

# Leading with Vision



# Decisive Leadership



# The Four Villains of Decision Making

1. **Narrow framing** (unduly limiting the options we consider)
2. **The confirmation bias** (seeking out information that bolsters our beliefs)
3. **Short-term emotion** (being swayed by emotions that will fade)
4. **Overconfidence** (having too much faith in our predictions)

The pros-and-cons process won't correct these problems. But the **WRAP** process will. To make better decisions, use the **WRAP** process:

**W**iden Your Options.

**R**eality-Test Your Assumptions.

**A**ttain Distance Before Deciding.

**P**repare to Be Wrong.

# Decisive Leadership: Avoid a Narrow Frame

- Teenagers get trapped in a **narrow frame**. They are **blind to their choices**. Unfortunately, most organizations tend to make decisions like teenagers.
- Often our options are far more **plentiful** than we think. **Focusing** on our **current options** means that other things are out of our spotlight.
- How do we escape a narrow frame? Think about **opportunity cost**. Or try the **Vanishing Options Test**: What if your current options disappeared?

# Decisive Leadership: Multitrack

- **Multi-tracking** = considering more than one option simultaneously. When you consider multiple options simultaneously, you learn the “**shape**” of the problem.
- Multi-tracking also keeps **egos** in check—and can actually be faster! When you **develop** only one option, your ego is tied up in it.
- Toggle between the prevention and promotion mindsets.  
**Prevention focus = avoiding negative outcomes.**  
**Promotion focus = pursuing positive outcomes.**
- Push for “**this AND that**” rather than “**this OR that.**”

# Decisive Leadership: Find Someone Who's Solved Your Problem

- When you need more options but feel stuck, look for someone who's solved your problem.
  - Look outside: competitive analysis, benchmarking, best practices.
  - Look inside. Find your bright spots. What can you learn from your own bright spots
- Another place to look for ideas: in the distance. Ladder up: Lower bars/steps show close similarities (low risk and low novelty), while higher bars/steps reveal more distant solutions (higher risk and higher novelty).
- Why generate your own ideas when you can sample the world's buffet of options?

# Decisive Leadership: Consider the Opposite

- **Confirmation bias** = hunting for information that confirms our initial **assumptions**.
- We need to spark **constructive disagreement** within our organizations.
- To gather more trustworthy information, we can ask **disconfirming questions**.
- **Extreme disconfirmation**: Can we force ourselves to consider the opposite of **our instincts**? Because we naturally **seek self-confirming information**, we need **discipline** to consider the opposite.

# Decisive Leadership: Zoom Out, Zoom In

Psychologists distinguish between the “inside view” and “outside view” of a situation.

The inside view draws from information that is in our spotlight as we consider a decision—our own impressions and assessments of the situation we’re in.

The outside view, by contrast, ignores the particulars and instead analyzes the larger class it’s part of.

- The outside view is more accurate, but most people gravitate toward the inside view. A “close-up” can add texture that’s missing from the outside view.
- To gather the best information, we should zoom out and zoom in (Outside view + close-up).





*Look for a unique perspective - Move on from the traditional perspective, look for a different angle such as bird's eye or worm's eye view.*

## Decisive Leadership: 10/10/10 Tool

To use 10/10/10, we think about our decisions on three different **time frames**: How will we **feel** about it **10 minutes** from now? How about **10 months** from now? How about **10 years** from now?

10/10/10 helps to **level** the **emotional playing field**. What we're feeling **now is intense and sharp**, while the **future feels fuzzier**. That **discrepancy** gives the present too much power, because our **present emotions** are always in the **spotlight**. 10/10/10 forces us to **shift our spotlights**, asking us to **imagine** a moment 10 months into the future with the same "**freshness**" that we feel in the present.

That shift can help us to keep our **short-term emotions** in **perspective**. It's not that we should **ignore** our short-term emotions; often they are telling us something useful about what we want in a situation. But we shouldn't let them be the **boss of us**.

