

# AGLP Leadership Development Curriculum

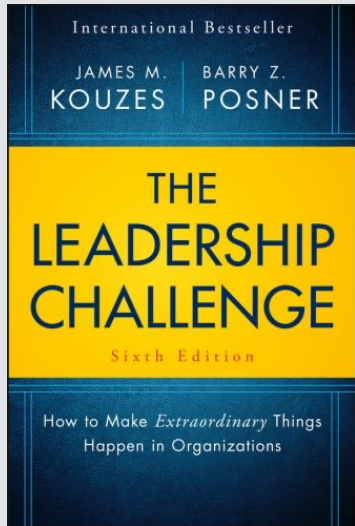
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## Leadership Practices: Inspire a Shared Vision

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9/12/2022

# AGLP Leadership Development Framework



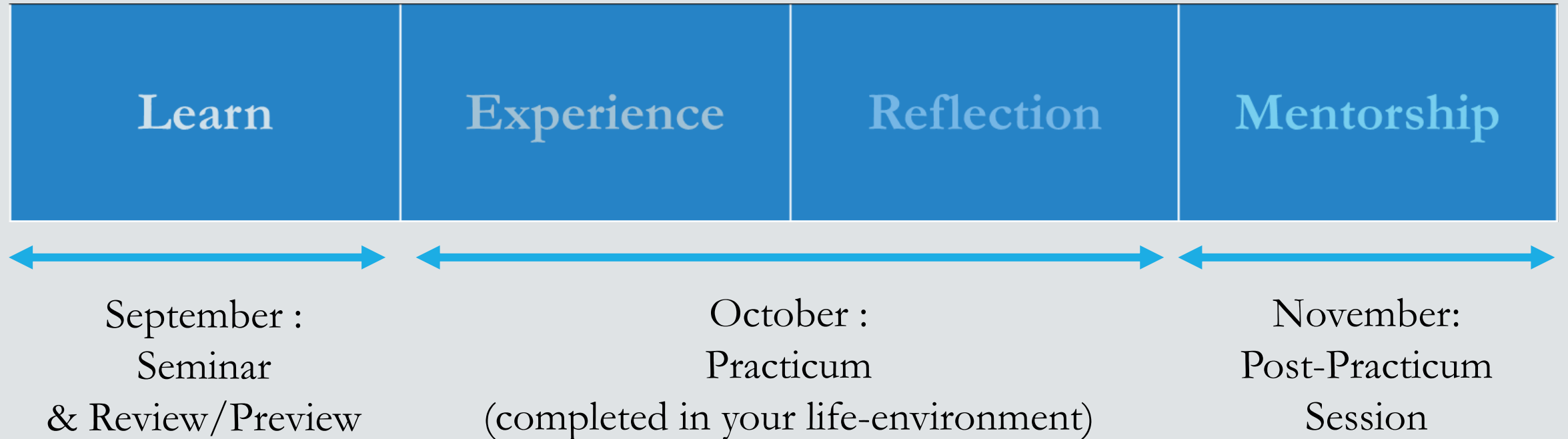
## The Five Practices of Exemplary Leadership® Model\* (Kouzes & Posner)



