

Managing Change in Organizations
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Lecture - 22
Vision and Change

So, welcome back to the next session of this 5th week, this is the second lecture and in this lecture we are going to talk about how you are going to link Vision and Mission with the change. As you know that when you are going to implement a change successfully, this change is directed at what it is something that you want to build in the future right. So, when we are talking about vision and mission statement of the organization it is also related to the kind of activity that you want to carry out, this is also related to say talking about the reasons of our existence where you are in where you want to go right.

So, all these is actually linked with the change right, because when you go for change it means that you are moving from a current state to a desired end state which is related to the future. And the desired end state must be able to satisfy the goals and objectives of the organization right. So, when we are talking about the vision and mission of the organization you need to ensure that it is also linked with the change program of an organization, keeping that in mind what we are going to discuss now is how we go about linking vision and mission with the change right.

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Vision and Change

- Vision is linked to successful organizational change
- Lack of vision is frequently associated with organizational decline
- The role of vision in producing organizational change is linked to the image one has of managing change
- Vision acts as a guide for the organization in identifying the appropriateness of particular changes that are proposed.

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there are logos for IIT Kharagpur, Swayam, and another organization, along with a navigation bar.

So, we have to see that whether there is a link between vision and change or not. So, vision is also linked to successful organizational change. Now, you will see that why we are talking about linking vision to successful organizational change, because vision provides you a direction where you are going right. And if you are not having a vision, it means your organization is destined to go to a future which is not certain which is going to be on the path of decline you can say right.

So, it is very very important to have a vision for the organization, because it basically relates with the change management in an organization right and it also has I mean the kind of vision that a change managers has, it is going to decide whether you are going to implement your change successfully or not right.

So, basically a vision for an organizational acts an guide for the organization that how you are going to identify, whether this particular change that you need to propose or that you have proposed is going to help you to seek the desired future right, vision also talks about the future and that is how we are going to link vision with the change.

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Images	Link Vision and Change
Director	Vision is something that is essential to producing successful organizational change. It should be articulated early on and it is up to leaders to do this.
Navigator	Vision is important but not necessarily able to be achieved because of competing visions that exist among various organizational parties and stakeholders.
Caretaker	Vision is immaterial to the way change will proceed. Change is rarely the outcome of visionary actions
Coach	Vision is important and emerge through the facilitation skills of the change leader interacting with his or her followers, shaping their agendas and desired futures.
Interpreter	Vision is the ability to articulate the inner voice of the organization, that which is lived. be it core ideology or values, and that underpins the identity of the organization.
Nurturer	Vision is emergent from the clash of chaotic and unpredictable change forces. Visions are likely to be temporary and always in the process of being rewritten.

Now, when we are going to link vision with the change we have to see that what kind of change managers image is associated with the vision, you remember in the our earlier lectures we talked about six kind of images starting with the director to the nurturer.

Now, if you look at each of these images and how they look at the vision right. So, if you look at the director which follows a top down approach for them vision is something that is impart into produce organizational successful organizational change you can say. So, vision is linked with successful organizational change. So, they visualize what kind of change we want to bring right they articulate it and then they percolate it down the line to the managers that, we need to do this in order to compete successfully in the future right and that is how the change happens.

Now, if you look at the navigator for them vision is important, but it does not lead to success because they could be competing visions; and this competing visions, could be the visions which may be there within the organization itself, it means say various units and stakeholders if they are unite not united through the this vision then it is not good. So, he says that let us have a common vision for all this stakeholders, across levels and apartments so, that you are able to work for it.

But if there are different visions which different departments or units and stakeholders are having, then it is not good now for the caretaker vision is not important, because they are not lead by the vision they do not require any vision the care taker is something that somehow they want to carry out the activities current activities. So, they do not think about the future right.

So, they in especially for caretakers vision is not related with the change at all right, now coming to the coach for coach yes vision is very very important, but because they have decided something about the future what they want to do right what they want to achieve a specifically and through this coaching they try to facilitate.

So, that people develop those skills through which they are able to realize the goals and objectives in the future right. So, the coaching skill is very very important and through this coaching, they facilitate their knowledge and skill ways are improved the knowledge and skill ways of the employees which basically shapes their agenda for the desired future right.

