



VisionPlex[®] in Action: Implementing Your Vision Statement

A vision statement is one of the most powerful tools that a leader can use to motivate, inspire, and guide employees. Most organizations, small and large, have a vision statement. Unfortunately, most vision statements lack the impact that they could have.

Clearly, creating a vision statement that has impact is both art and science. The VisionPlex[®] series is a powerful new set of tools that give leaders amazing insight into how to create and implement an effective vision statement in order to grow their organization.

VisionPlex In Action is the next step in the process; it helps business leaders make the vision statement a reality. Once your vision statement is in place, it will have little impact unless implemented.

VisionPlex in Action helps you determine what actions your organization is already taking that align with your vision statement and what else you can do to implement it.

VisionPlex in Action addresses these questions:

- *There are so many “best practices” out there and I can’t use all of them. I’m not sure which ones I should be focusing on.*

CONTACT US

WWW.VISIONTELLIGENCE.COM

SHELLEY@VISIONTELLIGENCE.COM

- *My attention has been on just staying afloat. Now that we are growing and ready for the next stage, I don't know what guidance to give employees.*
- *I am not very charismatic and don't know how or how often to share the vision statement with employees.*

What Is The VisionPlex framework?

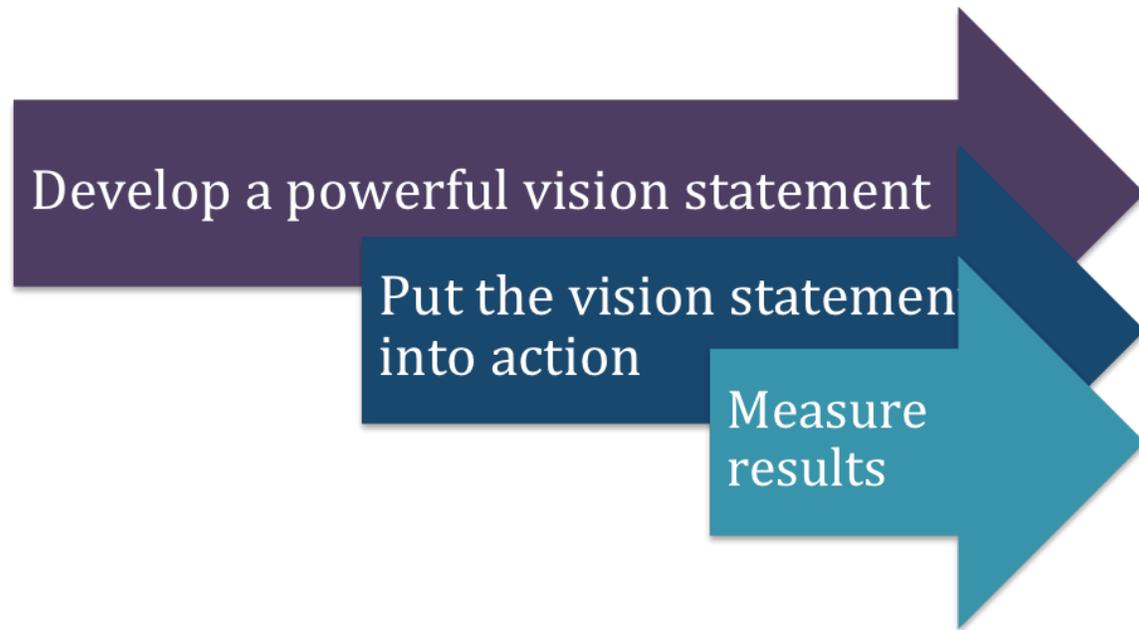
The VisionPlex framework is our research-based blueprint for enacting change in organizations. We believe that the power to grow and achieve is within all employees. As a leader, you need to show them the future that it is possible to create together.

Expensive systems, tools, and technology do not cause change. New verbiage does not cause change. High priced consultants cannot accurately put your ideas into words.

Your vision statement is the basis for everything the organization does, whether you are selling retail products, consulting services, or protecting the beauty of state parks.

Only once a powerful vision statement is in place can you and your employees put it into practice. A truly powerful vision statement guides all subsequent actions. It is the yardstick against which decisions are made. It is a beacon that sets direction. It focuses attention on actions that align with the ideal future that you envision.

Research has shown that powerful vision statements, when properly implemented, lead to improved organizational performance, including increased revenue. This process is shown in the VisionPlex framework below.