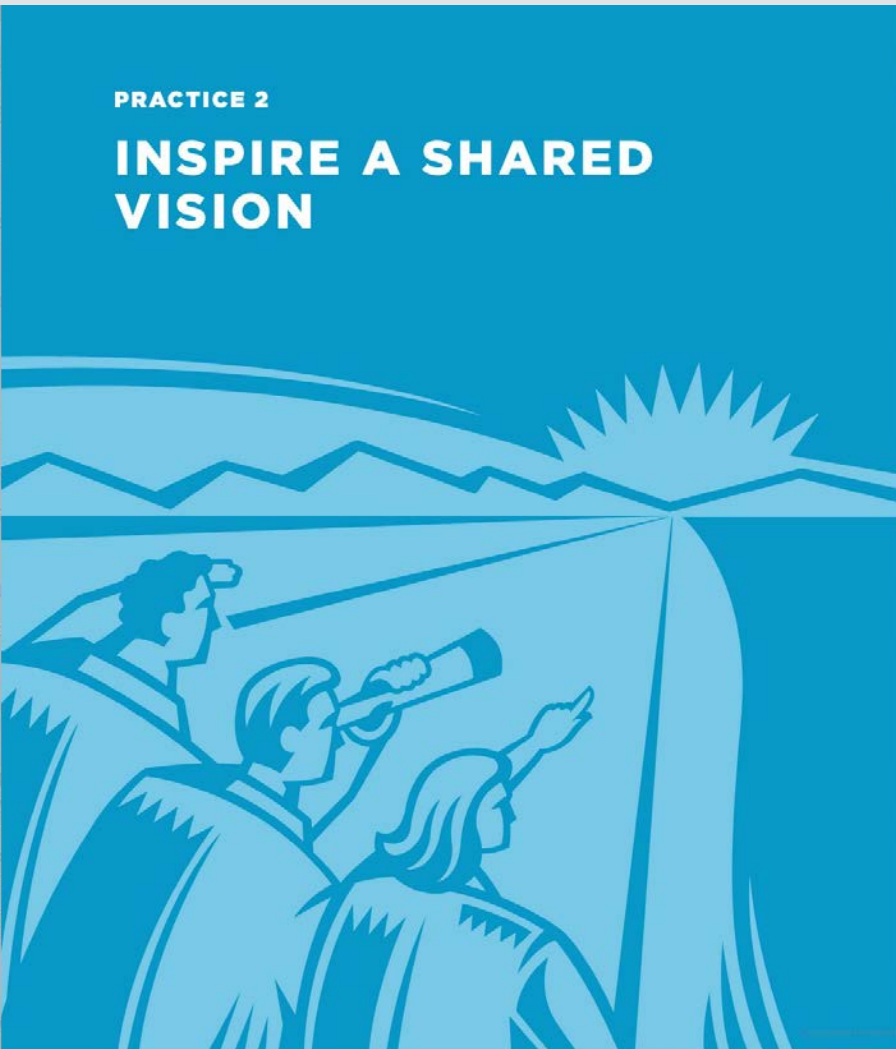
[\\*www.leadershipchallenge.com](http://www.leadershipchallenge.com)

# AGLP Leadership Development Sequence

Leadership Practices: Inspire a Shared Vision



# Inspire a Shared Vision - Outline



- Envision the future
  - imagine the possibilities
  - find a common purpose
  - take action
- Enlist others
  - appeal to common ideals
  - animate the vision
  - take action



Inspire a Shared Vision Workbook

# Inspire a Shared Vision

[Inspire a Shared Vision Overview Video](#)



# Envision the Future



- **Imagine the possibilities**
  - “Leaders are dreamers. Leaders are idealists. Leaders are possibility thinkers.”
  - “Visions are projections of one’s fundamental beliefs & assumptions... much like a literary or musical theme.... It’s the paramount, persistent, and pervasive message that you want to convey, the melody you want people to remember; & whenever repeated, it reminds the audience of the entire work.”

# Find a Common Purpose

“The central task of leaders is to inspire a *shared* vision, not selling their personal view of the world.”

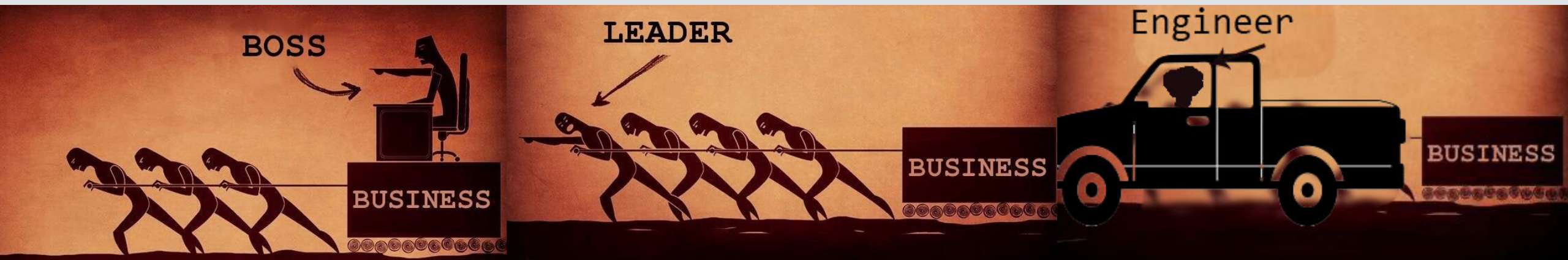
- Listen deeply to others
  - “the best leaders are great listeners... through intense listening, leaders get a sense of what people want, what they value, and what they dream about.”