Then coming to the interpreter. So, interpreter basically try to find out the meaning. So, if you want to bring about a change then you will try to understand the interpret it. And through this understanding the interpretation, they try to articulate whether it is worthwhile whether it has some sense whether does it make sense or not and then they

go for it therefore, it is not then they will not go for it right. So, it based upon the understanding interpretation where the kind of sense that is made by the people related to the vision right and then the nurturer ok.

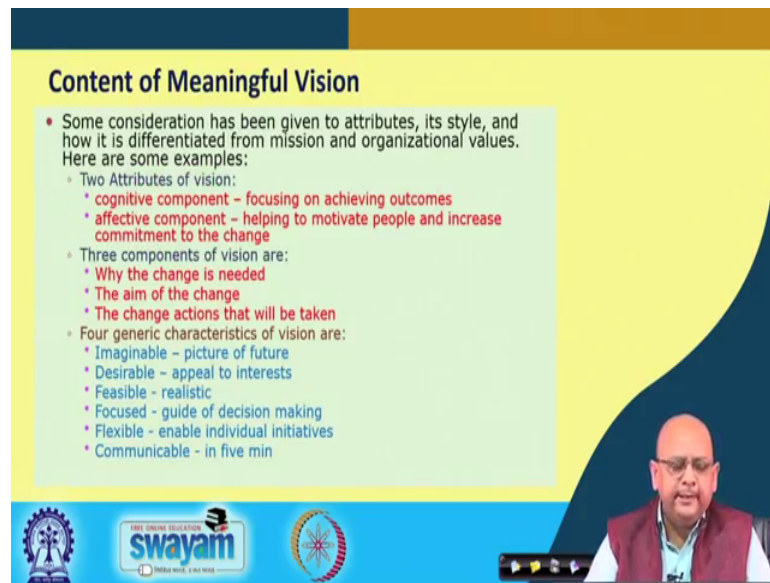
The nurturer is basically it is a different kind of change manager, where you will find that the vision is something that is coming out of something that is chaotic unpredictable ok. So, in the process because when you go for a change the entire process is not certain it is uncertain right you do not know whether the change is going to happen whether it is will be successful or not right. So, this suggests that as and when we go about it we need to bring more clarity about what needs to be done and how it is to be done and whether people are ready for it or not right.

So, they try to understand and see that whether we are able to understand it, clearly what we need to do, because of the situations, which is not very clear are ambiguous, or it is not predictable. And then they try to nurture the people to ensure that there able to go through this clearly and able to link vision with the change.

Now, if you look at these various change managers image and how this is linked with the vision and change, you will find that at least caretaker does not have an image director is something that is planned, while navigator coach and interpreter have a different kind of approach, while implementing change we have already talked about it nurturer is something that is different they try to nurture things in such a way. So, that people are able to go through these chaotic or unpredictable forces carefully and they are able to see that what needs to be done in order to ensure that the change is implemented successfully.

Now, after discussing this vision and change managers image, let us see that how we link vision with the change and manage right.

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Content of Meaningful Vision

- Some consideration has been given to attributes, its style, and how it is differentiated from mission and organizational values. Here are some examples:
 - Two Attributes of vision:
 - * cognitive component – focusing on achieving outcomes
 - * affective component – helping to motivate people and increase commitment to the change
 - Three components of vision are:
 - * Why the change is needed
 - * The aim of the change
 - * The change actions that will be taken
 - Four generic characteristics of vision are:
 - * Imaginable – picture of future
 - * Desirable – appeal to interests
 - * Feasible – realistic
 - * Focused – guide of decision making
 - * Flexible – enable individual initiatives
 - * Communicable – in five min

The slide also features logos for 'swayam' and 'INDIA WISE, LEAD WISE' at the bottom, and a small video inset of a man in a maroon vest speaking.

So, to start with first of all we have to see that we need to create a vision which is going to be very very meaningful right, now vision statements are very powerful statements right. So, you must look at what could be the attributes of the vision I mean meaningful vision, what would be the style how it is going to be different from the mission the goals and objectives of the organizations right. So, if you look at the attributes there are two attributes that is cognitive and affective attributes right. So, the cognitive attributes like focusing on achieving outcomes right.

Now, how we are going to achieve an outcome and the other one is affective component, how you are helping it how it is going to help motivate people to increase cognitive of the change say for example, if we say that we want to be in the top ten best academic institutions in the country or say world right. So, when we say that we want to be in the top ten best academic institution so, basically here you are focusing on what the outcome this is the cognitive component, now how we want to go about it right that is actually affective component.