# Decisive Leadership: Overcome Short-Term Emotion

**Momentary emotions** tempt us to make decisions that are bad in the long term.

- To overcome **distracting short-term emotions**, we need to attain some distance by looking at our situation from an observer's perspective. **Adding distance highlights what is most important**; it allows us to see the forest, not the trees.
- **10/10/10** provides distance by forcing us to consider future emotions as much as present ones.
- Our decisions are often altered by two subtle short-term emotions: (1) **mere exposure: we like what's familiar to us**; and (2) **loss aversion: losses are more painful than gains are pleasant**.
- **Loss aversion + mere exposure = status-quo bias.**

# Leading with Vision



“Those who look only to the past or present are certain to miss the future”

# What is Vision?

Vision is a mental picture of the future. It is an idea of what the future can hold, but has not yet happened.

Vision is the thing inside of us that guides us. It creates a desire to grow and improve. Vision embodies our hopes and ideals. It gives us a sense of purpose. Vision brings us flashes or glimpses of what is possible.

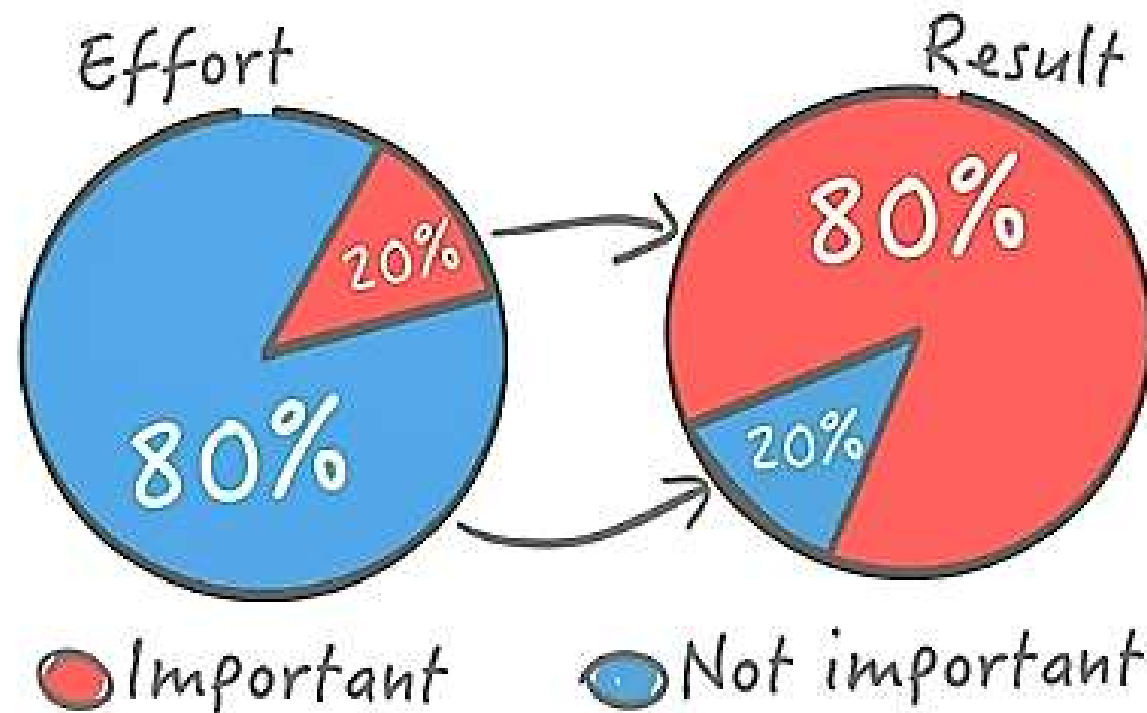
“A leader sees more than others see,  
who sees farther than others see,  
and who sees before others do.”