# Find a Common Purpose

- Make the common purpose a cause for commitment
- People desire:
  - integrity                      purpose                      belonging                      autonomy
  - challenge                      growth                      significance
- Look forward in times of rapid change - leaders clear the fog so people can see further ahead – clear visions inspire hopes
- **“People only want to follow those who can see beyond today’s problems and visualize a brighter tomorrow.”**







[Wright Brothers & Samuel Langley - Simon Sinek Video](#)









Take Action



## Inspire a Shared Vision: How to Create a Common Purpose

Jul 20, 2021

When was the last time you imagined the possibilities? Whether it was about the cabin you dream of building, the community food shelf you want to start, or how you want to leverage your expertise at work to start an outreach program with that nonprofit in your community, did you know that by dreaming big you were starting to employ the second of The Five Practices of Exemplary Leadership® – Inspire a Shared Vision?

[Kouzes & Posner: \*The Leadership Challenge – Inspire a Shared Vision\*](#)

# How Do I Create a Vision for the Future?

Creating a vision for the future involves thoughtfully reflecting on both the past and the present to define the patterns, trends, and themes that have defined your life until this point. It is when you have done those steps that you can look to the future and create the vision that will drive you, and your organization, forward.

## 1.

## Reflect on Your Past

Though the idea of looking to the past to inform the future may seem counterintuitive, looking to your personal history to reflect on where you've been is an important step in grounding yourself for your journey forward. It's easy to be so future focused that we don't take time to reflect on how we got to where we are. As James Kouzes and Barry Posner say in **The Leadership Challenge**, "Your personal history is your traveling partner on every journey you take."

### Ask Yourself



Is there a central, recurring theme in my life?



How long does it typically take for me to achieve my goals?



How did I get to the point I am at today?



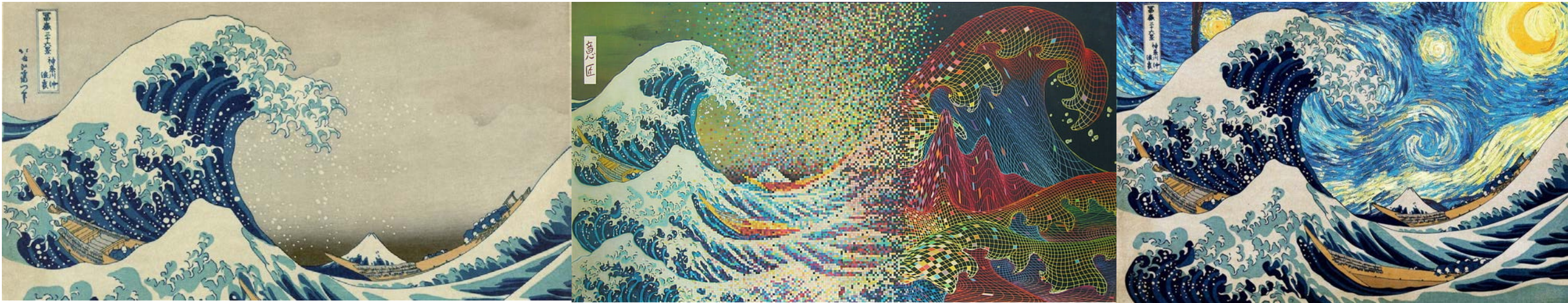
### 3.

## Attend to the Present

Look around your workspace & community. Know what is going on. Listen to others to understand where things are and where they are going.

To envision the future, you have to realize what's already going on. You have to spot trends & patterns, and appreciate both the whole and the parts. You have to see the forest and the trees.

Envisioning the future is not about gazing into a fortune teller's crystal ball; it's about paying attention to the little things that are going on all around you and being able to recognize patterns that point to the future.



## Prospect Your Future

"Leadership requires you to spend considerable time reading, thinking, and talking about the long-term view, not only for your specific organization but also for the environments in which you're operating," Kouzes and Posner say in *The Leadership Challenge*. After you've taken time to reflect on your past and tend to the present, it's time to prospect your future. This is where those big dreams you've been ruminating upon come into play. What are your goals? When you look to the future of your role or organization, what do you see?

### How to Prospect Your Future:



Ask yourself "Where do I see this organization five or ten years from now?"



Be on the lookout for emerging developments and trends in your industry.



Always think about what's next. What happens after you achieve the goal or finish the project?



