

The Importance and Implementation of Vision

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Abstract

This research addresses one of the important aspects of leadership, the vision. We approach the definition of vision and its important role in an organization. We introduce the harms to an organization without vision. Finally, we address the important aspect of vision implementation. In all this research we can note the important role of the leader in the process of creation and implementation of the vision. Without an effective leader, the organization will have great difficulty in seeing its dream come true. We hope that the reader can have a comprehensive understanding of vision and invest his life in the pursuit of his dream

## Introduction

One of the important aspects of effective leadership is the vision. In all recent leadership books, this topic has been addressed. In our days, it has been almost impossible to participate in leadership training or leadership lectures in which this theme does not gain prominence.

The vision of the future is the basis of all strategic planning and is what guides the daily activities of an organization. The chances of identifying business opportunities, anticipating barriers and trends are greater through imaginative exercises of the future.

Vision has become so relevant in our day that coaches have not helped just leaders but they have been helping common people to define their outlook on life. The word vision is often confused with people's "dreams". We do not refer the dreams that happen while we are sleeping, but our aspirations and desires.

Cury (2001) affirms that:

Those who want to achieve excellence in their studies, in their effective relationships, and in their profession need to release creativity to be a dreamer and release the courage to be an entrepreneur. These two pillars contribute to forming the character of a leader (p.18).

Establishing the vision of an organization, a leader or even an individual is to define a path to follow and a dream to achieve. This research is intended to help the reader understand the importance of vision and how to begin the process of vision implantation.

## 1 - Definition of Vision

Vision is the ability to see beyond what is ahead of us. Vision also refers to the ability to visualize the future. Not in a prophetic or mystical way, but with an imaginative capacity.

Andrade (2002), defines what an organization's vision should be the desired future situation in the long run, should be an ambitious goal, and serve as a guide for goal setting and mission accomplishment.

For Zacharias (2008), he simply describes what vision is the dream of the organization, is the future of the business and where the organization expects to be in the future.

For Jesus (2008), the vision should be a set of convictions and understandings where the organization should follow, and how the material and human resources will be treated in this trajectory. It is the vision that determines the investment objectives, development, work, strategies to achieve the success of the organization.

From the point of view of these authors, we can see that the vision is the ideal model of the future. Vision is what the organization seeks in the future, its aspirations, its yearnings, its goals and its objectives. Great leaders are also guided by a vision and we can easily see this in Jesus Christ with their vision of the Kingdom of God; we can see this with Martin Luther King with his famous speech "I have a dream"; Nelson Mandela who fought against the regime of the apartheid.

The vision of the future is fundamental to a leader, who must be "capable of developing a unique and ideal image of the future to serve a common good. A leader must be aware of

everything around him, look for patterns, see what others do not see, be creative, energetic and passionate, advancing with confidence to the implementation of his positive vision about the future. These leaders differentiate themselves from others.

Maxwell (2000) quotes a famous phrase from John Sculley, former CEO of Pepsi and Apple Computer that stated, "The future belongs to those who see the possibilities before they become obvious" (p. 129). This capacity of seeing and create a vision is a mark of great leaders.

For Porto (2008), vision must be aligned with the core values of the organization. That is, they are the essential and enduring principles of the organization. The organization needs to turn its eyes into the organization itself to define the vision, so an external observer cannot regard the vision of this organization as right or wrong. The vision has to be inspiring and empowering, it should generate positive energy for its employees. Visions with financial focus do not usually bring stimulus and creativity to the organization, the same holds true for the leadership and market share where the organization operates. The vision will be well defined when the organization had the answer to "What do we want to create?"

## 2 – Importance of Vision

For Porto (2008), any organization, public or private, big or small, needs to understand its mission in the market and from there establish its vision to its standards. It is very important to respect its characteristics so that you can find solutions that help you develop and strengthen your organizational and product quality. The products and services are the ways in which the organization takes its mission to society and the vision guides the process of creating this path, stimulating the break with the current situation and the desired future state.

Porto (2008) still defines that it is of fundamental importance to monitor and understand the behavioral change needs of society. Likewise, it is necessary that the mission is respected and that the emotional pressure pertinent to the challenging visions be supported.