# Importance of Vision

## 1. Vision provides focus

- As a leader, acting on your vision will provide you with the focus needed to accomplish your goals.
- Vision helps leaders work on what is important to achieve the end results.
- It helps leaders to focus on the 20% that is important instead of the remaining 80% that can be delegated and handled by others.

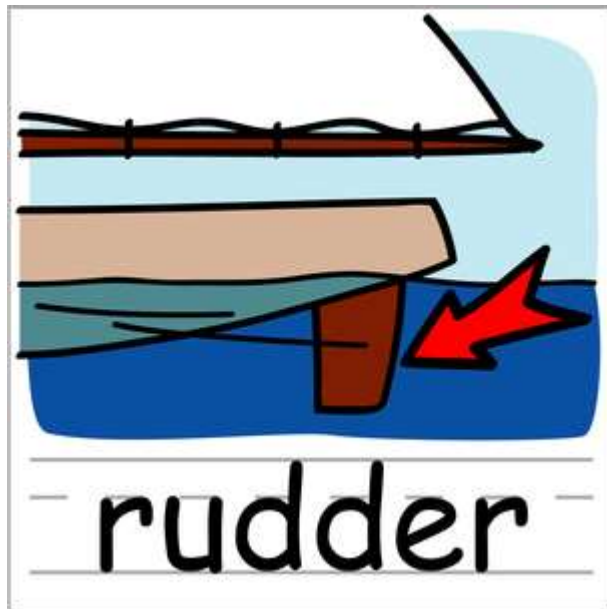
# Pareto's 80/20 Principle



# Importance of Vision

## 2. Vision gives us meaning and purpose

- As a leader, it will help you to see the end result of your efforts.
- It will give you your “why?” and the reason that you are doing what you do.