## Express Your Passion

When you think to the future you've envisioned, what do you feel? It should be excitement, motivation, and passion. When you put in the time to not only dream up a future you want but strategize how to get there, you have already started to express your passion for the future. Leaders who express conviction and enthusiasm about the future, no matter their role or title, are consistently seen as more effective. Leaders who wake up and hit the ground running towards their vision are leaders that people love to rally behind.

### Express Your Passion By Asking Yourself:



What gets me up in the morning?



Do my goals have a greater purpose to not only myself, but also to others?

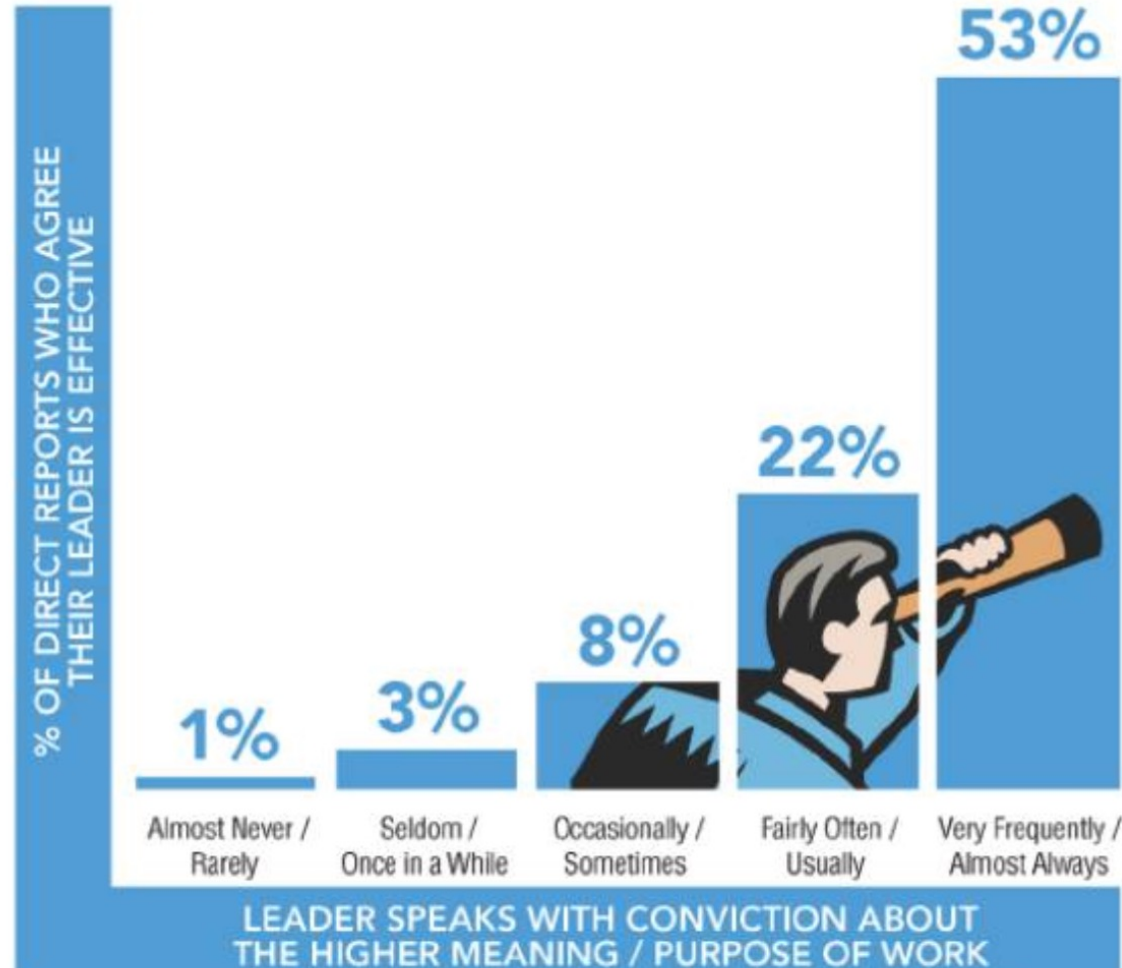


Do I have clarity in my vision for the future?

5.

## Express Your Passion

**Figure 5.1 Speaking with Conviction About the Higher Meaning/  
Purpose of Work Raises Leadership Effectiveness Ratings from  
Direct Reports**





6.

