

A large, vibrant red hot air balloon with vertical ribbing is the central focus, floating in a bright blue sky filled with soft, white clouds. The balloon is attached to a metal basket and ropes, which are visible at the bottom. The overall scene is peaceful and aspirational.

Inspire a Shared Vision

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The Five Practices of Exemplary Leadership

1

**Model The
way**

2

**Inspire a
Shared
Vision**

3

**Challenge
the
Process**

4

**Enable
Others to
Act**

5

**Encourage
the Heart**

What does each Practice mean?



Model The way

leaders need to do to **Identify their values** and **Transform those values into action**



Inspire a Shared Vision

How a leader **envisions a preferred future** and **involves others in the vision**



Challenge the Process

Seeks out **opportunities for improvement**, **generating small wins**, and **learning from mistakes**



Enable Others to Act

Promotes collaboration by **building trust** and **relationships**.



Encourage the Heart

How leaders **reward and recognize individuals** and **create a sense of community**

Practice 2

Inspire A Shared
Vision



Introduction

- Leaders look ahead to attractive **opportunities** and distant goals for their organization.
- There is a passionate belief among leaders that they can make a difference and **create something unique**.



Introduction

- Visions held only by leaders are not enough to create organized movements or significant changes; **constituents must accept the vision.**
- Commitment cannot be commanded; it must be inspired, evolving from “my” vision to “**our**” **vision.**



Introduction

- Leaders must get to **know their constituents** and **communicate in a relatable way** to gain support.
- Leaders foster a **unity** of purpose by showing how the dream benefits the **common good**.



Introduction

- Leaders **bring visions to life** using **vivid language** and expressive styles, spreading their enthusiasm and excitement.
- Leaders **uplift constituents** by providing an inspiring perspective that encourages them to strive for improvement.



Inspire A Shared Vision

- **Commitment 3: Envision** the future by imagining exciting and **ennobling** possibilities.
- **Commitment 4: Enlist** others in a common vision by **appealing** to shared aspirations.



Commitment 3

Commitment 3: **Envision** the future by **imagining** exciting and **ennobling** possibilities.

Commitment No. 3: Envision the Future



Imagine the possibilities



Find a common purpose

Ennobling

- What is the Root of Ennoble?
- Go to the etymology dictionary and check the root of ennobling.
- <https://www.etymonline.com/>



What is the Root of Ennobling?

- late 15c., "refine, impart a higher character to" (implied in ennobled), from French ennoblir; see en- (1) + noble (adj.). Sense of "give noble rank to" is from 1590s.



The Vision

A Vision are invitations to share in an aspiration about the future and make that dream a reality.



Understanding Vision

- Every leader must have a vision that inspires and drives their entire movement.
- People want to believe in **something important and with purpose**



Understanding Vision

- **A Vision** is a projection of the leader's fundamental beliefs and assumptions about human nature, politics, economics, technology, science, art, ethics, and the like.



Understanding Vision: A Brief Definition

- **Ideal**
- **Unique**
- **Image**
- of the **Future**
- for the **Common good**



Understanding Vision: A Brief Definition

- **Ideal:** A vision embodies an ideal, representing the highest aspirations and values that an individual, organization, or society seeks to achieve.
- **Unique:** Each vision is unique, reflecting the distinctive goals, values, and dreams of those who conceive it.
- **Image:** Vision creates a vivid and compelling image of the future, painting a picture of what success looks like and motivating action.
- **Of the Future:** Vision is forward-looking, projecting aspirations and goals into the future. It envisions a future state that is different from the present.
- **For the Common Good:** A true vision is not just about personal gain, but about contributing to the greater good of society.

The Common Good

- The concept of the common good
- Importance of the common good in society



The Common Good

- The common good here means a collective benefit or advantage that serves the interests of all members of a group, not just individuals.
- It implies creating a vision of the future that promotes equity, sustainability, and mutual well-being for everyone involved.