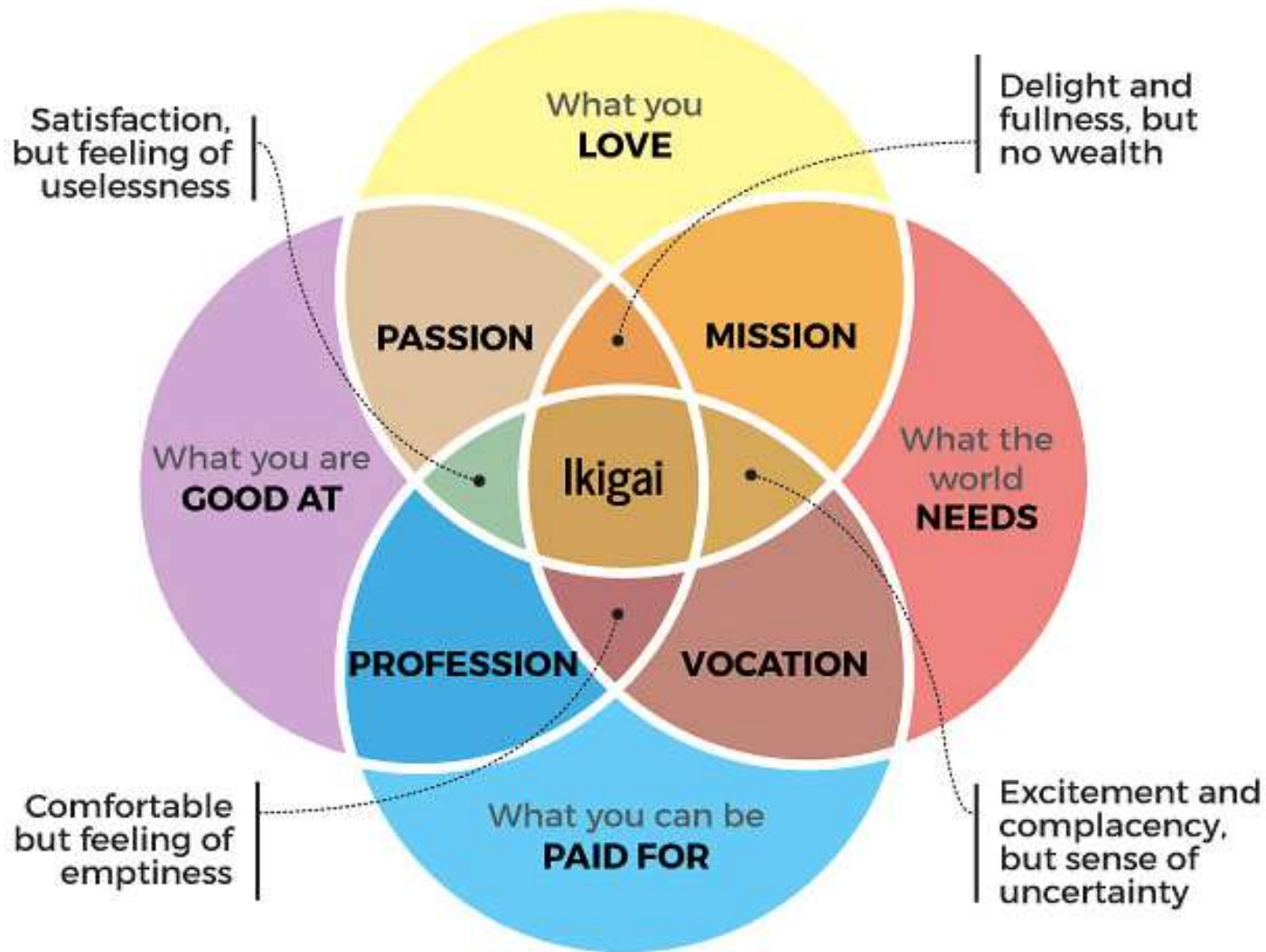


“The person without  
a Purpose  
is like a ship  
without a rudder”



IKIGAI is a Japanese concept that means **your 'reason for being'**.  
'IKI' in Japanese means 'life,' and 'GAI' describes value or worth.