Defining the vision of a leader or an organization helps them design and plan the next steps. There are leaders and organizations who do not know where they are going and are confused in their planning. The vision points in one direction making planning easier and making leadership and organization aligned for a common goal.

You can conclude with this article that the importance of setting goals and objectives like the vision of an organization goes beyond simply writing a few lines and putting them on the company's website or wall. The creation of the vision of the organization must be defined in such a way that everyone involved in the process, employees, shareholders, suppliers, and society understands its importance and puts its philosophy into practice. It is the duty of the leader to charge for these goals and objectives to be achieved.

Rick Warren (1999) is the pastor of one of the largest churches in the United States, and in his book "Purpose Driven Church", he establishes as the vision the fulfillment of God's five purposes and states that defining purposes (vision) brings the following benefits:

1. Purposes strengthen the mood
2. Purposes reduce frustration
3. Purposes allow concentration
4. Purposes attract cooperation
5. Purposes help in the evaluation

Even though Warren is a pastor and having experienced these benefits in his community, we can see that these benefits are present in other types of organizations. These benefits clearly indicate that the vision helps the leadership to do in team planning and engagement. When you have a vision, it becomes much easier for the organization to evaluate if it is on the right track.

According Maxwell (2000):

"A person without vision sees only the immediate, what he can put into his hands and what is convenient. Someone with a vision has the whole world open to him. The profession does not determine a person's vision. She can be a truck driver, banker, university dean, office clerk or farmer. The poorest person is not the one who does not have a penny. The poorest one is that person who has no vision. Show me a visionless leader and I'll show you someone who is not going to any place. At best, he is walking in circles (p. 131).

Lack of vision limits the development of the organization, the leader, and even the individual. In general, organizations are created from an idea, but this idea is not necessarily a vision. We easily find some characteristics of organizations without a vision: they do not have a clear objective, they cannot carry out medium and long term planning, dissatisfaction of followers or employees, lack of challenges and direction, there is no evaluation, accommodation with the situation and loses capable people.

The vision brings great benefits and opens incredible doors of opportunity. It increases a person's potential. The greater the vision, the greater the potential.

Not having vision means not looking to the future. Do not worry about what should be accomplished today for a long-term result. And this is very common. In fact, most companies write beautiful and poetic visions but forget that their use goes well beyond a paragraph and that poorly constructed dreams hinder their evolution. Zetune (2016) listed 4 symptoms of a company's lack of vision, which should be worked on immediately if it wants to grow, not just survive, they are:

1. Identity Crisis
2. Inconsistency in the sense of priorities
3. Difficulties in decision-making
4. When managers do not inspire

Anyone who only looks at return on investments, that is, for numbers, forgets or does not know that the biggest valuation indicators of a company today consider their intangible assets. The consequence is that they will continue to reason with a mentality incompatible with the new demands of the market, working guided by an outdated vision that tends to disrupt and undermine the evolution of the company. Unfortunately, this is the reality of most small companies.

Many companies without a vision are interested just financial profit. They do not have interested in change lives of people or leave a legacy. The destruction of our world is the consequence of companies that do not have the vision to build a better world. They do not care about the destruction of the environment, they do not care about the garbage they produce or the conditions of their employees.

## 4 - Implementation of Vision

### 4.1. Where the Vision Begins

The vision must be strategic, great, contagious. It should be good for people, for the company's sectors and for the company as a whole. The power of vision is that people are willing to support it when they realize that it converges with their individual goals. Maxwell (2000) affirms that:

1. The vision begins inside
2. The vision comes from its own history
3. Vision meets the needs of others
4. Vision helps you to gather resources

To create a vision, an efficient leader presents an image of a better future than the present. Its role of influencer is essential in the implementation process of the vision. He needs to articulate the vision and involve others in his quest.

The creation of a vision, in general, is born of the dream of a leader. But there are organizations that along their path define their vision in order to define their focus. Augusto Cury (2001) defends the importance of mistakes and failures that happened in the struggle for his dreams:

Mistakes, failures, misunderstandings have generated unique lessons for those who have fought for their dreams. It is up to true leaders, such as parents, educators, executives, to encourage those who fail to extract wisdom from their painful experiences, instead of cultivating guilt (146).