The Common Good

- Overview of the common good's impact on governance and citizenship
- Challenges in achieving the common good



The Common Good

- The common good impacts governance and citizenship by shaping public policies, institutions, and civic engagement practices that prioritize the well-being of all members of society, promoting democratic values, social justice, and collective action for the common good.
- Challenges in achieving the common good include balancing individual interests with the collective well-being, addressing inequalities, and fostering cooperation among diverse groups within society.



Common Good

The common good as a family of concepts:

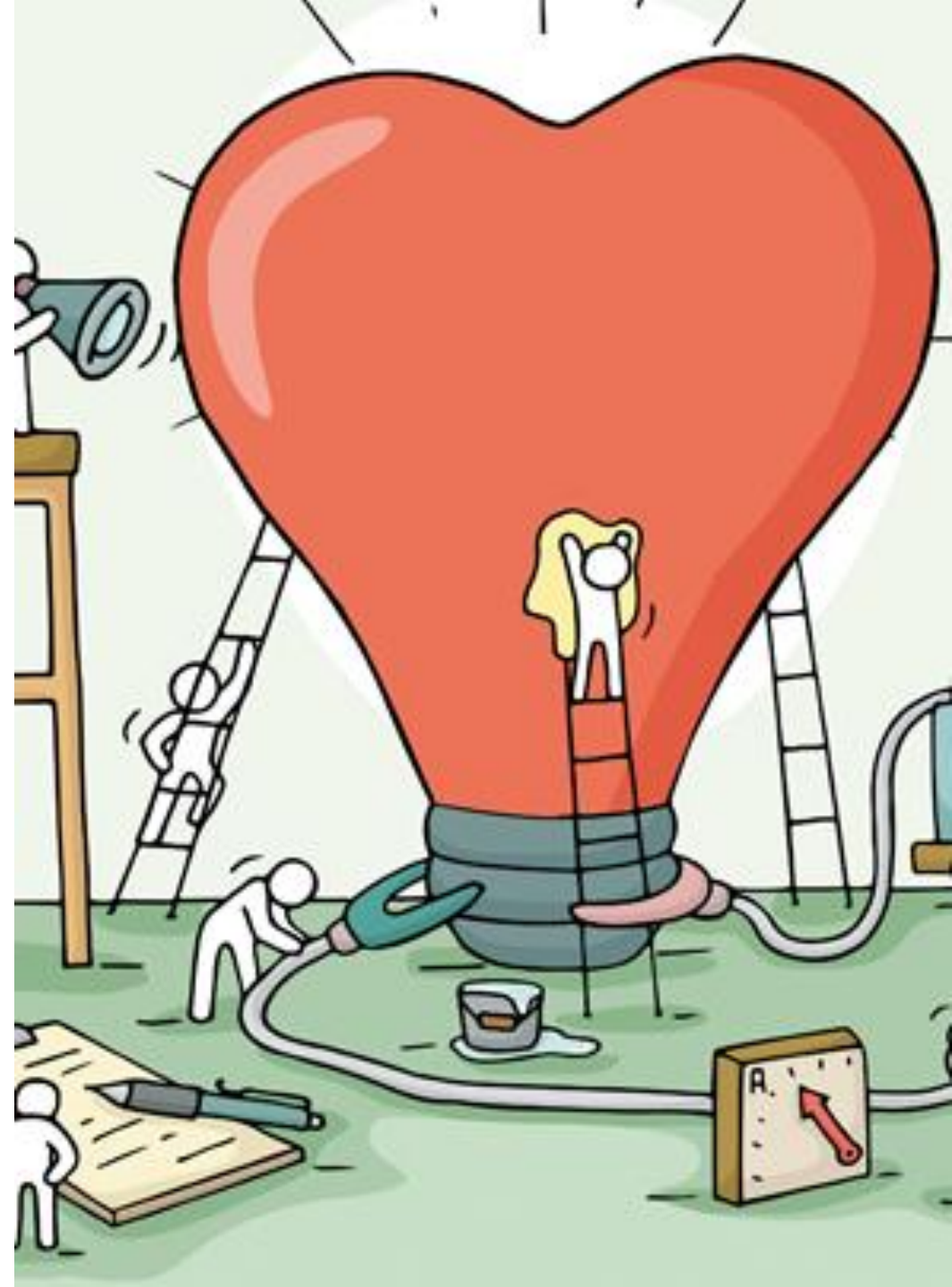
- Good society
- Public interest
- Public good
- Just society
- Community