## **Your IKIGAI is your life Purpose**

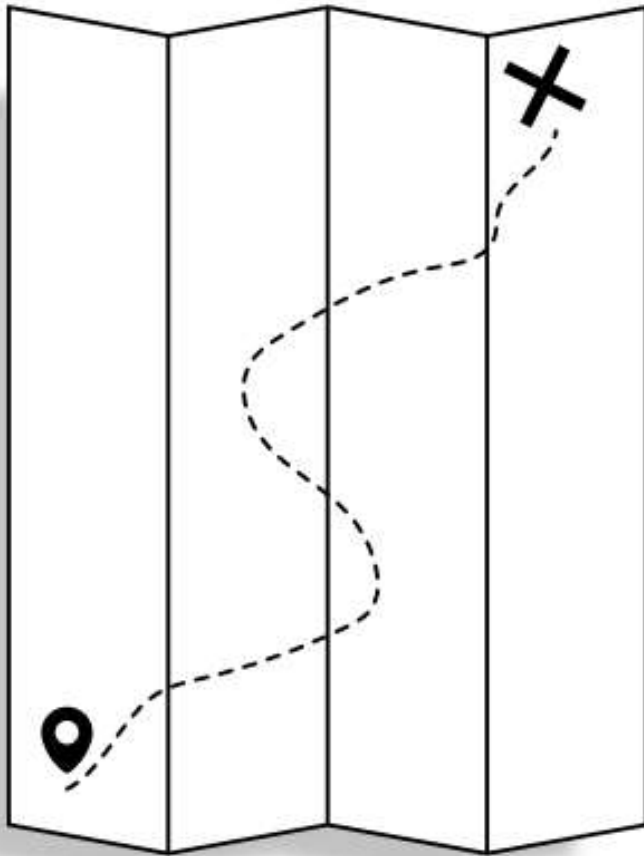


# Importance of Vision

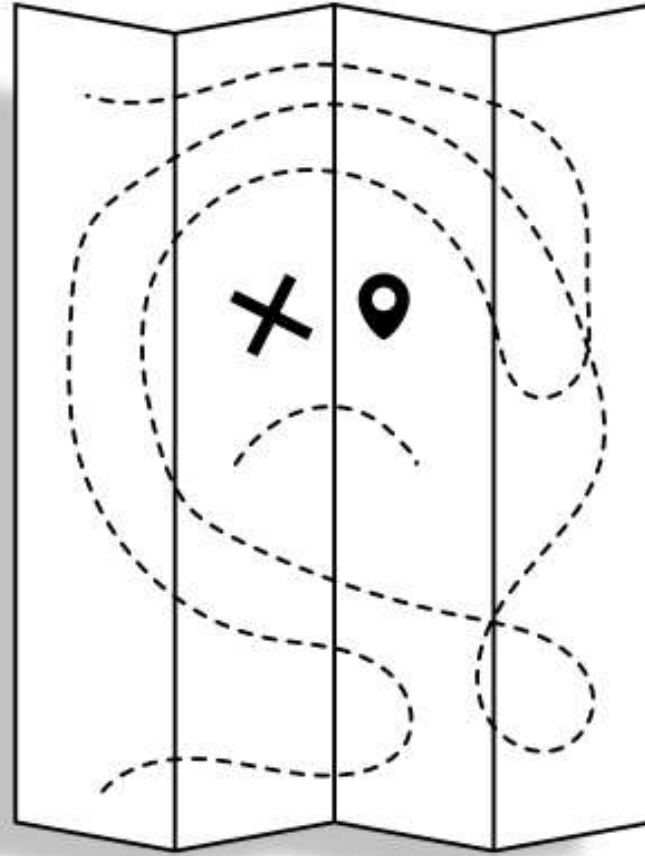
## 3. Vision shows us Where we are Headed

- As a leader you have to look forward and see where you and the company are headed.
- Vision helps a leader prepare for the future
- Vision keeps a leader on course during rocky times or unexpected set backs.
- Leaders need to keep the end result in mind. A leader's vision needs to be strong enough to carry them through to the end.
- Vision helps leaders to persevere (continued effort to do or achieve something despite difficulties, failure, or opposition)

