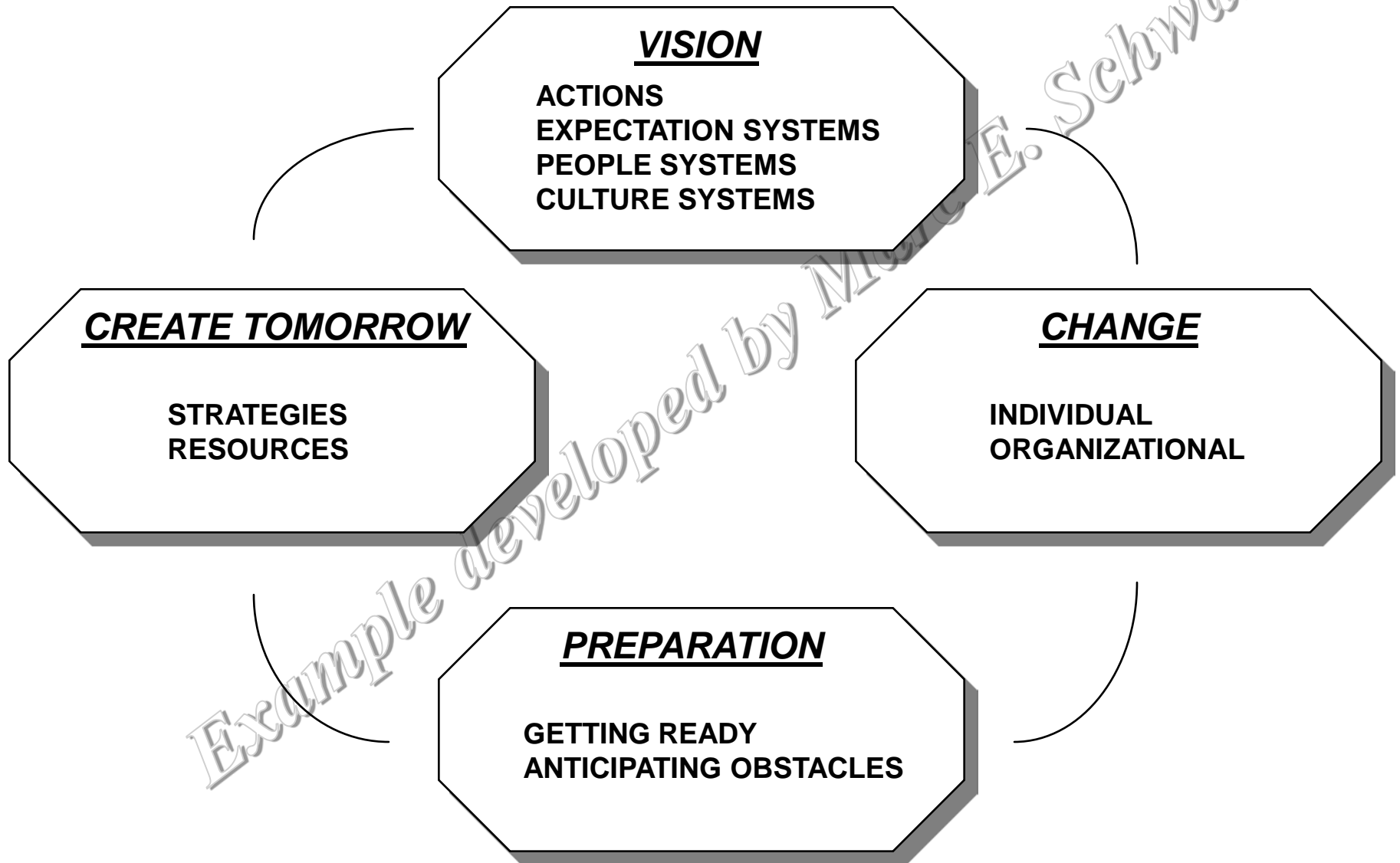


VISIONING



POSITIVE LEADERSHIP STRATEGIES

- **LEAD FROM STRENGTH**
- **GAIN A SMALL ADVANTAGE**
 - » **QUALITY IMPROVEMENTS**
 - » **COST REDUCTIONS**
 - » **CUSTOMER SERVICE IMPROVEMENTS**
- **EFFICIENCY**
 - » **SPEED & FLEXIBILITY**
 - » **ORGANIZE TO REDUCE WASTE**
 - » **AUTOMATION & COMPUTERIZATION**
 - » **THE BOSS NEEDS TO LEAD**
- **TRAIN EXTENSIVELY**
- **MEASURE CONTINUOUSLY**
 - » **SPECIFIC & TIMELY INFORMATION**
 - » **IDENTIFY OPPORTUNITIES**
- **REWARD**