This family of concepts contrasts with other concepts:

- Self Interest
- Individual
- Personal
- Private

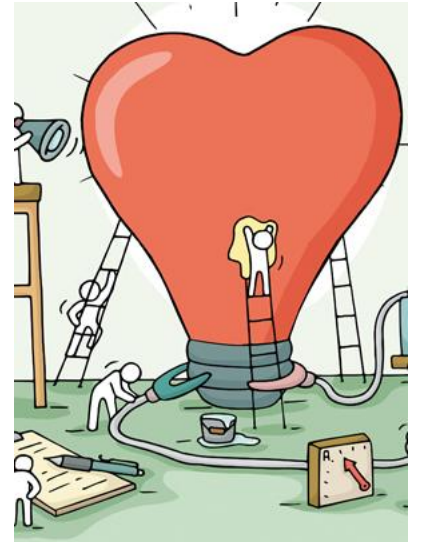
Business Contribution to the Common Good

- CSR (Corporate Social Responsibility): Finance sustainability projects.
- Creating a work environment that respects employee's wellbeing.
- Examine the business model for societal impact



Business Contribution to the Common Good

- Businesses can contribute to the common good through CSR initiatives. For example, investing in sustainability projects that benefit the environment, society, and future generations. This aligns their financial goals with ethical and social considerations.
- Creating a work environment that respects employees' beliefs, diversity, and well-being. This fosters a sense of purpose and fulfillment that contributes to the common good.
- Examining the business model for societal impact involves assessing how a company's practices, products, and services contribute to or undermine the common good. This encourages responsible decision-making and accountability in business operations.





The Lifeboat (Group Activity)

Imagine the possibilities

- **Reflect on you past**
 - History repeats it self - Learn
- **Attend to the Present**
 - Stop – Look – Listen
- **Prospect the future**
 - What's New. What's Next?
- **Express your Passion**
 - What gets me up in the morning?



Express Your Passion By Asking Yourself:



What gets me up in the morning?



Do my goals have a greater purpose to not only myself, but also to others?



Do I have clarity in my vision for the future?

Commitment 4

Commitment 4: Enlist others in a common vision by **appealing** to shared aspirations.

