

# Advanced Diploma in Leadership and Management

**Lesson 3**  
Leading with vision,  
values and purpose.



## Lesson Three

# Leading with Vision, Values and Purpose



Leadership and strategic alignment.



Importance of “vision” in leadership.



Why values matter.



Why leaders have purpose.

Pillar 1

## Leadership and strategic alignment

“Building a visionary company requires one percent vision and 99 percent alignment” —

Jim Collins and Jerry Porras, Built to Last.”

## What does strategic alignment have to do with leadership?

**65%**

65% of organizations have an agreed-upon strategy.

**20%**

Managers spend less than 20 percent of their time on employee development activities.

**14%**

Only 14% of employees understand the organization's strategy.

**10%**

Less than 10% of all organizations successfully execute the strategy.

Two out of three employees do not feel motivated to achieve their employer's business goals and objectives.

The need for alignment

# Getting the alignment right



## Focus

A statement of purpose to believe in, a direction that they are willing to move toward,

## Purpose

Clearly articulating the company's purpose, values, and vision for the future.

## Consistency

When everyone is focused and aligned on the same goals, they gain the ability to get useful work done in less time.

## Expectations

What you want done, to what standard, and by when.

## Get buy-in at all levels

Everyone knows how their actions contribute toward achievement of the mission and its goals

# How do you achieve this focus and alignment



## Goals

Goals are results-oriented outcomes that contribute directly to the accomplishment of the mission

## Mission

Think of the mission as a short-term vision.

## Vision

A vision is a realistic, credible, and attractive description of the future

## Values

Organizational values describe what your people believe in and consider important.

## Purpose

A purpose statement is a broad definition of why your organization exists – in other words, the purpose it serves.

Once you're clear on your purpose everything else follows

## Steps to achieve alignment



# Approach to alignment



## Strategy creation

- Don't just rely on mission vision and values
- In your customer – you'll find PURPOSE

## Strategy communication

- Very few people, left on their own, can figure out how their individual job descriptions relate to the overall strategy.



## Strategy execution

- The only step of the process that can produce desired business outcomes.

## Steps to alignment

### Strategy creation

- At this beginning stage of your strategic quest two questions become extremely important:
- What will your customers buy?
- What are you producing?
- You need to remain true to your core.
- Making reasonable attempts to satisfy the demands of your target market.

### Strategy communication

- Challenge of inserting employees into the mix
- Aligns their daily decisions and actions with the strategic direction
- What's in it for them: recognition and rewards.
- Plan can't be too complicated.
- Needs to understood by all.

### Strategy execution

- Need to execute on new behaviours, processes and practices.
- Innovate in ways that are responsive to the market you seek to serve
- Customer-centricity is at the heart of alignment,
- Recognize and reward those who adopt new behaviours.

## Alignment empowers people

### Clear sense of direction

First, when a clear sense of direction has been communicated throughout an organization, lower-level employees can initiate actions without the same degree of vulnerability. As long as their behavior is consistent with the vision, superiors will have more difficulty reprimanding them.



### Everyone is aiming at the same target

Because everyone is aiming at the same target, the probability is less that one person's initiative will be stalled when it comes into conflict with someone else's.

Pillar 2

## The importance of vision

“if you are working on something exciting that you really care about, you don’t have to be pushed, the vision pulls you”

Steve Jobs

# What is vision and why does it matter to leadership?

## Lifeblood

It provides meaning to the day-to-day challenges we face each day in work..

## Big Picture

It's what are you working towards.

## The way things could be better

It seeks to improve, to learn and create.

## A billboard

It gets your ideas across powerfully, accurately, and quickly.

## A directional vision

It imparts a pathway for employees to follow.

## The North Star

Helps to navigate through complexity.



Without vision there can be no unity of purpose.

## Personalize your vision



## Visualize your future

- For leaders, a vision is not a dream; it is a reality that has yet to come into existence
- What do you envision for yourself in the next five years?
- How do you want to grow?
- What do you envision for your work?
- What do you envision for your family life or friendships?
- What do you envision for where you live?
- What do you envision for fun and recreation?
- What do you envision for yourself as a leader?

Be respectful and earn it

# What your vision should convey

## Involve everyone

- Build loyalty by involving all employees.
- they are part of something bigger than themselves and their daily work.

## Share it

- It must permeate all communication at every level of the organization.