TEN RULES FOR STIFLING INITIATIVE

1. Regard any new idea from below with suspicion - because it is new and because it is from below.
2. Insist that people who need your approval to act, first go through several other levels of management to get their signatures.
3. Ask departments or individuals to challenge and criticize each other's proposals.
4. Express your criticisms freely and withhold your praise. (That keeps people on their toes.) Let them know they can be fired at any time.
5. Treat problems as a sign of failure.
6. Control everything carefully. Count anything that can be counted frequently.
7. Make decisions to reorganize or change policies in secret and spring them on people unexpectedly (that also keeps people on their toes).
8. Make sure that any request for information is fully justified and that it isn't distributed too freely (you don't want data to fall into the wrong hands).
9. Assign to lower-level managers, in the name of delegation and participation, responsibility for figuring out how to cut back, lay off, or move people around.
10. Above all, never forget that you, the higher-ups, already know everything important about this business.

- Rosabeth Moss Kanter: *The Change Masters*

SPELL OUT A CLEAR VISION

HONDA

QUALITY IN ALL JOBS - LEARN, THINK, ANALYZE, EVALUATE AND IMPROVE

RELIABLE PRODUCTS - ON TIME, WITH EXCELLENCE AND CONSISTENCY

BETTER COMMUNICATIONS - LISTEN, ASK, AND SPEAK UP

THE VISION STATEMENT

A SHORT SIMPLE STATEMENT

VALUE ADDING & MARKET PLACE ADVANTAGE FACTORS

POSITIVELY DISTINGUISHES YOUR ORGANIZATION -

CUSTOMERS, EMPLOYEES & SUPPLIERS

PROVIDES CLEAR, INSPIRING DECISION MAKING CRITERIA

HERSHEY CHOCOLATE

PROTECT AND ENHANCE THE CORPORATION'S HIGH LEVEL OF ETHICS AND CONDUCT

MAINTAIN A STRONG "PEOPLE " ORIENTATION AND DEMONSTRATE CARE FOR EVERY EMPLOYEE

ATTRACT AND HOLD CUSTOMERS WITH PRODUCTS AND SERVICES OF CONSISTENT SUPERIOR QUALITY AND VALUE

SUSTAIN A STRONG RESULTS ORIENTATION COUPLED WITH A PRUDENT APPROACH TO BUSINESS

VISION WORKSHEET

WHAT ARE THE DEPARTMENT'S GOALS? SHORT TERM? LONG TERM?

WHAT IS THE MISSION OF THE DEPARTMENT, AREA, PLANT?

HOW DOES THE GOAL AND MISSION SUPPORT THE STRATEGIC POSITION OF THE CORPORATION? ARE THERE SIMILARITIES, DIFFERENCES BETWEEN THE OBJECTIVES, ARE THEY MUTUALLY EXCLUSIVE?

HOW DOES THE MISSION AND GOALS WITHIN MY DEPARTMENT SUPPORT THE STRATEGY OF OTHER DEPARTMENTS?

WHAT ACTIONS WILL BE TAKEN TO ASSURE UNDERSTANDING, AGREEMENT AND FOCUS TOWARD SUCCESSFUL ATTAINMENT OF THE VISION?

VISION REVIEW

WHAT ARE THE FEW (5 - 7) KEY BEHAVIORS REQUIRED BY THE NEW VISION?

HOW CAN WE ATTAIN MAXIMUM VISIBILITY FOR THE VISION?

HOW ARE WE PLANNING TO REINFORCE THE NEW BEHAVIORS CREATED?

HOW WILL WE REWARD PERSONAL ACHIEVEMENTS AND ACCOMPLISHMENTS?

HOW WILL OUR VISION LEAD US TOWARD A CONTINUOUS IMPROVEMENT PROCESS?

Sources: *Teaching the Elephant to Dance* by James A. Belasco, PhD and *The Age of Unreason* by Charles Handy