Commitment No. 4: Enlist Others



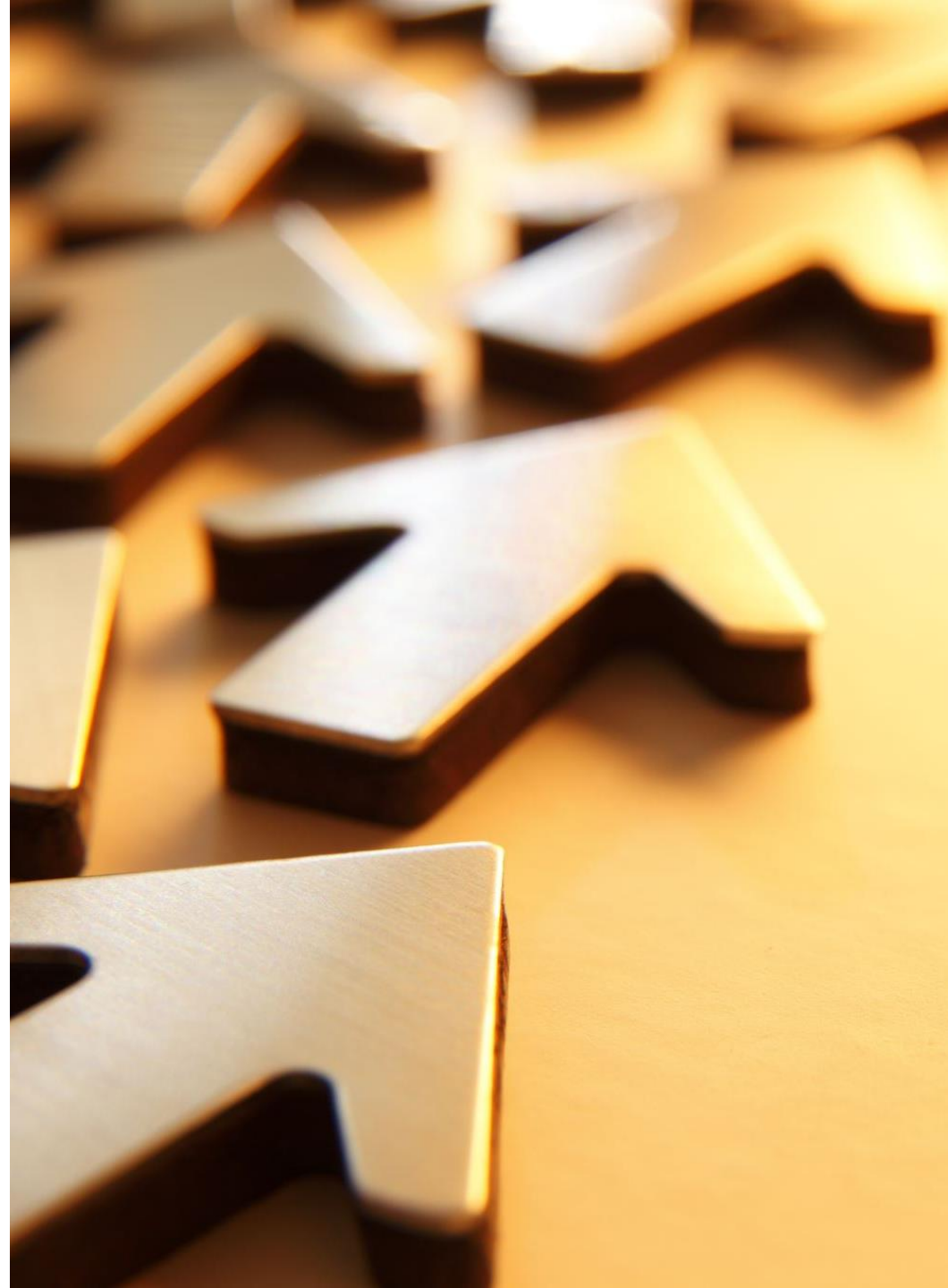
Appeal to common ideals



Animate the vision

Find a common purpose

- **Listen Deeply to Others**
 - What is their feelings
 - What they say and how they feel
- **Make it Cause for Commitment**
 - Create meaning and identity
 - People commit to causes, not to plans
- **Look Forward in Times of Rapid Change**
 - Vision is more important during VUCA
 - (Volatile, Uncertain, Complex, Ambiguous)



Know your Constituents



- Ensure that the interests of all group members are met by pursuing a shared ideal.
- Get to know group members and understand their interests to facilitate engagement.
- Interact frequently with individuals to learn about the common ideals shared within the group.
- Articulate the group vision in a compelling manner to inspire others to join.

Listen to Your Constituents

- By actively listening to constituents, leaders gain insights into how others perceive the group's purpose, enabling more effective collaboration.
- These conversations also reaffirm to group members that leaders are sincerely invested in them and the collective goals of the group.



Listen to your Constituents

- Be able to say with assurance, “Here is what I heard you say that you want for yourselves. Here is how enlisting in a common cause will serve your needs and interests.”



