

RESULTS BASED LEADERSHIP: THE IMPACT OF A CLEAR VISION ON ORGANIZATIONAL SUCCESS

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“The very essence of leadership is you have to have a vision. It’s got to be a vision you articulate clearly and forcefully on every occasion. You can’t blow an uncertain trumpet.”

**Father Theodore Hesburgh
Former President of Notre Dame University**

Learning Objectives:

- Discover how to create a compelling vision that inspires
- Identify the questions you need to answer before you move your organization forward
- Explore the six key elements to effectively communicate your vision
- Discuss why creating a powerful vision is not enough
- Identify how to get everyone focused on the right results
- List 14 conditions that can derail your organization
- Complete a simple exercise that can transform your organization

The Bus Story

Question to Ask Yourself:

Do I have a clear, succinct, and energizing vision? YES NO

Small Group Discussion

Where are you now?

Where do you want your “bus” to go... What is your *vision*?

How will you know when you have arrived? What results are evident?

The Two Most common Mistakes

1. Failure to clearly articulate a vision.
2. Failure to communicate the vision effectively.

Questions To Help Determine Your Vision:

1. _____
2. _____
3. _____
4. _____

More questions to clarify your vision:

What do my people expect from my vision?

What are the biggest obstacles facing my organization right now?

Does my vision help solve these obstacles?

How often and how well do I communicate the vision? Is it effective?

Complete a Market Review

- What other organizations do you consider ahead of you?
- What do these more successful organizations have that you don't?
- What criteria do use to judge success and how well are you satisfied that you are measuring the right criteria?

Mistake #2 - Failure to communicate the vision effectively.



Six Key Elements for Effectively Communicating Your Vision:

1. Keep it simple.
2. Use metaphors, analogies and examples.
3. Use multiple forums.
4. Incorporate repetition.
5. Lead by example.
6. Give and take.



Activity: Identify Best Practices for communicating Vision

1. KISS _____
2. Metphors _____
3. Forums _____
4. Repetition _____
5. Exemplary Leadership _____
6. Give & Take _____

Mistake #3 - Misalignment of Goals & Actions

Getting everyone focused on the right results.

What's more important to your employees than salary, wages, flexible work schedules, and benefits?

How can I empower others to take responsibility for embracing the vision?

The Power of Alignment:



If everything is in alignment, you will

have AMAZING

Do These Conditions Exist In Your Organization?

CONDITION	YES	NO
Excessive meetings		
Cover-your-butt mentality and decision making		
Lack of personal accountability		
Meaningless performance evaluations		
Communication problems		
Difficulty terminating poor performers		
Personality conflicts or power struggles		
Difficulty keeping employees motivated		
Time management problems		
Unacceptable results		
Micro-management		
Unproductive teams		
Failure to hit sales goals		
Staff turnover		

There are actually more conditions that may exist, but I'm sure you get the point. Now, if these conditions exist, it doesn't mean that you are an ineffective leader, but it does mean that the company has leadership issues that can and should be corrected.

To be a high performing organization takes a disciplined process. Proactive organizations start with a compelling vision and end with powerful results where everyone is on the same bus moving down the road together.

A Simple Exercise to Transform Your Organization:

1. Get employees to write list of top 5 – 10 responsibilities.
2. Get managers to do the same of employees (but independently).
3. Compare lists. *You will find some interesting surprises. For example, an employee may view their job as stocking shelves while the manager may be expecting the employee to be managing inventory.*

Leadership Thought for the Day

“Great leaders find a balance between getting results and how they get them. A lot of people make the mistake of thinking that results are all there is to the job. They go after results without building a team or without building an organization that has the capacity to change. Your real job is to get results and do it in a way that makes your organization a great place to work – a place where people enjoy coming to work, instead of just taking orders and hitting this month's numbers.”

- Andy Pearson, former CEO of PepsiCo:

Personal Action Plan: *What three ideas can you put to work right now?*

1. _____
2. _____
3. _____