So, you say that you want to be one of the best academic one of the top best institutions, or you want to be in the top ten institutions, through producing students right researcher innovations right. So, that you are going to be in the top 10. So, this is the second part we are talking about quality products right research, innovations so, that is how you go about it, but when you are talking about these affective component it is very very

important to ensure that yes. People are motivated for that and there is a commitment, if people are not motivated to do research there is no commitment for innovation there is no commitment for producing good quality students then probably you will not be able to achieve the intended outcome right.

So, both the cognitive and affective component they are important. So, first of all you need to decide that when you are talking about the vision that is why the change is needed means that, maybe your position is something 300 400 and you want to be in top hundred right it means that, you want to improve your ranking and that is why you want to go for a change right. So, when you are talking about the components of the vision you must be able to identify why the change is required if the change is required. So, that you are able to improve your ranking and your status your position, compared to other institutions right and what is the objective what is the aim of these change right.

So, bring quality efficiency this could be the objective of the change, then the actions how would you go about it through research so patents right. So, innovations that is how we want to bring about it right. So, that is why I have given this example to explain the attributes and the components.

Now, look at some generic characteristics of the vision here it says that imaginable it means it must present a picture of the future right, where you are and where you want to be like when you say that yes we want to be in the top 10 academic institutions of the country it means you are talking about the picture of the future, or you want to be in number 1 institution in the country. So, if you are painting a picture of the future right, then desirable yes it must be able to appeal to the interest of stakeholders, otherwise it is not possible then feasible make sure that it is realistic.

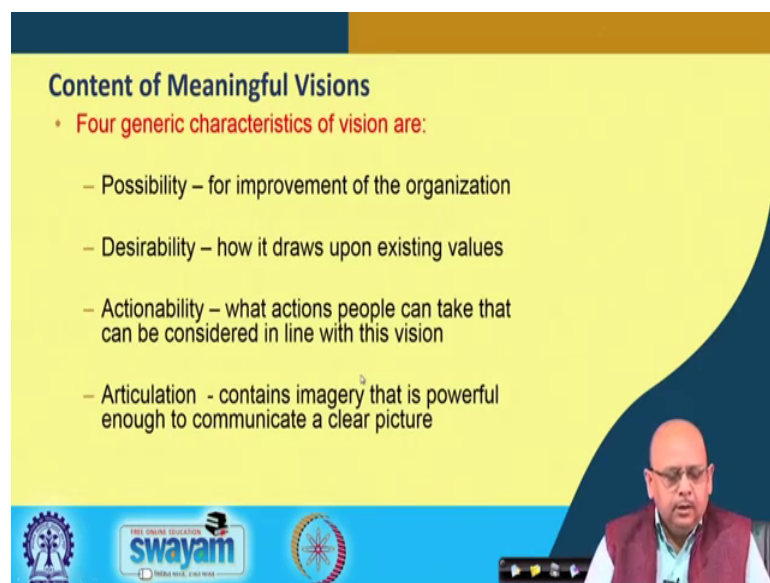
If you say that you want to be in the top 10 institutions in the world it is something that is not feasible it is not realistic ok. So, you are going to set your goals, or desires for change in such a way so, that you are able to achieve it. So, it must be realistic so, when you say that you want to be in top 100. So, it looks more realistic than saying than being in the top ten academic institutions in the world then moving to the focused it must be focused all your activities must be focused to realize this vision for the future ok.

So, what kind of these decisions you are taking what kind of activities you go for right. So, all these comes under this and then flexible, it means that not necessary that you say that

you want to be in top hundred and if you are find that it is not possible, then you bring it down you can say in top 50 or top 200 institutions and yes it should be communicable.

So, within 5 minutes you are able to communicate your vision to all the stakeholders in the best possible manner and that is why we say that visions are very powerful statement, which communicates about the organization its goals and objectives, where it is right now where it wants to go will discuss take up some examples further to explain about it right.

