be successful at managing your vision. You will never be able to manage your vision, if you

	<p>cannot describe it. Having the ‘big picture’ of where you want to go in the future, is just the first step in developing the vision.</p> <ul style="list-style-type: none"> <p>▶ The next step is to create a vision strategy map. This is a critical tool. The vision strategy map points out your vision’s direction. When you look at a vision map, you have the ability to speed up, or slow down, the implementation of the plan. You have flexibility and adaptability built in to the use of the vision map. When your team veers off track, you return to the vision map to refocus. It is how you prioritize your objectives, and it is your safety net, to ensure that you are moving toward the completion of the vision.</p> <p>▶ Translate The Strategy. Once you have your vision and have created your vision map, it is time to quickly go back to the map and translate the vision from new and different perspectives. You must look at your plan in view of your budget. How will you measure each step in the map? Where and when will you implement new initiatives? Make changes on your original vision strategy map quickly and systematically.</p> <p>▶ Align the Organisation. During the first two steps of developing your vision and translating your vision into strategies, the steps are being performed at the upper levels of leadership. At this stage, bring the vision down to your whole team. If your team does not embrace the vision, it will not be successful. The key for success is to ensure that every employee understands the vision, and they have been challenged to consider how their own behaviour can be adapted to fit within the vision. The process of bringing the vision from the organization’s upper levels down, throughout the organization, is a task made easy by the vision maps. By sharing the framework of the vision map, the new vision can easily be introduced and implemented by the entire team.</p> <p>▶ Link Vision and Operations. As you examine the day to day operations of the team, it is important to examine these in light of the execution of the vision. Many times special teams can be created which have the ability to oversee specific parts of the vision and who will have the authority to make changes in the operations to make them easier and quicker to implement.</p> <p>▶ Monitor and Learn. The vision strategy plan is important, but it is equally important to monitor the implementation of these plans. As they are monitored, strategies for reaching the vision can be analysed to determine if the strategies are moving the team toward the completion of the vision plan. Based on the data collected, new strategies can be developed as needed. It is only through collecting sound data and monitoring the implementation of the plan, that you will know your progress and any needs which must be altered to achieve a successful outcome.</p> <p>▶ Test and Adapt. As you begin to analyse your data and measurements of performance, shift your thinking to look for new opportunities and new strategies which could move you more rapidly toward your vision completion. One of the secrets to this stage is speed. When you discover a problem which is not moving</p>
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	<p>your team toward the completion of the vision quickly, adapt, create new strategies, and implement them. Do not waste time or linger on an ineffective strategy.</p> <ul style="list-style-type: none"> ▶ Everything starts with a vision. Constructing a vision can be quite difficult. You may need a few hours. You may need a few days. If you're a small business, you can create it on your own. For bigger business, it may take days to get consensus. A vision is part science and part art. But in the end, the vision must appeal to the team you lead. Creating vision is part of your purpose as a leader. It is a major area of potential personal development. Today's module begins the process of introducing you to the concept of visioning. Keep learning.
Key point	<p>Six Steps for Building A Compelling and Powerful Vision</p> <ul style="list-style-type: none"> ▶ Develop the Vision ▶ Translate The Strategy ▶ Align the Organisation ▶ Link Vision and Operations ▶ Monitor and Learn ▶ Test and Adapt
Task for the day	<p>Revisit the vision you sketched out yesterday. What does your vision strategy map look like? Write out the steps for achieving your vision.</p>
Questions	<p>As you look at the vision you sketched out for your business, ask yourself these questions:</p> <ul style="list-style-type: none"> ▶ Is the vision plan one which the team will embrace? ▶ Is it a dynamic vision which can be implemented? ▶ Is the vision measurable and broken into chunks so that success can be managed?