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