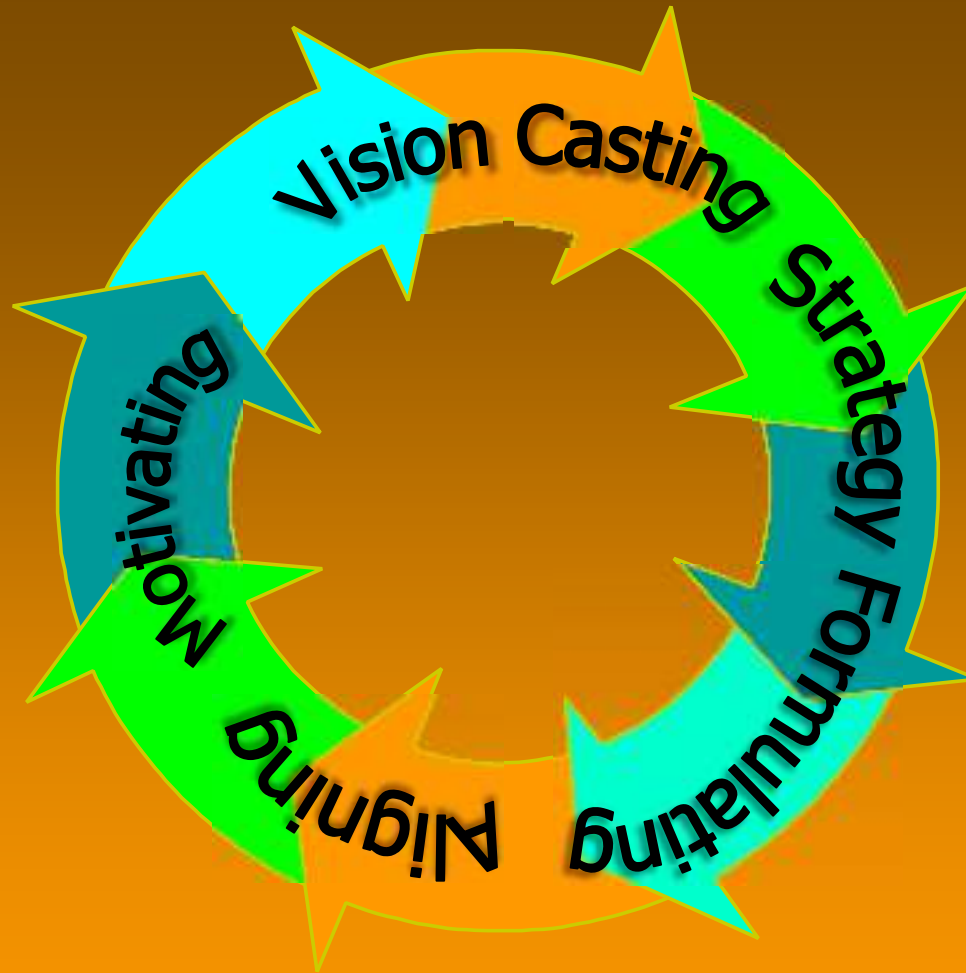


# ***The Power of Vision***

## The 4 Responsibilities of the Leader



# Transformational Leadership

The #1 responsibility of a transformational leader?

***Casting a  
Compelling Vision***

Vision forms the substance of the leader-follower ***engagement.***

# Transformational Leadership

The #1 responsibility of a transformational leader?

***Yeasting a  
Compelling Vision***

Vision forms the substance of the leader-follower ***engagement.***

# *Vision Casting*

- Transformational Leadership creates a vision of a sensible and appealing picture of the organization's future
- “*Vision* refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future.”  
-- John Kotter

# *Vision Casting*

“The word *vision* connotes something grand or mystical, but the direction that guides successful transformations is often simple and mundane, as in: ‘It’s going to pour, let’s go under that apple tree for shelter and eat some of the fruit for lunch.’”

-- John Kotter

# *The ABCDEF's of Vision*

- **Appropriate**
- **Bold**
- **Clear**

- **Desirable**
- **Energizing**
- **Feasible**

# *The ABCDEF's of Vision*

## **A**ppropriate

**It must fit the organization's culture—the embodiment of all that came before us—our collective memory, values, history and present situation. The vision must speak to our distinctive competence. It must have sufficient continuity with the past to overcome the pain of radical change.**



# *The ABCDEF's of Vision*

## **B**old

**It calls for sacrifice and emotional investment. It breaks barriers and crosses boundaries. It expands community and personal horizons. It calls the community to take new ground.**

# *The ABCDEF's of Vision*

## **C**lear

**It must clarify strategic direction. It reminds us why we exist and who we serve. The vision must be quickly understood by all. It must be unambiguous enough to serve as a guide to strategy and daily action for those whose work and support are required to turn the dream into reality.**

# *The ABCDEF's of Vision*

## **D**esirable

**It elicits a “Me too!” It is inherently attractive. It is immediately recognizable as having intrinsic worth. It sets standards of excellence—high ideals that reflect the values and aspirations of those who work on its behalf. It is worthy of our collective best.**

# *The ABCDEF's of Vision*

## **E**nergizing

**It invigorates, challenges and motivates. It draws individuals into a community of concern. It releases energy on behalf of the future of the community and its effectiveness in serving others. It gives community members the right to act. It jump-starts the future.**

# *The ABCDEF's of Vision*

## **F**easible

**It has substantial continuity with reality. It offers a realistic and informed assessment of what is possible. It brings forth the “Can do!” response. It presses the limits of reality without breaking with reality. It is believable and attainable. It is robust and thus likely to be effective in a wide range of changing, external circumstances which often are harsh and unsympathetic to the vision.**