## Find a Common Purpose

Everyone should feel passionate about the work they do and the organization they do it for. Regardless of your particular role or title, you have the power to adopt these leadership behaviors and build the skills necessary to become a leader from wherever you are.

Leadership is not limited to those holding a prestigious title or leading the vision for the entire organization, individuals at all levels can envision the future of their role or department and contribute to the common cause. This input can provide valuable perspective that could take an already ambitious and exciting goal to the next level.

How can leaders find a common purpose with their people? Once you have shared your vision, ask your people what their vision for the future of your organization is. Listen when they share their unique perspective; you may find they provide an alternate way of thinking that could propel your vision forward or share challenges you were previously unaware of.

7.

## Make a Cause for Commitment

Finding purpose in your work is a universal desire and when your people feel as though their contributions and dreams have a place in your shared vision, they will be more inclined to commit to your mutual goals. Brainstorm together how you can achieve your dreams and Inspire a Shared Vision. When you have arrived at these goals together, it will be far easier to get through difficult times because everyone is committed to the common cause.

Like any skill, inspiring a shared vision takes consistent self-reflection, commitment, and practice. Through utilizing the behaviors outlined in the second of The Five Practices of Exemplary Leadership, you can take another step towards becoming an exemplary leader.

6.

## Find a Common Purpose

7.

## Make a Cause for Commitment



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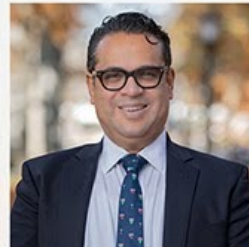
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# Yale Town Hall

Meeting will begin to stream live on August 26, 2021, at 4:00 PM EDT



# Enlist Others

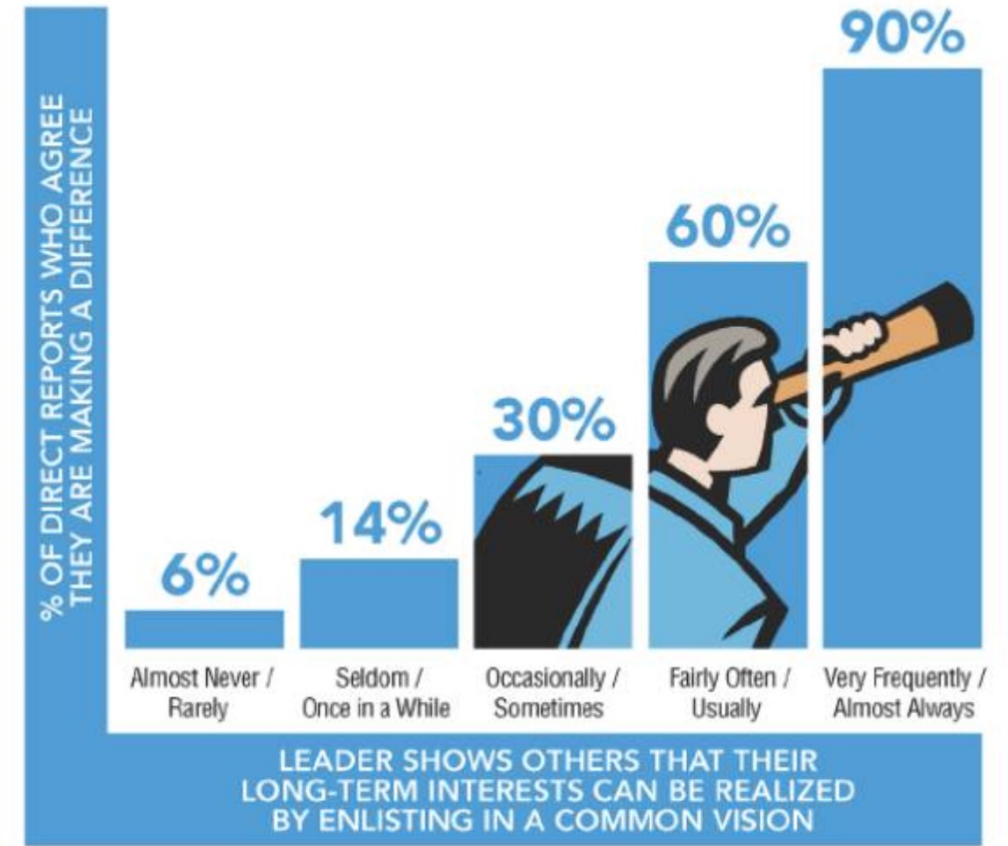


- **Appeal to common ideals**
  - “Visions are about hopes, dreams & aspirations... They’re expressions of optimism.”
- **Connect to what’s meaningful to others**
  - “Exemplary leaders don’t impose their visions of the future on people; they liberate the vision that’s already in their constituents.”