Be clear

Be Inspiring

Unique strengths

Communicate

Be the reason

## Add clarity

- Clearly set organizational direction and purpose.

## Reflect what's good

- Display and reflect the unique strengths, culture, values, beliefs and direction of the organization.
- Inspire enthusiasm, belief, commitment and excitement in company members.

## Live it daily

- Serve as the reason courses of action are chosen, people are hired, markets are selected, and products are developed.

Pillar 3

## Why values matter to leadership

“Personal leadership is the process of keeping your vision and values before you and aligning your life to be congruent with them”

Stephen Covey

# Values matter and here's why

## Values guide your decisions

- Time management matters.
- Making people wait diminishes respect

## Values influence

- When you speak with passion, people are drawn to you.
- They are more likely to hear your message and you will be more successful in persuading and influencing

## Values create clarity

- Values help you to focus on the important things..
- Can be more productive.

## Values reduce stress

- Stress is contagious – it infects those around you
- When your decisions are faster, communication is easier and you are clearer about things you will have less stress!

## Values guide actions

- Behave in accordance with them
- When you understand and then act on your values that all the benefits are gained

## Be Clear

- Being clear on your values helps you be a more effective, productive and confident leader.

Values are most valuable when they are clearly understood and defined.

Why values matter

# Values-based leadership



## Values-based leadership

- Leading the team and evaluating performance - both your own and the team's - based more so on the organization's set of values rather than specific metrics and milestones.

## Write your values down

- Who we are, why we exist and what we expect of ourselves and each other.
- It means that visionary leaders have come together to ensure alignment on what the organization stands for.
- They should also be the guiding light for how performance is evaluated

## Values and change

- If the team is being asked to learn new things and adjust to organizational and cultural transformation, their criteria for "great performance" needs to be adjusted.
- Constantly communicate your values.

Why leaders have purpose?

# How values-based transforms culture



## Values-based leadership

- Identifies and illuminates personal uniqueness.
- Inspires individual understanding and commitment.
- Instils the right behaviours that motivate and inspire others.
- Delivers extraordinary results.

## Requires new thought processes

- it's about the way we think and what we believe
- What we believe is determined by what we value..
- Our values govern our behaviour, and our behaviour determines our performance

## Enables the future

- Values-driven companies are energized, equipped and organized to achieve powerful goals.
- It is not about change. It is about transformation, it enables the future.

Pillar 4

## Why leaders have purpose.

The very essence of leadership is its purpose... and the purpose of leadership is to accomplish a task"

Dandridge M. Malone

Why leaders have purpose?

## What do we mean by purpose



**Meaningful mental model that provides a reason for being**

- A guiding set of personal goals and objectives.
- It provides clarity of direction
- It evokes passion and commitment
- It makes sense of the world and the person's role within it."

**A sense of purpose is key to successful leadership**

- A sense of purpose, not a specific set of characteristics, is the key to successful leadership.
- Characteristics such as being upfront, honest and consistent, are considered to be facilitators of purpose.

**Purpose is created through one's life journey**

- Encapsulates one's personal values, goals and identity.
- Allows the leader to see meaning in their purpose
- It is personal, internalised and self-imposed, it cannot be given to you!

Why leaders have purpose

## Why is purpose so compelling?

### Inspiration emerges from purpose

- Knowing what you do and why you do it
- Purpose aligns goals, mission, vision and values.

### A reason to believe

- Giving your organization a reason to believe in Itself.

### Customer benefits

- Tie customer benefits to employee contributions, and linking work to results.

### Needs to be lived

- Purpose is the spark for vision.
- It will die if not lived each day

### Needed in tough times

- Staff need to feel the purpose.
- Workers need to know that they are having a positive impact on their customers lives.

### Connect the dots

- The leader needs to connect the dots between what an employee does and why it matters to the organization.

Why leaders have purpose

# Why purpose empowers everything

## Exceed Expectations

- Sense of belonging
- Being connected
- Stimulates creativity

## Make a difference

- Purpose is a statement of the difference or impact you're trying to make in the world, other than making money

It empowers

Meets deeper needs

It engages

Explains the why

Gives meaning

## Sets Direction

- Commands attention
- Focuses commitment

## Meaningful Work

- Motivates people to achieve beyond what they thought possible?