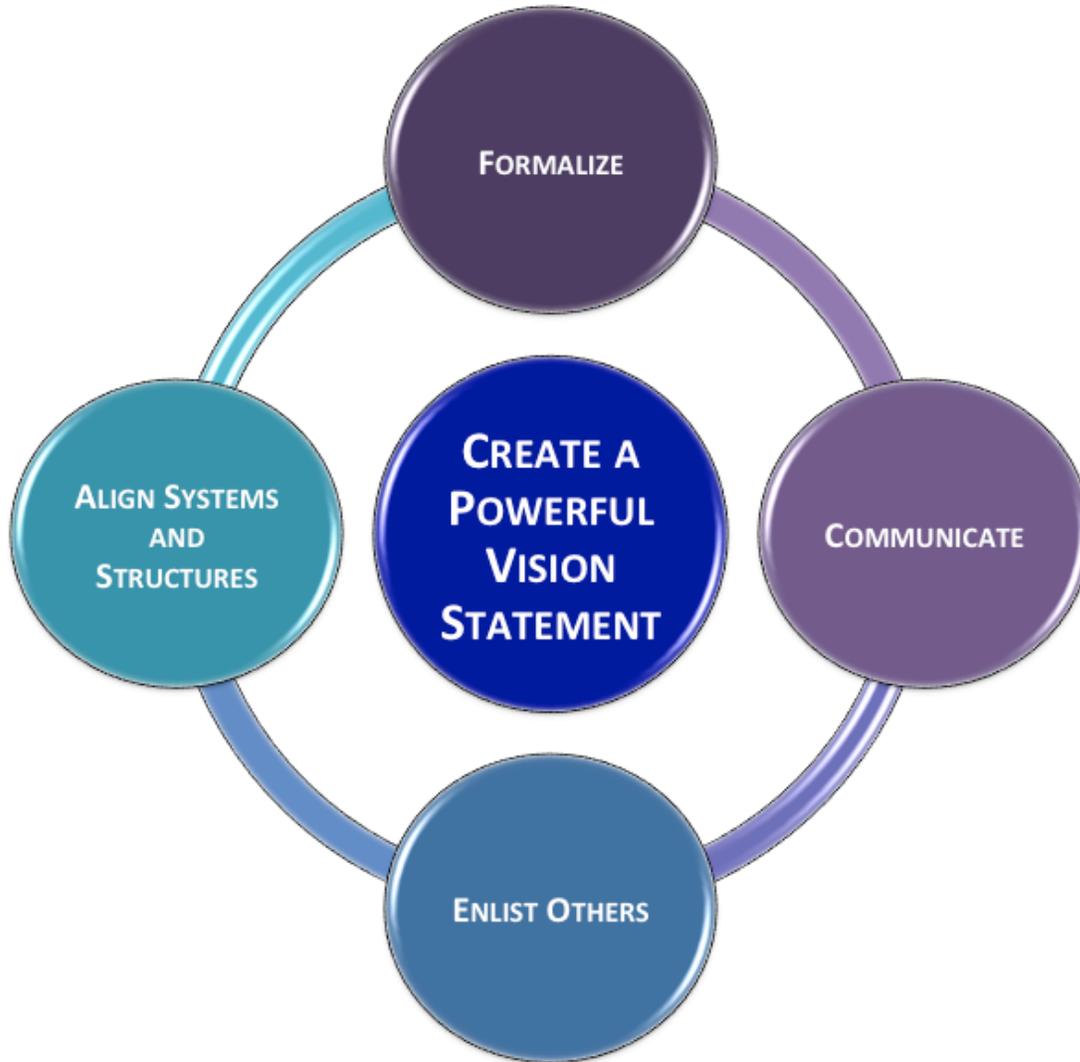
This whitepaper picks up where VisionPlex leaves off. It assumes that you have developed a vision statement and confirmed with your employees that they find it inspirational. The next step is to put the vision statement into action. VisionPlex in Action seeks feedback from those who know your organization best, your employees, and asks them how the vision statement is implemented.

The idea is simple—ask employees what actions are really taking place that promote achieving the vision statement. VisionPlex in Action is based on decades of leadership and management research about effective organizations.

Using the VisionPlex in Action results, you can identify what is working, what is distracting, and what else you can do to foster conditions for your employees to bring the vision statement to life.

How Do I Implement My Vision Statement?

Four main types of action can be taken to implement the vision statement. As a leader, you must communicate it, formalize it, enlist others to help communicate and implement it, and align your organization's systems and structures. The four implementation actions are shown in the VisionPlex in Action graphic below.



How Does VisionPlex in Action Work?

VisionPlex combines today's online, secure survey tools with our decades of research and expertise on the impact of vision statements. VisionPlex in Action consists of three straightforward steps.

1

*Plan the
VisionPlex in
Action Survey*

Step 1: Plan the survey.

At Visiontelligence, we know that communication is crucial. We help you tailor the communication that is sent to your workforce.

2

Conduct the Survey

Step 2: Conduct the survey.

We send the VisionPlex in Action survey to your workforce, summarizing the results so that you can take action.