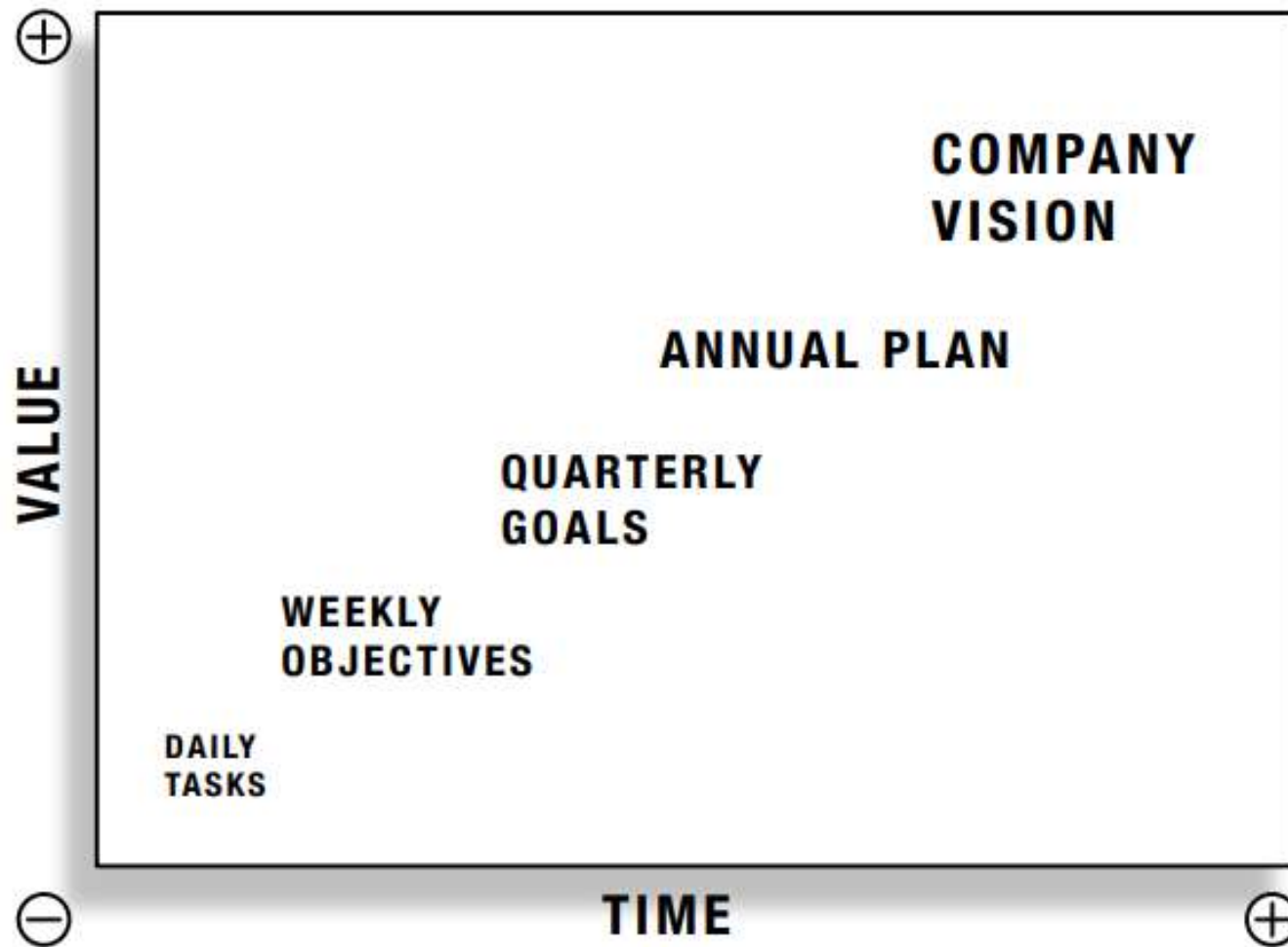
**VISION**



**NO VISION**



Vision is the difference between knowing where you're going and traveling in circles.



If you, as a leader, compare the relative time horizons, daily and weekly tasks can feel more important than your vision—it's so far out there! But if you look at the relative value, working on your vision stands out as the most important task on a leader's list.

# Leading with Vision: The 10 Key Questions

1. **Are you a leader or a manager?** Businesses need both leaders and managers to be successful, but leaders come first. Make sure you don't confuse the roles, and you have leaders that lead, not manage.
2. **What difference does vision make?** If leaders don't have a future focus, they will end up frustrating their teams and wasting resources.
3. **What exactly do you want?** Good leaders know the difference between mission and vision. Base your vision on the future of your team, your products, your sales and marketing efforts, and the impact you want to have in the world.
4. **Are you being clear?** Clarity comes when your vision is concrete rather than abstract, your communication is explicit rather than implicit, and what's in your head is clear so you can communicate it.
5. **Does it inspire?** Unless your vision fires the imagination of your people and makes them reach for the stars, it's not going to achieve much.

# Leading with Vision: The 10 Key Questions

**6. Is it practical?** A great vision has to guide your day-to-day actions. Make sure your vision includes a plan for who will do what, and how they will do it.

**7. Can you sell it?** A compelling vision will generate buy-in from key stakeholders. Craft a vision you can sell up the chain, down the chain, and right across your organization. Buy-in is required.

**8. How will you overcome resistance?** Every vision faces resistance. It's just part of the territory. Make sure you can keep pushing your vision with the tenacity, the integrity, and the courage which will be required.

**9. Is it already too late?** It's not too late to become a vision-driven leader, even if your organization has never before had one. Push ahead with your new and compelling vision and succeed.