# Enlist Others

- Align your dream with your people's dream
  - “To get others excited about your dream, you need to speak about meaning and purpose. You need to show *them* how to realize *their* dreams... You have to show them it's not about you or your organization, but about them and their needs.”

Figure 6.1 Direct Reports Feel That What They Do Matters as Leaders Show That Long-Term Interests Can be Realized by a Common Vision

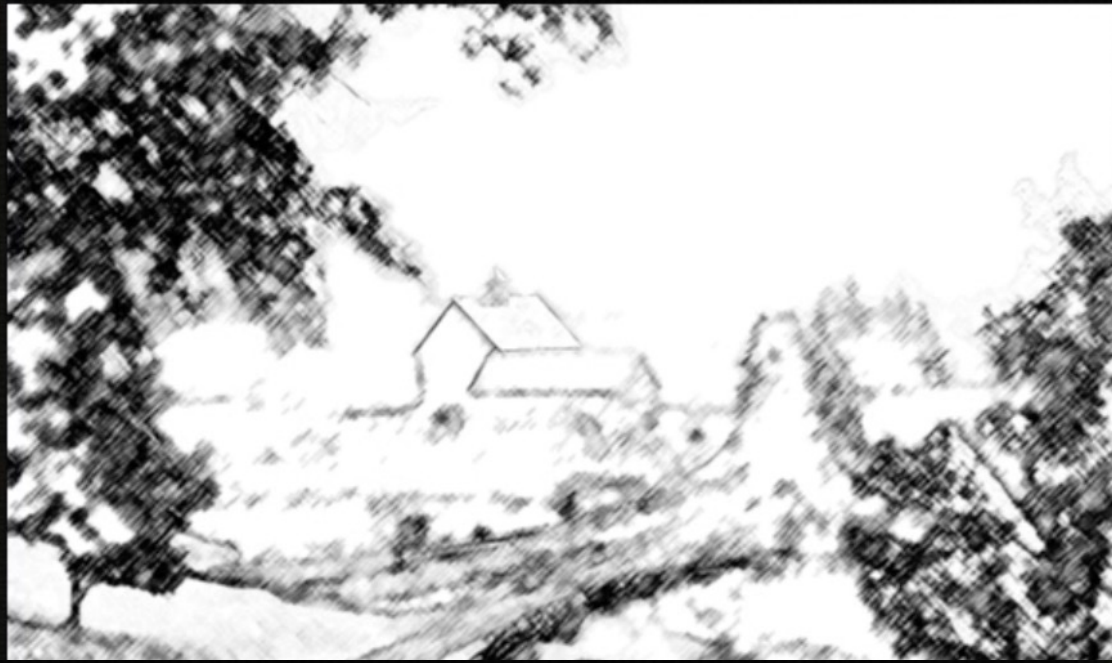






[I Have a Dream Video](#)





## Animate the Vision

- **Use symbolic language** – use metaphors – build community through language
- **Create clear images of the future**
  - “visions are images in the mind...They become real as leaders express those images in concrete terms to their constituents.”
  - “Vision itself has at its root the verb ‘to see.’ Vision statements are not statements at all – they are images of the future. For people to share a vision they have to see it in the mind’s eye.”

