

# Work of Leaders: Creating Vision, Building Alignment, Championing Execution

## An Inspired Engagement Learn, Engage and Thrive Webinar



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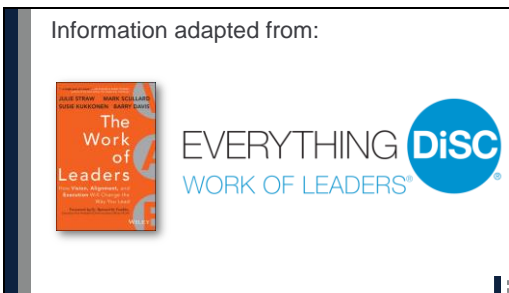
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**INSPIRED ENGAGEMENT**  
Work of Leaders

Crafting a VISION	Building ALIGNMENT	Championing EXECUTION
<b>Exploration</b> <ul style="list-style-type: none"><li>— Honoring Quiet</li><li>— Prioritizing the Big Picture</li></ul>	<b>Clarity</b> <ul style="list-style-type: none"><li>— Explaining Rationale</li><li>— Structuring Messages</li></ul>	<b>Momentum</b> <ul style="list-style-type: none"><li>— Being Direct</li><li>— Initiating Action</li></ul>
<b>Boldness</b> <ul style="list-style-type: none"><li>— Being Adventurous</li><li>— Speaking Out</li></ul>	<b>Dialogue</b> <ul style="list-style-type: none"><li>— Exchanging Perspectives</li><li>— Being Receptive</li></ul>	<b>Structure</b> <ul style="list-style-type: none"><li>— Providing a Plan</li><li>— Analyzing in-Depth</li></ul>
<b>Testing Assumptions</b> <ul style="list-style-type: none"><li>— Seeking Counsel</li><li>— Exploring Implications</li></ul>	<b>Inspiration</b> <ul style="list-style-type: none"><li>— Being Expressive</li><li>— Being Encouraging</li></ul>	<b>Feedback</b> <ul style="list-style-type: none"><li>— Addressing Problems</li><li>— Offering Praise</li></ul>

**Work of Leaders**



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**INSPIRED ENGAGEMENT**  
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## Crafting a Vision

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**INSPIRED ENGAGEMENT**  
Work of Leaders

 <p><b>May 25, 1961</b> Called for a lunar landing before decade's end</p>	 <p><b>July 20, 1969</b> First man on the moon</p>
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**Race to the Moon**

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*Put a computer on every desk in every home.*



Vision  
Trivia

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*Create a video player suitable for home use in both size and price.*



Vision  
Trivia

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*Organize the world's information and make it universally accessible and useful.*



Vision  
Trivia

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*Build a place where people can come to find and discover anything they might want to buy online.*



Vision  
Trivia

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*Bring girls out of their cloistered home environments to serve in their communities and experience the open air.*



Vision  
Trivia

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*Bring inspiration and innovation to every athlete in the world.*



Vision  
Trivia

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INSPIRED ENGAGEMENT  
Work of Leaders

*Deliver happiness to customers, employees, and vendors.*



Vision Trivia

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- ▲ Learn about three drivers of vision
- ▲ Understand behaviors that characterize each driver and how they may impact effectiveness
- ▲ Discover how you approach each driver of vision

Goals

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INSPIRED ENGAGEMENT  
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Crafting a vision of new possibilities for the future through exploration, boldness and testing assumptions

- ▲ An Imagined Future Condition
- ▲ Broader in scope than a goal
- ▲ Seeks to
  - ▲ Create unquestionable value
  - ▲ Serve in an unparalleled way
  - ▲ Reinvent how it does business



Defining Vision

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### Vision is Important Because

- ▲ It **expands assumptions** about what can be done.
- ▲ It **provides a purpose** for organizations, teams and individuals (including the leader).
- ▲ It **drives** development of specific, visible **goals**.
- ▲ It **unifies** people.



**Vision**

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### Leaders at ALL Levels help craft VISION

- ▲ Crafting a vision is ideally a shared process.
- ▲ A result of ongoing efforts over a period of time be a larger group.
- ▲ Each leader in the organization needs to define a vision for their group that supports the organizational vision.



**Vision**

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### Three key drivers:

- ▲ Exploration
- ▲ Boldness
- ▲ Testing Assumptions



**Crafting a Vision**

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Georgia's Approach to  
Boldness

Boldness

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What did you hear that  
might be a barrier to  
creating a bold vision?