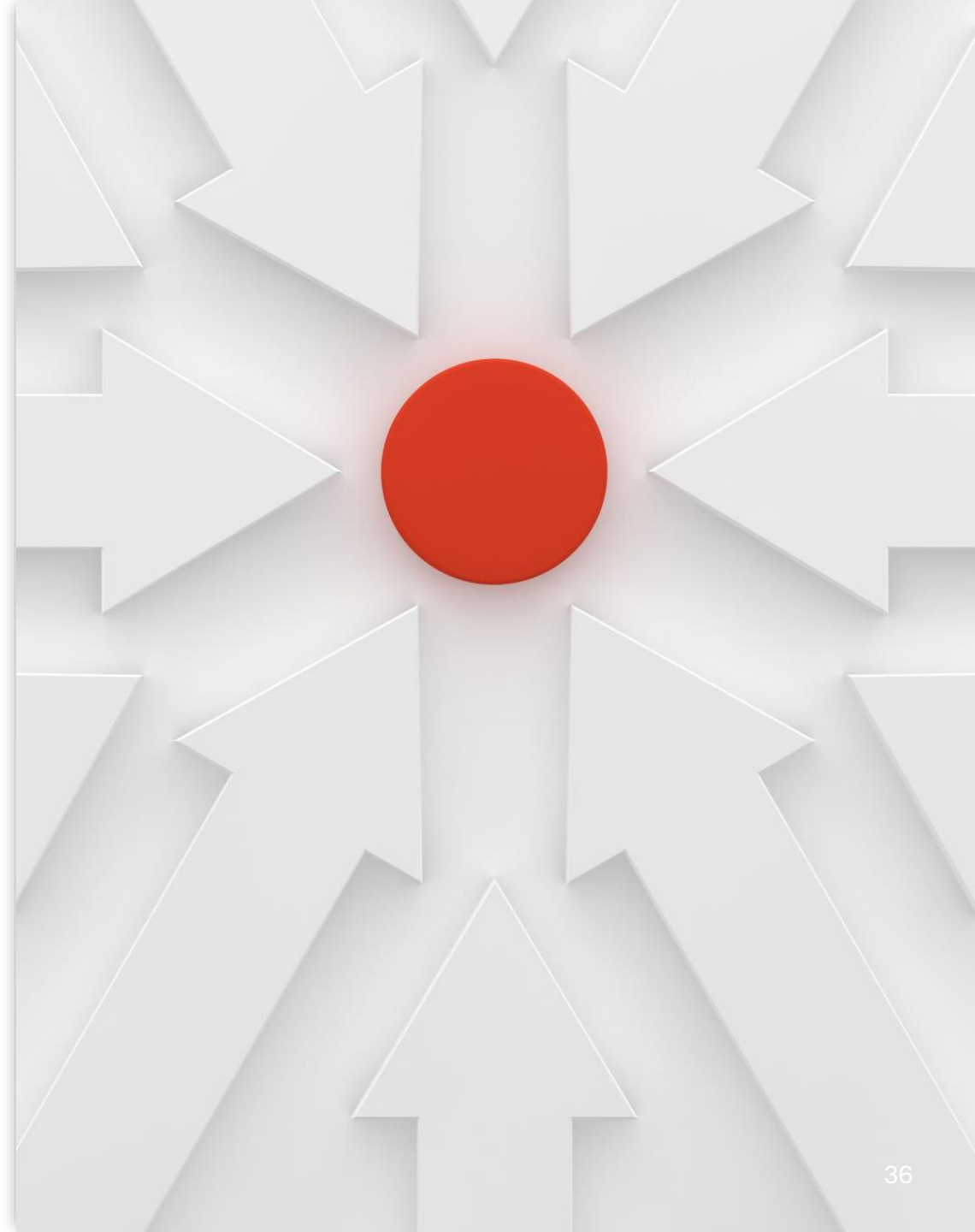
The Song beneath the Words

- “Listening for the song beneath the words”, Ron Heifetz.
- You must try to go beyond the words and form a rich picture of the other person's emotions and intentions.