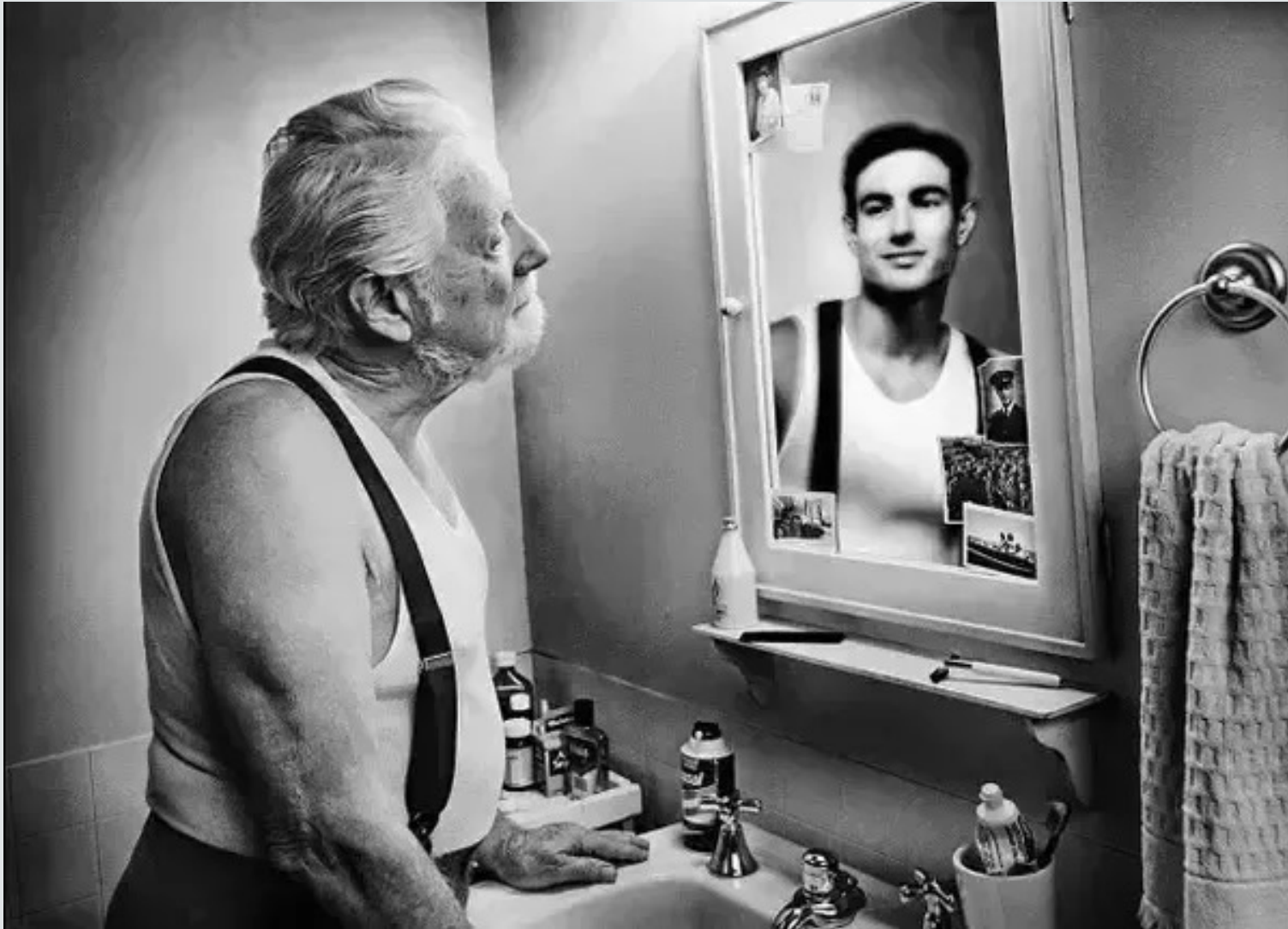


A group of young people are gathered together, smiling and looking upwards. They are wearing white t-shirts with "FIRST GLOBAL DUBAI 2019" printed on them. One person is wearing a green and orange striped shirt. Another person is wearing a blue and white patterned headscarf. The background is dark with some structural elements visible.

# GLOBAL PURPOSE

[FIRST Global 2022 Promotion Video](#)

# Enlist Others



- **Practice positive communication** – “leaders look on the bright side. They keep hope alive.”
- **Express your emotions** – “Emotions make things more memorable. By adding emotions to your words and behaviors, you can increase the likelihood people will remember what you say.”
- **Speak genuinely**





# INSPIRE A SHARED VISION

Shared Vision:  
MIT Teaching Systems Lab

# Take Action

*To inspire a Shared Vision, you must enlist others by appealing to shared aspirations.*