Boldness

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Carlos' approach to  
boldness

Boldness

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**Handout 2.2**

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What does Carlos say that shows he has overcome the barriers we discussed?

**Boldness**

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**Crafting a Vision: Boldness**

Place a dot on the behavioral continua below that you feel indicates your tendencies when crafting a vision.

Cautious ← | | | | → Adventurous  
*Minimize risk and uncertainty*      *Enjoy the excitement of taking risks and are comfortable with unknowns*

Hold Back ← | | | | → Speak Out  
*Hesitate to say anything that might be challenged or put their credibility on the line*      *Willing to volunteer bold ideas, even put their credibility on the line*

The behaviors on the right-hand side of these scales are leadership best practices.

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**Crafting a Vision: Boldness**

Cautious ← | | | | → Adventurous  
Have more barriers to boldness      Have fewer barriers to boldness

Prioritize Details ← | | | | → Prioritize Big Picture

**Boldness**

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SHARE:

- ▲ What do you see as the biggest barriers to being bold - for you – for others?
- ▲ How do you overcome these barriers?

Pair Share

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A well-crafted VISION includes:

- ▲ Exploration
- ▲ Boldness
- ▲ Testing Assumptions

Crafting a Vision

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Building Alignment

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Getting buy-in to the vision from those involved

- ▲ Task perspective
- ▲ Emotional perspective

**Building Alignment**




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Alignment is important because:

- ▲ It sets the stage by proposing a plan for effective implementation.
- ▲ It provides a forum for questions and concerns.
- ▲ It brings people together behind the vision.
- ▲ It generates excitement for the vision.

**Building Alignment**




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Leaders at ALL Levels help build ALIGNMENT

- ▲ Critical step for vision to become reality
- ▲ Requires continual communication
  - ▲ upward
  - ▲ downward
  - ▲ lateral
  - ▲ formal and informal

**Defining Alignment**




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Three key drivers of ALIGNMENT:

- ▲ Clarity
- ▲ Dialogue
- ▲ Inspiration

**Building Alignment**

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**Building Alignment: Clarity**

Place a dot on the behavioral continua below that you feel indicates your tendencies when crafting a vision.

Impromptu Messaging  
*Don't tend to invest energy in organizing what they have to say*

Structured Messaging  
*Organize what you want to say, making it easier for others to understand*

Offer Intuition  
*Communicate more with their personal feelings and opinions*

Explain Rationale  
*Communicate the reasoning and facts behind an idea or decision*

The behaviors on the right-hand side of these scales are leadership best practices.

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Offer Intuition ↔ Explain Rationale

Clarity takes more effort      Clarity comes more naturally

Impromptu Messaging ↔ Structured Messaging

**Clarity**

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**Share:**

- ▲ Where your dot is on each continuum
- ▲ How your inclination has played out in your experience

**Pair Share**

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INSPIRED ENGAGEMENT  
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Building ALIGNMENT requires:

- ▲ Clarity
- ▲ Dialogue
- ▲ Inspiration



**Building Alignment**

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**Work of Leaders  
Championing Execution**

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Turing the imagined future condition into reality.

- ▲ Ensures all conditions are in place so that everyone can do the work necessary to fulfill the vision.
- ▲ Requires deep commitment and support of the leader.



**Championing  
Execution**

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EXECUTION is important because:

- ▲ It propels the **development** of concrete **strategies**.
- ▲ It makes the vision **actionable**.
- ▲ It gives people a **sense of achievement**.
- ▲ It **fulfills the promise** of the vision.



**Execution**

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Leaders at ALL levels help champion EXECUTION

- ▲ Leadership is a "one-to-many" relationship
- ▲ A leader's role is to make sure the strategies and people are in place for the vision to become a reality.
- ▲ The role may look different depending on where you are in the organization.



**EXECUTION is for  
LEADERS  
AT ALL  
LEVELS**

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Three key drivers of EXECUTION:

- ▲ Momentum
- ▲ Structure
- ▲ Feedback



**Championing Execution**

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### Championing Execution: Feedback

Place a dot on the behavioral continua below that you feel indicates your tendencies when crafting a vision.

**Maintain Harmony**

You keep a calm, peaceful environment and tend to be uncomfortable confronting others if there are problems or concerns.

←

**Address Problems**

You tend to deal with issues in a straightforward way and let others know when there are concerns.

**Offer Less Praise**

You may be uncomfortable or feel it unnecessary to compliment others or recognize contributions.