Find A Common Purpose

- The central task for leaders is inspiring a ***shared vision***, not selling their personal view of the world.
- People want to be a part of the vision development process.
- They want to **dream** with their leaders, invent with them, and be involved in creating their futures.



Make it a Cause for Commitment

- There is more to work than making money.
- People have a deep desire to make a difference.
- Meaning and purpose are vital to all generations at work.
- **People commit to causes**, not to plans.



Breath Life into Vision

- Leaders use many tools to make their invitation clear and compelling to others.
- They use metaphors and stories to connect with others and paint the picture that brings their vision to life for everyone.
- You know you've heard an ideal and unique image of the future for the common good when your own imagination takes off.
- Make people breath, feel and see your vision.
- Communication is key.



Animate Vision

- Stories
- Examples
- Pictures
- Theme songs
- Quotations
- Pictures
- Slogans
- Poetry
- Humor



Being Forward Looking in Times of Rapid Change

- Read cutting-edge magazines
- Read articles and books by futurists
- Identify themes in the news, talk shows, movies, blogs
- Watch trends in the bestseller lists of books, videos, games
- Ask your team what trends they believe the future holds



How to Prospect Your Future:



Ask yourself "Where do I see this organization five or ten years from now?"

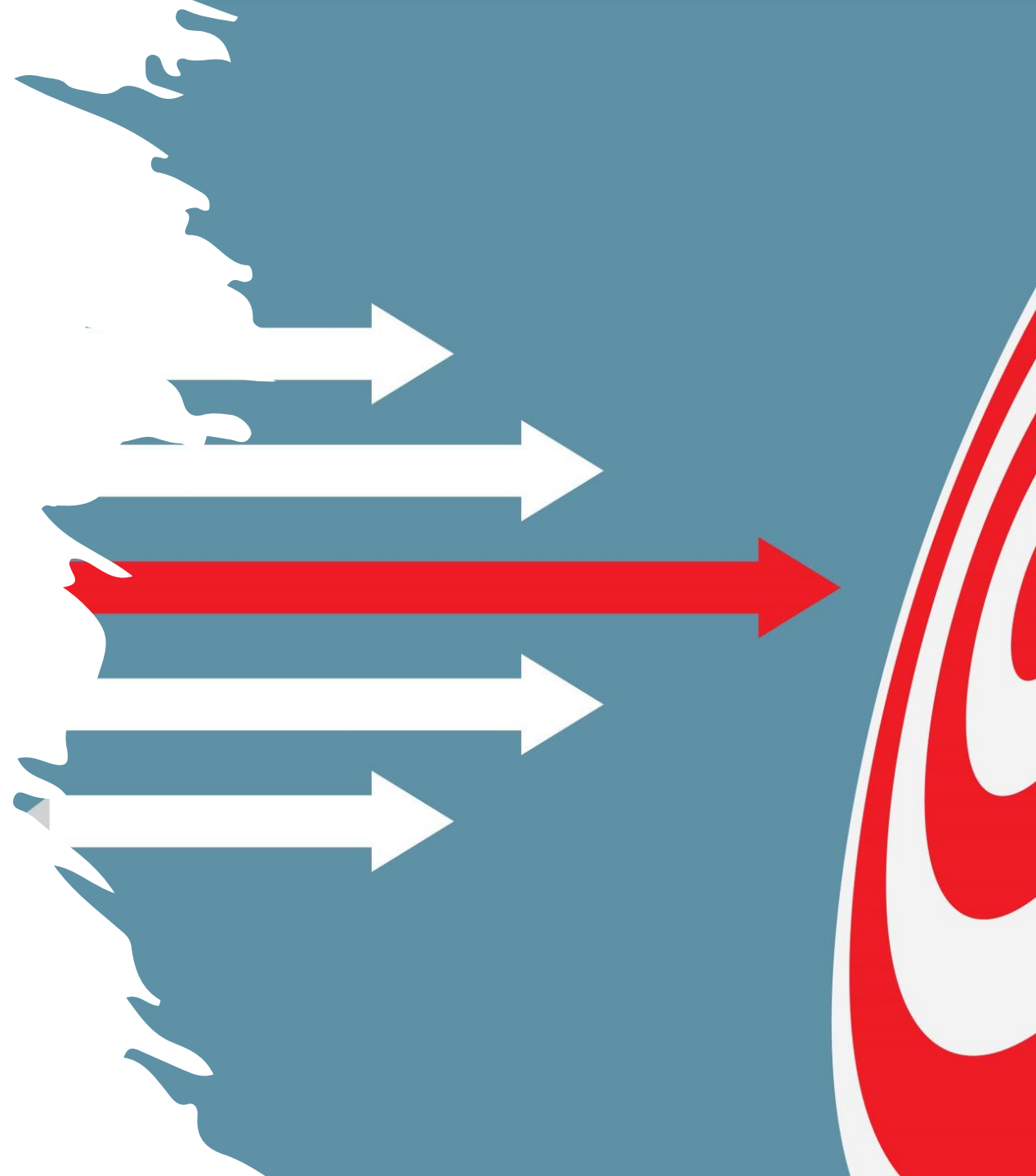