## Higher purpose

- We perform better.
- releases energy and provides focus and relevance to a brand and to everyone who represents it.

## Leading with vision values and purpose

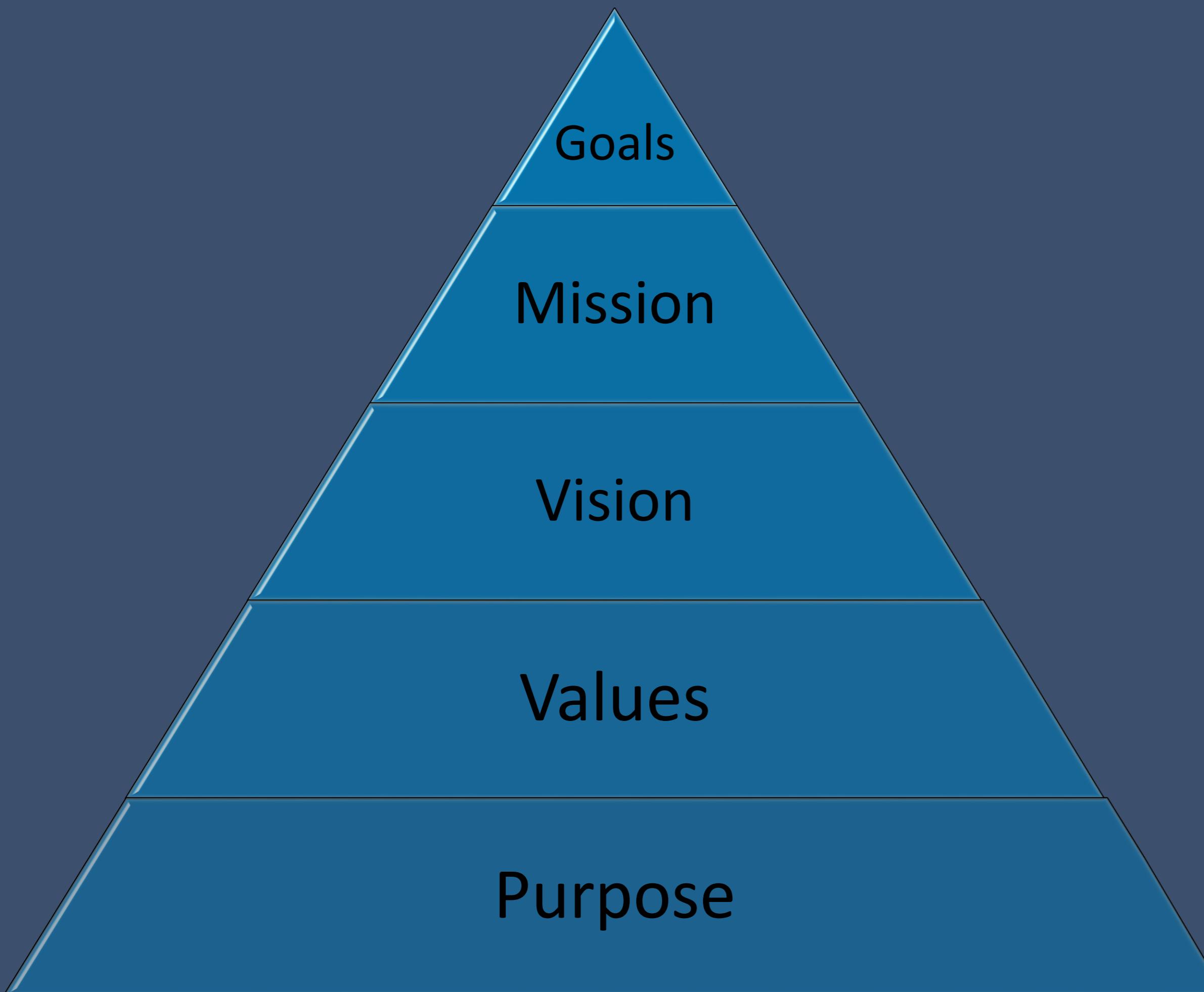
1. Leadership and strategic alignment.
2. Importance of vision in leadership
3. Why values matter
4. Why leaders have purpose



### Lesson 3 Summary

# Your Next Lesson

## Lesson 3 Practical



Leading with Vision, Values and Purpose

Practical

- Attend all of the lessons LIVE and your knowledge will grow