Some great leaders had their visions as a result of failures or adverse situations that faced, for example, Nehemiah, Mandela, Gandhi, Abraham Lincoln, Victor Frankel, Billy Hybels among others.

#### 4.2. How do people respond to the vision?

Vision implies in change, and people are not always willing to make changes. In established organizations, implementing a vision can become a tough process. The larger the organization the more difficult the implementation. Some leaders claim that one thing is changing the direction of a speedboat another thing else entirely different is changing the direction of an aircraft carrier. Maxwell (2005) states 6 statements of how people respond to vision, and they are:

1. They can attack the vision - criticizing and sabotaged
  - New vision brings change. Most people do not like change.
  - They do not understand the vision
  - They do not agree with the vision.
  - They do not know the vision
  - They find it unnecessary to achieve vision
  - No one is ready for vision
2. They can ignore the vision - They do what they want to do.
3. They can abandon the vision - They go out of the organization.
4. They can adapt to vision - Accession
5. They can sponsor vision - They accept leader's vision and turn it reality
6. They can add value to vision

The implementation reactions of vision are directly linked to the leader, the leader's acceptance by the followers or employees, the path the implementation happens and the way leaders are. Another decisive factor in the implementation is the time it takes for it to take place. Nowadays where things happen at a fast speed and it is required that the leaders capture the changes quickly, there is no time to lose. But in these cases, it is possible that organizations end up losing good employees or cooperators for not keeping up with the pace of change.

#### 4.3. Pass the Vision

For a vision to have the right impact on the organization, it needs to be clearly passed on to all followers and employees. Many leaders fail in this process but it is essential for vision

implementation to happen. Maxwell (2005) defines 7 paths by which all leaders should walk to pass the vision forward, they are:

1. Clarity - If the vision is not clear, people do not manifest themselves, they simply cannot imagine it.
2. Connection between the past, present and the future - Whenever you can show that the past, present, and future are united, you give strength and continuity to your presentation of vision.
3. Purpose - Purpose reveals why they should go.
4. Goals - Without goals and a strategy to achieve them, vision is not measurable or achievable.
5. A challenge - a challenge makes good people want to open their wings and fly. It encourages committed people - and it ends with uncompromising ones.
6. Stories - A story helps them see that, even if they have to work hard to help achieve vision, that vision is within reach.
7. Passion - If there is no passion in the description, then your vision is not transferable; it's just a nice idea.

Warren (1999) states that defining the purpose (vision) is still not enough. According to him, the first task of leadership is to continually clarify and communicate purpose (vision). He cites 5 paths that he constantly uses in his organization, they are:

1. Use slogans - Fix the idea with words
2. Use symbols - Logos
3. Sharing the Scriptures
4. Tell Stories
5. Give specific instructions - say "how to do"

Efficient leaders use all the tools available to make vision common, measurable, and experience by their leaders. Leaders want their followers to be dreaming with them and the role of communication is essential to this process.

### Conclusion

We can conclude that the vision establishes where we want to arrive. It is essential for the planning of an organization but without the correct implementation, the organization will face difficulties. It is not enough to dream, it is not enough to define the vision. It needs to implement it.

Cury (2001) states:

I learned that dreamless discipline produces servants who do everything automatically. And dreams without discipline produce frustrated people who do not make dreams come true. I learned that dreams make life a great adventure. They do not determine where you are going, but they produce the strength to pull you out of the place where you are (137).

The vision may come from a great leader, but it has not come true without people. The story of the ten-year-old boy selling door-to-door pencils in his neighborhood illustrates this truth. One day, an interested adult asked the boy why he was selling pencils, the boy replied, "I want to raise six million dollars to build a new hospital for the city." Astonished and curious, the

adult exclaimed, "This is a job So much for a lonely boy, is not it? " " No, no," answered the great dreamer of ten years," I have a friend who is helping me."

Leaders need to understand that they cannot walk alone. They cannot ignore the power of their team. Valorize your team and sharing your dream can change the history of many people and even make adjustments in vision. Jesus is our best example of how a leader with his twelve followers has transformed the world.

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