←

**Offer More Praise**

Look for opportunities to compliment others, recognize contributions.

The behaviors on the right-hand side of these scales are leadership best practices.

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### Profile Page 19

**Maintain Harmony**

←

**Address Problems**

Feedback takes more effort

Feedback comes more naturally

**Offer Less Praise**

←

**Offer More Praise**

**Feedback**

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DeBeans Case Study



Charles and DeBeans

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Work of Leaders

Handout 4.3  
Profile Page 19

- ▲ Watch as Charles models **one** end of **each** continuum
- ▲ Take note of how effective he is



Charles and DeBeans

Maintain Harmony ← | | | → Address Problems  
Offer Less Praise ← | | | → Offer More Praise

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INSPIRED ENGAGEMENT  
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Handout 4.3  
Profile Page 19

Championing Execution

- ▲ Where is Charles on each continuum?
- ▲ What works in his feedback?
- ▲ What doesn't work?



Charles and DeBeans

Maintain Harmony ← | | | → Address Problems  
Offer Less Praise ← | | | → Offer More Praise

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INSPIRED ENGAGEMENT  
Work of Leaders

Handout 4.3  
Profile Page 19

Championing Execution



Charles and DeBeans

- ▲ Where is Charles on each continuum?
- ▲ What works in his feedback?
- ▲ What doesn't work?

Maintain Harmony ← | | | → Address Problems  
Offer Less Praise ← | | | → Offer More Praise

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INSPIRED ENGAGEMENT  
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Handout 4.3  
Profile Page 19

Championing Execution



Charles and DeBeans

- ▲ Where is Charles on each continuum?
- ▲ What works in his feedback?
- ▲ What doesn't work?

Maintain Harmony ← | | | → Address Problems  
Offer Less Praise ← | | | → Offer More Praise

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Share:

- Dot location you chose
- How your inclinations play out in your leadership behaviors
- Things that you'd like to do differently

Pair Share

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Leaders at all levels must demonstrate commitment and support

Turing Vision into Reality:

- ▲ Momentum
- ▲ Structure
- ▲ Feedback



Execution

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Creating a VISION	Building ALIGNMENT	Overcoming EXECUTION
<ul style="list-style-type: none"> <li>Exploration</li> <li>Preparing Team</li> <li>Prioritizing the Big Picture</li> </ul>	<ul style="list-style-type: none"> <li>Clarity</li> <li>Creating Networks</li> <li>Structuring Messages</li> </ul>	<ul style="list-style-type: none"> <li>Momentum</li> <li>Being Driven</li> <li>Setting Action</li> </ul>
<ul style="list-style-type: none"> <li>Business</li> <li>Being Authentic</li> <li>Spending Well</li> </ul>	<ul style="list-style-type: none"> <li>Dialogue</li> <li>Exchanging Perspectives</li> <li>Being Persuasive</li> </ul>	<ul style="list-style-type: none"> <li>Structure</li> <li>Providing a Plan</li> <li>Building in Strength</li> </ul>
<ul style="list-style-type: none"> <li>Testing Assumptions</li> <li>Working Through</li> <li>Supporting Individuals</li> </ul>	<ul style="list-style-type: none"> <li>Inspiration</li> <li>Being Fearless</li> <li>Being Encouraging</li> </ul>	<ul style="list-style-type: none"> <li>Feedback</li> <li>Anticipating Problems</li> <li>Setting Priorities</li> </ul>



Work of Leaders

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**INSPIRED ENGAGEMENT**  
 Profiles and Virtual Workshops

EVERYTHING   
 WORK OF LEADERS®

Contact: [scott@inspired-engagement.com](mailto:scott@inspired-engagement.com)

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**Upcoming Interactive Webinars**

All start at 9am west coast time

Thursday May 21, 2020  
**Managing Workers and Teams in the Virtual World**

Thursday May 28, 2020  
**The Power of Hope: Increasing Student Success**

Request registration information [scott@inspired-engagement.com](mailto:scott@inspired-engagement.com)

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INSPIRE ENGAGEMENT

**References, Handout, PowerPoint, Feedback**

<https://www.inspired-engagement.com/workshop-resources/>

[scott@inspired-engagement.com](mailto:scott@inspired-engagement.com)

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**Post Session Discussion**

An Inspired Engagement Learn, Engage and Thrive  
Interactive Webinar



INSPIRE ENGAGEMENT

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