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Content of Meaningful Visions

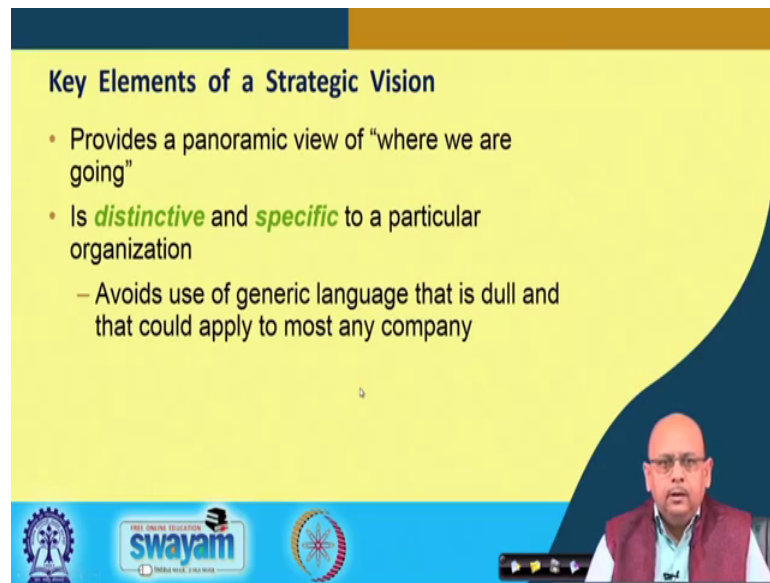
- Four generic characteristics of vision are:
 - Possibility – for improvement of the organization
 - Desirability – how it draws upon existing values
 - Actionability – what actions people can take that can be considered in line with this vision
 - Articulation - contains imagery that is powerful enough to communicate a clear picture

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So, we talked about four generic characteristics that is possibility definitely for improving the organizing its ranking desirability, how it is going to draw upon its existing values, then action ability what kind of actions would be required so, that you are in line with the vision so, that you are able to in line the vision right say for example, if we say that we want to be in top 100 institutions by 20 22 right.

So, you need to decide that next 3 years what kind of activities you are going to take up. So, that you will be in that particularly which you have decided and then articulation is where very important, this contains the imaginations that you have right and you need to ensure that it is so, powerful that you are able to communicate a very clear picture to all the stakeholders in the process that this is what we want to achieve in a given time frame right.

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Key Elements of a Strategic Vision

- Provides a panoramic view of “where we are going”
- Is *distinctive* and *specific* to a particular organization
 - Avoids use of generic language that is dull and that could apply to most any company

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So, moving further look at what are the key elements of a strategic vision right. So, as we told you that it provides a more panoramic view of where we are going right, it means that being in the bracket of 350 to 400 we are moving to a bracket of 150 to 200 by improving your ranking right.

So, it is distinct and specific to a particular organization. So, for academic institution this could be the case right. And similarly for other organizations you have different kind of vision will look at some of examples of the vision to explain it further and make sure that you are not using some generic language that is dull and that could apply to any company.

For example if you (Refer Time: 15:20) will find writing on the wall like dedicated to the service of the nation ok. So, for that matter all organizations could be dedicated to service of the nation or say you want to bring the best quality products so, it is very very generic, because that could be applied to any kind of manufacturing systems and organizations right. So, keeping in mind the products services you are offering, you are going to identify a vision which is going to be very very distinct and a specific, which tells you where exactly you want to go in the future and that is the main element of an strategic vision moving further.

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The slide is titled "Strategic Vision vs. Mission" and is divided into two main sections. The left section, titled "A strategic vision", describes it as a firm's future business path, focusing on "where we are going". It lists three sub-points: "Markets to be pursued", "Future product/market/customer/technology focus", and "focus". The right section, titled "The mission statement", describes it as a firm's present business purpose, focusing on "who we are and what we do". It lists two sub-points: "Current product and service offerings" and "Customer needs being served". At the bottom of the slide, there is a video feed of a man in a red vest and glasses, and logos for "swayam" and "INDIA WIDE, 24x7 WIDE".

Strategic Vision vs. Mission

- A *strategic vision* concerns a firm's *future* business path - "*where we are going*"
 - Markets to be pursued
 - Future product/market/customer/technology focus
- The *mission statement* of a firm focuses on its *present* business purpose - "*who we are and what we do*"
 - Current product and service offerings
 - Customer needs being served

We will also talk about the mission statement. So, strategic vision I told you is related to a firm's future business, which basically talks about where we are now going right where we are going in terms of the manufacturing systems markets, products, customers technology it could be anything right.

Now, this vision need to be linked with the mission statements, mission is more precise or active in the sense that it talks about the present business what exactly what you are doing and what is the reason of the existence for this organization what this organization is doing actually right.