Be on the lookout for emerging developments and trends in your industry.



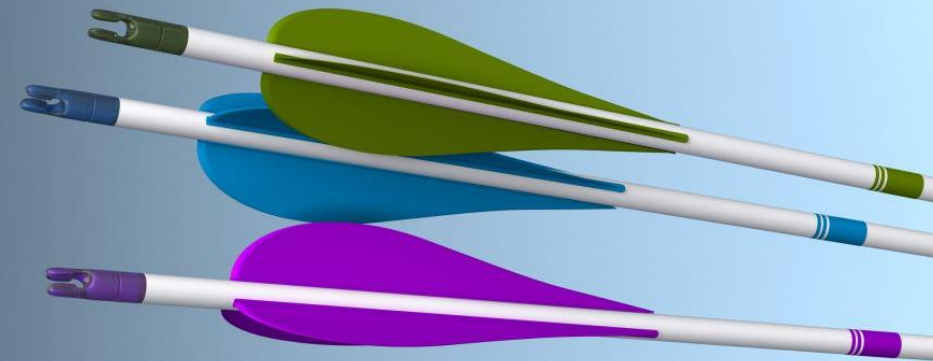
Always think about what's next. What happens after you achieve the goal or finish the project?

Difference between Visions, Goals and Objectives



Vision Vs. Goal

- **Visions** states what you aspires to become in the future
- **Goals** are the more specific aims you pursue to reach the vision



Goals Vs. Objectives

- **Goals**
 - Broad in nature
 - Valuable for setting a vision
 - Difficult to measure
 - Abstract ideas
 - Longer term
 - The end result



Goals Vs. Objectives

Objectives

- Narrow in scope
- Specific steps
- Associated with a schedule and time frame
- The means to the end result
- Easy to measure
- Short term or medium term



How to set goals and objectives as a Leader?

1. Start with your vision
2. Break down your vision into goals and objectives
3. Use the SMART criteria
4. Involve your team and stakeholders
5. Review and adjust your goals and objectives



NGO Values- Vision – Mission (Group Activity)



Invictus Movie Activity



**Invictus (unconquerable) ...A
poem by English poet
William Ernest Henley
frequently recited by Nelson
Mandela**

Out of the night that covers
me...

The poem goes

It matters not how strait the
gate,

How charged with

punishments the scroll,

I am the master of my fate,

I am the captain of my soul.



The Invictus: Look to the Future



The Invictus: Need to Exceed



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