
Vision

Definition

Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

Key Words: Strategic Vision, Future state

Behavioral Indicators:

1. Communicates a clear, vivid, and relevant description or picture of where the organization should be in 3, 5, or 10 years
2. Expresses the vision in a way that resonates with others as demonstrated by their words and actions
3. Builds a shared vision with others
4. Influences others to translate vision to action

PROFICIENCY LEVELS: Vision

LEVEL I

- Meets with staff to address concerns about new organizational structure
- Develops and generates support for work group vision
- Involves staff in setting annual goals to ensure buy-in
- Conducts interviews with staff to ascertain organization's needs
- Conveys vision of agency to staff and stakeholders

LEVEL II

- Involves employees and stakeholders in an organizational change process by conducting meetings and providing frequent updates
- Acknowledges organizational strengths and develops plan to address areas needing improvement
- Communicates vision and mission of new office to employees while incorporating employee feedback for ideas on accomplishing new goals and objectives

LEVEL III

- Directs and provides guidance to managers to develop long-term strategic plan for the division
 - Educates agency officials about new system and outlines how the long-term benefits align with agency goals
 - Conducts workshop with employees, human resources staff, and customers to build a vision, strategy, and goals for the unit
 - Develops an approach to improve efficiency and effectiveness of the organizational structure by using creative reorganizing concepts
 - Considers various viewpoints from internal and external sources when developing new organizational mission and vision
 - Builds nationwide coalitions to develop and garner support for shared programs
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