**10. Are you ready?** There are opportunities in abundance to excel at the present time by being vision-driven and leading out. You can do it, starting now.

# Leading with Vision

**Developing Strategy:** Visionary leaders inspire people to action & achievement by defining the destination & the journey to get there

**Leading Change:** Visionary leaders recognize the need for change and constantly adapt

**Evaluating Risk:** Visionary leaders identify and evaluate risk

**Future Readiness:** Visionary leaders link the present to the future and encourage people to build that future

**Creativity:** Visionary leaders encourage idea generation

**Inspiring:** Visionary leaders inspire those around them

**Innovating:** Visionary leaders recognize and nurture technological and other innovations

**Enterprise:** Visionary leaders have an entrepreneurial mindset

# Mission vs. Vision

Why did you attend that meeting this morning? Why have you chosen to pursue customer segment X and not customer segment Z? Hopefully, the answers support your business purpose, either current or future. Understanding why is perhaps the most motivating and success-driving reason for realizing your full potential.

Purpose comes in two forms: current purpose, or mission; and future purpose, or vision.



# Mission, Vision and Values

A **Mission** is a clear, concise and enduring statement of the reasons for an organization's existence today.

A **Vision** represents future purpose, providing a mental picture of the aspirational existence that an organization is working toward.

Supporting both the current and future purpose are values. **Values** are the ideals and principles which guide the thoughts and actions of an organization and define its character.

Working together, mission, vision & values provide a powerful directional force for unifying and coordinating actions & decisions to ensure the optimal use of resources.

<https://youtu.be/55Q5B8do06c>



# Criteria for a Vision Statement

1. **Imaginable:** It needs to paint a visual picture of the desired future in the minds of those who read it.
2. **Desirable:** It should appeal to the people that are striving to reach it and the customers they are serving.
3. **Feasible:** While aspirational in nature, it needs to articulate a realistic and achievable future purpose.
4. **Focused:** It should provide concentrated direction to those following it.
5. **Flexible:** By being broad in scope, it allows for modifications due to the dynamic nature of the business environment.
6. **Communicable:** The vision statement should be easy to articulate to others.

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## Apple's Corporate Mission Statement

Apple's corporate mission is "Bringing the best user experience to its customers through innovative hardware, software and services."

## Apple's Corporate Vision Statement

Apple Inc.'s corporate vision is "to make the best products on earth, and to leave the world better than we found it."

## Google Mission Statement:

"Our mission is to organize the world's information and make it universally accessible and useful."

## Google Vision Statement:

"To provide access to the world's information in one click."

# Communicating the Vision

## 1. Tell a story:

When you tell a good story, you give life to a vision. A good storyteller creates trust, captures hearts and minds, and serves as a reminder of the vision. Plus, people find it easier to repeat a story than to talk about a vision statement.

## 2. Perfect your “elevator speech”:

What compelling vision can you describe in the amount of time you have during a typical elevator ride? Every leader needs to be able to communicate the vision in a clear, brief way. Be prepared to talk about it when you visit the customer service department, and even walking through a parking lot.

## 3. Use multiple forms of media:

The more channels of communication you use, the better the chance of your organization understanding the vision.

# Communicating the Vision

## 4. Have one-on-one conversations:

Engage others. Personal connections give leaders opportunities to transmit information, receive feedback, build support, and create energy around the vision. Be thoughtful about what approaches you use, and try different tactics to influence people based on what they'll find most persuasive.

## 5. Draw a crowd internally:

Identify key players, communicators, stakeholders, and supporters within your organization who will motivate others to buy into the vision.

## 6. Go outside the organization:

Communicate to customers, partners, and vendors with advertising and public relations campaigns, catalogs, and announcements.

# Communicating the Vision

## 7. Make memories:

Create metaphors, figures of speech, and slogans — and find creative ways to use them. Write a theme song or a memorable motto.