*Talk with others — find out their hopes, dreams & aspirations*

*Showcase how a common vision serves each team member's long-term interests*

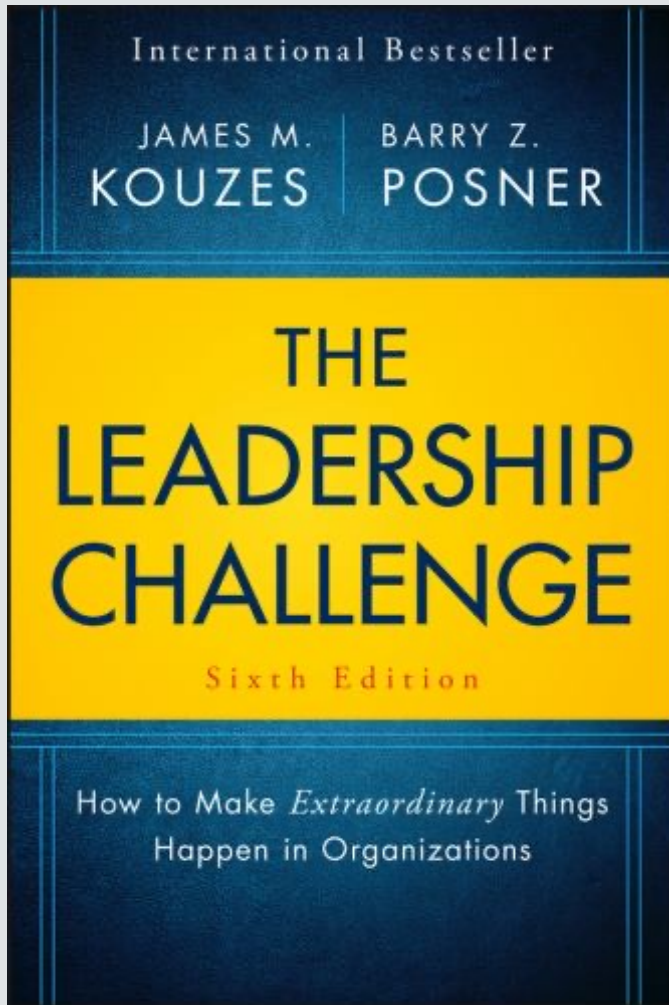
*Be positive & upbeat — make liberal use of metaphors, symbols, examples & stories*

*Acknowledge emotions in yourself & others*

*Let your passion show who you are & what you believe*



# Leadership Practice #2: Inspire a Shared Vision



## Leadership Commitments:

1. Envision the future by imagining exciting & enabling possibilities
2. Enlist others in a common vision by appealing to shared aspirations



[www.leadershipchallenge.com](http://www.leadershipchallenge.com)



# AGLP Leadership Development Curriculum

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## Inspire a Shared Vision Questions

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9/12/2022

# Inspire a Shared Vision References

- “Inspire a Shared Vision” – chapters 5 & 6 of J. Kouzes & B. Posner’s *The Leadership Challenge* ([available as a pdf download or as an on-line read via the Yale Library System on this link](#)) – also available in hard copy, compliments of the AGLP
- “To Lead, Create a Shared Vision” – J.M. Kouzes & B. Posner, *Harvard Business Review*, January 2009 ([available on-line](#))
- Background videos:
  - [A summary of the Leadership Challenge \(16-min\)](#)
  - Presentations by [Barry Posner \(32 min\)](#)
  - Presentations by [James Kouzes \(55 min\)](#) [\(30 min\)](#) [\(65 min\)](#)

# Next Steps

- EL & R: Model the Way – all SEPT



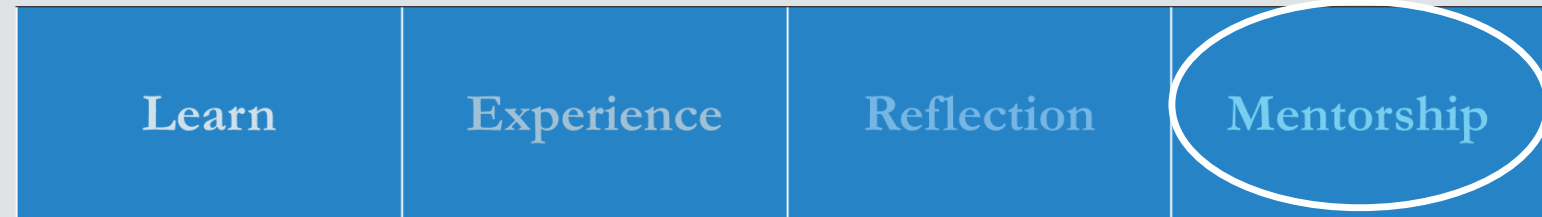
- EL & R Session: Inspire a Shared Vision – SEPT 19



- Seminar: Challenge the Process – OCT 3



- Mentorship: Model the Way – OCT 5





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Inspire a Shared Vision

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