So, the mission statement of an organization focuses on what the present business what exactly you were doing, what is the purpose of your existence. So, it talks basically about who we are and what we do ok. So, you talk about current product and services your customer needs that you are serving and this basically talks about your future products and services, customers technologies, markets right. So, through this you are able to achieve this. So, this is linked with what you call the vision statement of an organization right.

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Payoffs of a Clear Strategic Vision

- *Crystallizes* an organization's long-term direction
- *Reduces risk* of rudderless decision-making
- Creates a *committed enterprise* to make the vision a reality
- Provides a beacon to keep *strategy-related actions* of all managers on common path
- Helps an organization *prepare for the future*

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there is a blue banner with logos for 'THE ONLINE EDUCATION swayam' and 'INDIA WISE, LEAD WISE'. A video inset in the bottom right corner shows a man with glasses and a red vest speaking.

So, what are the advantages of a clear strategic vision, it crystallizes an organizations long term direction right, it gives you a direction what are the activities that need to be taken up by the organization in order to reach to that particular level for example, the moment you say that by 20 25 you want to capture 25 percent of the market in a particular product segment right.

So, that gives you an idea in very crystal clear terms that what exactly, you want to achieve down the line right it also reduces risk of rudderless decision making means that you have very very clearly identified, what exactly you need to achieve in a given time frame and you work for that, then you create an committed enterprise to make the vision a reality and then you may ensure that the organization is working for it, organization means the people are working for it and this commitment to this kind of change among the people so, that they are able to realize this goal of achieving 25 percent market share for a particular product in segment in that company right.

And also provides a beacon to keep strategy related actions, because from vision basically you realize your mission and that gives you what kind of strategies, you are going to adopt in order to achieve 25 percent market share.

For example what kind of products and services you are going to offer what kind of customers you need to serve right, what kind of technology you need to bring. So, that you are able to achieve 25 percent market share right. So, basically if you have a very

clear strategy vision it helps you to prepare for the future, if it is not possible then it is not good.

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Characteristics of Effectively Worded Vision Statements

- **Graphic**—Paints a picture of the kind of company that management is trying to create
- **Directional**—Is forward looking
- **Focused**—Is specific enough to provide guidance in decision making
- **Flexible**—Is not so focused that it makes it difficult to adjust to change
- **Feasible**—Is within the real of what is possible
- **Desirable**—Indicates why the directional path makes sense
- **Easy to Communicate**—Can be explained in simple terms

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there is a blue banner with logos for 'swayam' and 'INDIA WISE, LEAD WISE'. A video inset in the bottom right corner shows a man with glasses and a red vest speaking.

Now, moving further look at when you are going to develop a statements, these are the basic characteristics ok, graphic it means that it is going to provide a picture that the company or the management is trying to create right, it is directional definitely forward looking.

For example when we say that being top 100 by 20, 20 are acquiring a 20 market share in a product it is always forward looking right and it also gives you a picture of the future, what you want to have it is focused what kind of activity is decision making that need to be taken in order to achieve it and it is also flexible.

You also need to make it adjustable so, that if you are not able to achieve it you bring it down right. And make sure that it is feasible what exactly you can do right if you say that 25 percent is something that is not realistic of feasible you can bring it down. So, make sure that what you can really achieve within a given time frame given the resources, competencies, technologies and the input that you have.

And make sure that it is desirable it makes sense to the people and you are able to communicate in simple terms. So, if you are following these characteristics you can develop a very powerful vision statement and would suggest for all educational

institutions to have some kind of powerful vision statement, which is going to unite all the people together so, that they are able to work for that particular vision.

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Example of a Strategic Vision

ebay
Provide a global trading platform where practically anyone can trade practically anything.

Infosys
"To be a globally respected corporation that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people"