## 8. Guide the expedition:

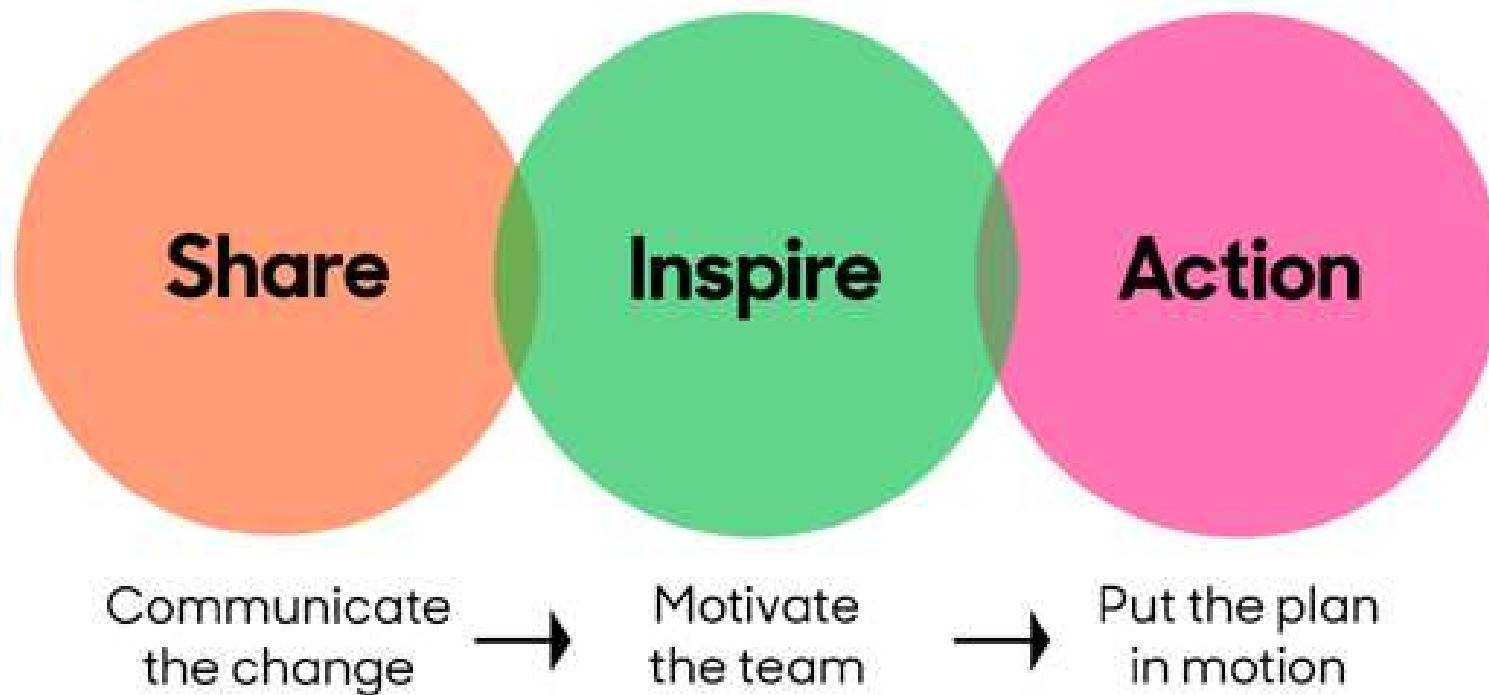
Use visual aids and updates to keep everyone aware of the progress you're making toward your vision. Create a vision GPS, but don't just give out maps. Travel alongside, stay out in front, offer directions, and point out guideposts.

## 9. Back up what you're talking about:

Bolster what you're saying with your behavior. If people see one thing and hear another, your credibility is shot and your vision is dead.



# Leading with vision



The process of sharing, inspiring and actioning is the key difference between organizations that succeed over those that fail. The driver behind both is the leader, and it is the skill set of the leader coupled with their ability to drive strategy through that differentiates one from the other. This is what makes a leader visionary rather than simply a leader.

