

North Star Insights

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Guiding Organizations to Success

To support you—our friends, colleagues and clients—this is part of our series of articles designed to help you improve your execution on strategic topics. As strategy consultant we are continuously developing plans with clients and are passionate about using the best tools and research to implement these plans.

The articles are based on recent research—both original research conducted by North Star Strategies and SchellingPoint and supported by the work of acknowledged experts in this field. Each article will include simple ideas that you can put immediately into action.

We hope you enjoy the articles and find them useful.

-Tracy

Action Items

1. *Bring your team together and restate your vision, as simply and as honestly as you can. Do not overstate or inflate the benefits or sweep problems under the rug.*

2. *Do not try to convince the team. Efforts to persuade lead to compliance, not to their own sense of the vision. Trust your vision and trust your people. Invite questions. Listen. Give your people time and safety to develop their own sense of vision.*

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Shared Vision

A shared vision demands leadership strong enough to be humble.

Early on in the transformative process that has occurred in Egypt, skeptics pointed out the lack of a clear leader. Would it be a "Gandhi" or a "new King"? Where is the one who articulates the new vision? Who will embody the vision others will follow?

Despite these questions, the movement continued and grew, even in the face of repression. How? Apparently the people possessed what is known as a *shared vision*.

Shared vision creates a dynamic of energy and passion that drives individuals to bring that vision into existence. Perhaps the simplest way to explain the difference: people who are committed truly want the vision.

While corporate or department visions are meant to represent what "we" are driven to accomplish, more often than not, they are the *personal* vision of an individual with **positional** leadership. Undeniably, some will see the benefit of the vision and are genuinely compliant. Others, however, may fall anywhere from formal obedience to apathy or even resistance.

To learn more about the dynamics of a shared vision, please contact Tracy Morgan at tmorgan@north-star-strategies.com.