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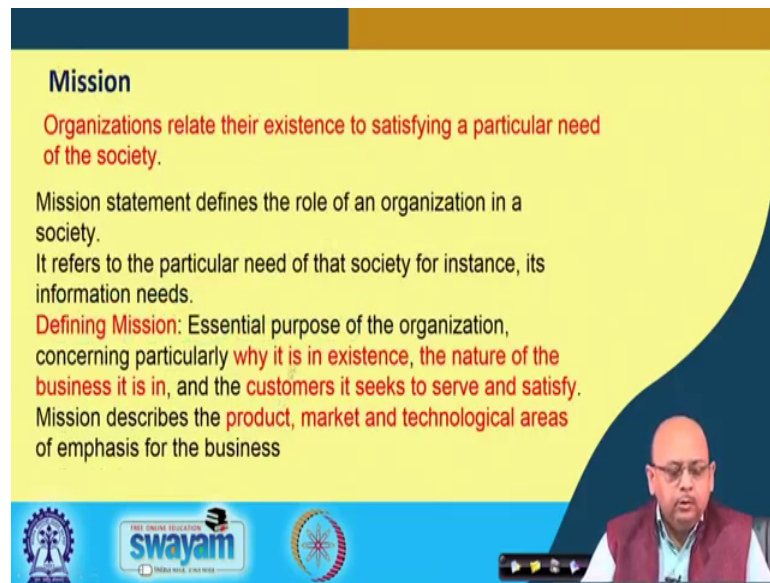
Now, I am giving some examples to explain, whether these visions are really qualify with those characters that we have taken say e bay now e bay is a online trading company it says that providing a global trading platform, where practically any one can trade practically anything this talks about the vision statements.

Now, if you look at Infosys you will find that it is more clear compare to the e bay ok, it is more strategic in nature. Now Infosys says if you look at the vision statement to be a globally respected corporation that provides best of breed business solutions, leveraging technology delivered by best in class people.

So, it is more clear more specific right. Now, if you look at the characteristics that you have talked about yes it is rational it is focused it is not that flexible, but it is something that is possible right it is desirable and it easily communicate what Infosys is trying to achieve right compared to e bay, which looks more generic.

It talks about being providing a global trading platform practically anyone can trade practically anything. And this could be applied to any kind of online trading company may be Amazon may be flip kart or any kind of companies right because all of them are in the same kind of business. So, it is generic and it is more strategic in nature.

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Mission

Organizations relate their existence to satisfying a particular need of the society.

Mission statement defines the role of an organization in a society.
It refers to the particular need of that society for instance, its information needs.

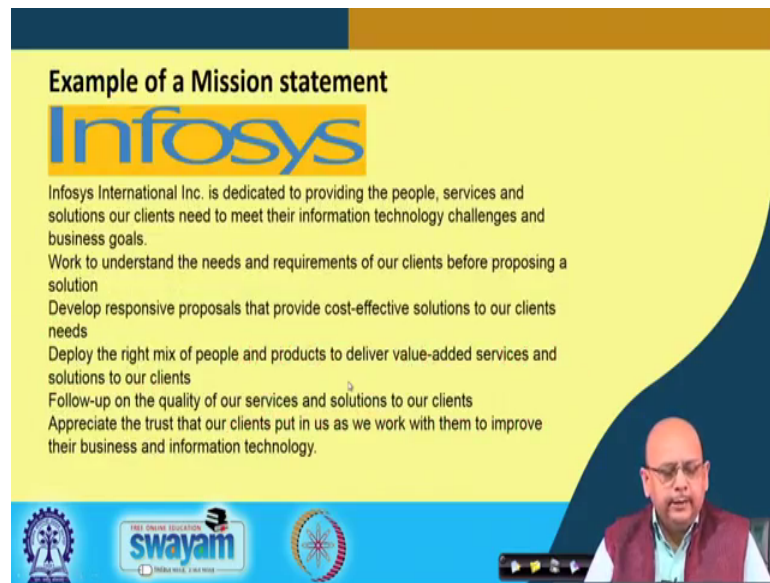
Defining Mission: Essential purpose of the organization, concerning particularly **why it is in existence, the nature of the business it is in, and the customers it seeks to serve and satisfy.**
Mission describes the **product, market and technological areas** of emphasis for the business

The slide also features logos for 'swayam' and other educational institutions at the bottom.

Now, look at the mission statement what mission statement is because vision and mission are both, they need to be linked with the change. So, organizations relate the existence to satisfy particular need of the society what for IITs are there to produce the best quality students right. So, this is the reason for the existence of IITs right best quality engineers who are going to serve the nation. So, the mission statement finds the role of organization in the society. So, when you talk about the reason for existence that come from the mission statement right.

So, you need to define mission of the organization also ok. So, essentially the purpose of organization concerning particular, particularly why it is an existence the nature of business it is in second the customer it seeks to serve and satisfy. So, all three points must be covered so, mission describes the product market and technological area areas both right. So, our product are students best quality students for the industry or the government ok. And they are required with the kind of knowledge and skill that is required right. So, all this three must be covered when you are going to identify the mission of an organization right.