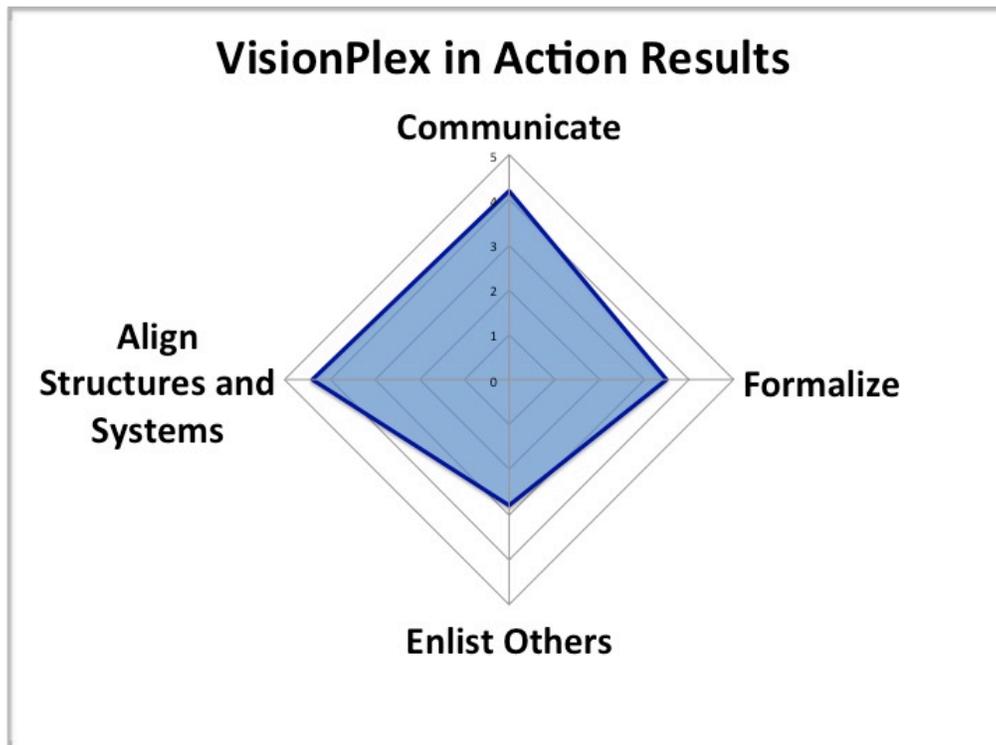
3

Review Results and Take Action

Step 3: Review the results and take action!

The VisionPlex in Action report summarizes the implementation actions that are occurring. It also provides a guide that contains dozens of possible ways that you can implement your vision statement.

The VisionPlex in Action results report also presents detailed results for leaders who are interested in really diving into the data. They are also summarized in the VisionPlex in Action summary graphic, shown below.



Making your vision statement a reality takes time, focused energy, and hard work. VisionPlex In Action helps you align your organization with your vision statement.

Is It Really This Easy?

Leading a business is no small undertaking. Visiontelligence's goal is to help make the leader's job a little bit easier by sharing with you how your employees see your vision statement. We give leaders crucial insights into how their workforce sees the vision statement and how that vision statement can be put into action.

Leadership is both an art and a science. We bring the science to your vision statement by applying well-researched findings. Never before have we known so much what makes up a good vision statement. Visiontelligence used this scientific knowledge to create the VisionPlex series so that you can *build a better vision statement!*

If you need help creating a vision statement, our **Vision Development System** walks you through a coaching process to help you bring your vision statement to life. We also offer a group-based **Vision Development Workshop** and can speak at your meetings.

What Are The Next Steps?

Measuring results is extremely important. We also offer **VisionPlex® Impact** surveys that measure customer satisfaction and employee satisfaction, including work-life balance. We leave it up to you to measure revenue growth.

CONTACT US
WWW.VISIONTELLIGENCE.COM
SHELLEY@VISIONTELLIGENCE.COM

Selected References

Baum, J.R., Locke, E.A., & Kirkpatrick, S.A. (1998). A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms. *Journal of Applied Psychology, 83*(1), 43-54.

House, R.J. & Shamir, B. (1993). Toward the integration of transformational, charismatic, and visionary theories. In M.M. Chemers & R. Ayman (Eds.), *Leadership theory and research: Perspectives and directions* (pp. 81-107). San Diego, CA: Academic Press.

Kirkpatrick, S.A. (2009). Lead through Vision and Values. In E.A. Locke (Ed.), *Handbook of Principles of Organizational Behavior* (2nd ed.), Wiley.

Kirkpatrick, S.A. (2004). Visionary leadership theory. In J.M. Burns, G.R. Goethals, & G.J. Sorenson, *Encyclopedia of Leadership*. Great Barrington, MA: Sage.

Kirkpatrick, S.A. & Locke, E.A. (1996). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology, 81*, 36-51.

Kirkpatrick, S.A., Wofford, J.C., & Baum, J.R. (2002). Measuring motive imagery contained in the vision statement. *The Leadership Quarterly, 13*, 139-150.

Locke, E.A., Kirkpatrick, S.A., Wheeler, J., Schneider, J., Niles, K., Goldstein, H., Welsh, K., & Chah, D. (1991). *The Essence of Leadership*. New York: Lexington Books.