LESSONS IN LEADERSHIP

Worksheet for Developing a Vision

Complete this worksheet to create a "picture" of the end state you hope to realize: what it will look like, how it will function, what it will produce. Use the results to maintain a record of your vision and help sell it to others.

Part I: Gather Information for the Vision

Brainstorm a list of words that describe the end state you hope to realize:

Develop the vision by either writing a short description or drawing a picture of the words you wrote above:

What information is necessary to define the vision in detail?

Who across the organization can provide information, input, and early support? What do you need to ask them?

Input and ideas:

Who might oppose this effort? What questions do you need to ask them?

Feedback:

Part II: Craft the Vision and Develop a Communications Plan

Articulate your vision, using only a few sentences and/or a visual:

Identify your key stakeholders (supervisors, peers, colleagues, direct reports, vendors, customers) and what they may value from your vision:

Describe how you plan to communicate to each of the stakeholder groups:

Part III: Evaluate Your Vision	Yes	No
1. Does the vision convey a clear picture of what the future will look like?		
2. Does the end result of the vision appeal to the long-term interests of employees and other stakeholders?		
3. Is the vision realistic and achievable?		
4. Is the vision focused but flexible enough to adapt to changing circumstances?		
5. Is the language used in the vision documentation easy to explain and understand?		
6. Is the vision consistent with your organization's overall mission?		
7. Does the vision have the potential to inspire those who will need to realize it?		

If you answered "no" to any question, revisit the vision and adjust it to include that aspect.

© 2004 Harvard Business School Publishing. All rights reserved.