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Example of a Mission statement

Infosys

Infosys International Inc. is dedicated to providing the people, services and solutions our clients need to meet their information technology challenges and business goals.

- Work to understand the needs and requirements of our clients before proposing a solution
- Develop responsive proposals that provide cost-effective solutions to our clients needs
- Deploy the right mix of people and products to deliver value-added services and solutions to our clients
- Follow-up on the quality of our services and solutions to our clients
- Appreciate the trust that our clients put in us as we work with them to improve their business and information technology.

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Since we talked about Infosys and we found that it looks more strategic in nature when comes to amazon, look at the mission statement. It says dedicated to provide the people services and solutions to our clients need to the IT need challenges and business schools understand the needs.

And requirements to the customers develop responsive proposals, that provide cost effective solutions to the clients, have right mix of product and people to deliver value added services to and solutions to our clients have quality of services and solutions to our clients right appreciate that the focus of clients in us as we work with them to improve the business and IT right. So, it is IT based company so, there basically into product market and services and they also talk about the quality.

So, this is a mission statement which basically qualifies with all the characteristics that we have why it is in existence, what kind of business it is doing what kind of customers it is serving and also the kind of product market and technology it is using right.

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Examples of Mission statement

amazon.com To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible prices.

ArcelorMittal **ArcelorMittal**

Mission:

R&D is the main instrument for delivering ArcelorMittal's ambitions in technological innovation and supporting its sustainability and future growth.

The R&D mission is to:

- Invent the steels and steel solutions of tomorrow - developing products that create value for customers and expand the use of ArcelorMittal's steels worldwide;
- Improve ArcelorMittal's competitiveness - by developing new and optimising current industrial processes to reduce cost and improve quality;
- Contribute to sustainable development - by reducing environmental impact;

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Then I am taking two more examples of the mission statements amazon dot com, now talked about one example that is e bay. Now, if you look at Amazon it says to be earths most customer centric company, where customers can find and discover anything they might want to buy online and endeavors to offer its customers the lowest possible prices right. If you look at the characteristics of the mission look at this example, does it qualify that fully because this could be said about any company any online trading company right.

Now, taken another example the steel making company Arcelor Mittal and if look at the mission statement what does it say ok. So, main instrument for delivering ambitions and technological innovations supporting the sustainability and future growth, through invent the steel and steel solutions of tomorrow improve competitiveness contribute to development. Now, if you look at this example it looks more appealing in the sense, that it qualifies how they are going to achieve the goals and objectives of the organization right and that is why I have taken this example.

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Vision and mission statement Example

Apple

Apple's Vision Statement
Apple is committed to bringing the best personal computing experience to students, educators, creative professionals and consumers around the world through its innovative hardware, software and Internet offerings

Apple's Mission Statement
Apple Computer is committed to protecting the environment, health and safety of our employees, customers and the global communities where we operate. We recognize that by integrating sound environmental, health and safety management practices into all aspects of our business, we can offer technologically innovative products and services while conserving and enhancing resources for future generations. Apple strives for continuous improvement in our environmental, health and safety management systems and in the environmental quality of our products, processes and services

Now, based on this I have taken another example, where I have included both the vision and the mission statement related to apple right, it says that you look at the vision statements says that it is committed to bring the best personal computing experiences to students, educators, creative, professionals and consumers around the world through its innovative hardware software and internet offerings.

This looks more strategic and complete in nature, because it talks about what it wants to achieve how it wants to achieve both it is included. Now, if you look at the mission statement says commutative protecting the environment health and safety for employees customers and global communities, by integrating sound environmental health and safety management practices in all to all aspects of our business.

Offer technological innovative products and services. So, it talks about products and services while conserving and enhancing resources for future generations, it also talks about sustainability ok. It also talks about improvement in our environmental health and safety management systems right. And also quality of products processes and services.

So, it talks about something that looks more appealing and desirable compared to others and that is why I tried to see that see the vision is linked with the mission statement. Now if you look at this apple example you can very clearly see that how vision is been translated into mission of the organizations right. So, they identify the customers their products and the technology all and here is the detail is that how they are going to serve

the community and society because ultimately the mission is related to the existence region of existence especially and how we are going to contribute to the society right.

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Combining Vision And Mission

Zappos.com Vision Mission

The vision of Zappos.com, is "delivering happiness to customers, employees, and vendors."

Mission statement, also referred to by Zappos employees as their "WOW Philosophy," is to "provide the best customer service possible. Deliver WOW through service."

IKEA vision is to create a better everyday life for many people.

Mission: To create a better everyday life for many people. Our business idea supports this vision by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

So, after we discussing this vision and mission [state/statement] statement i will give two more examples one is Zappos, now if the vision and mission both is there right, I have seen that how vision is aligned with the mission statement of the organization.

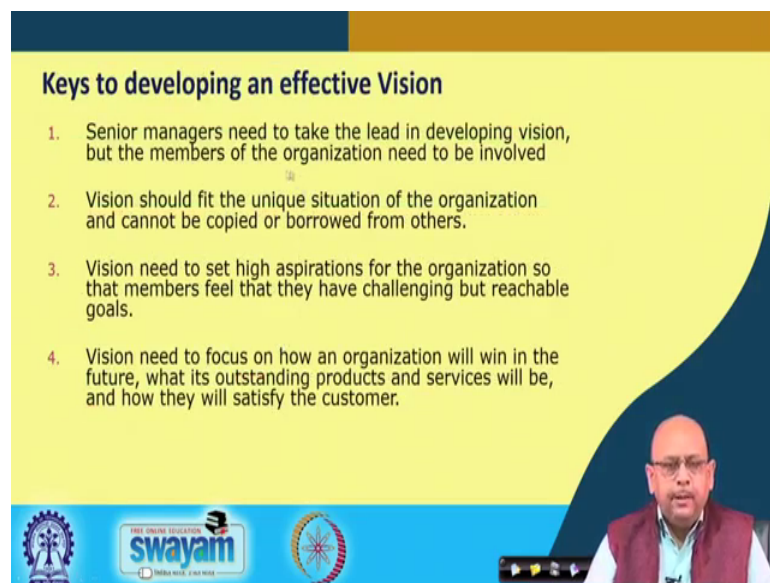
The vision statement of this Zappos says that delivering happiness to customers employees and vendors, because it connects employees customers and vendors through a platform because it is online company. So, they say that this is how we are going to deliver happiness through customers and employees and vendors. Now, if you look at the mission statement and they call it wow philosophy, it means to provide the best quality customer services possible deliver wow through services.

So, they talk about customer products and services right, though it is not very clear that what is wow philosophy basically it talks about that the customer feel delighted, when the services are delivered to them and then, they always talk about the best quality services being delivered to the customers. So, that the customers feel happy right in the process he also takes cares of all the stakeholders vendors employees as well as customers.

In addition to this that I have taken another example which is related to IKEA. IKEA is a different kind of company ok, the mission is to create a better everyday life for many people right. Now, if look at the mission state it may, it states that to create a better everyday life for many people our business ideas supports this vision by offering a wide range of design, well designed functional home furnishing products at prices so, low that as many people as possible you will be able to afford them right.

Now, if you look at IKEA they offer products and services especially furnishing products ok, which is very good in terms of quality reasonably priced right and that is how they want to serve the society. So, that they are able to increase the affordability of the people right. Now, if you look at the various examples that, I have given from different sectors from IT from online trading companies from manufacturing companies ok, you can see that each of them are distinct and specific, depending upon the kind of product and services they are offering right.

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Keys to developing an effective Vision

1. Senior managers need to take the lead in developing vision, but the members of the organization need to be involved
2. Vision should fit the unique situation of the organization and cannot be copied or borrowed from others.
3. Vision need to set high aspirations for the organization so that members feel that they have challenging but reachable goals.
4. Vision need to focus on how an organization will win in the future, what its outstanding products and services will be, and how they will satisfy the customer.

swayam

Now, moving to the last part of this discussion and that is why you are going to discuss that, what are the keys to develop an effective vision.

Now, when you are going to develop a effective vision you as I told you that you must understand what are the components right, cognitive and effective components, what are its attributes make sure that it is not generic it is very very distinct and specific right. Now, if you look at some of the points which are very very important like senior

managers need to take the lead in developing vision, but the members of the organization need to be involved ok, now who is responsible for developing vision in the organization, it is basically the top management in the organization right though they take the lead, but they also need to engage all the other stakeholders down the line.

So, that they are able to understand that how this vision has been developed for the organization. Now, the next point is it should fit the unique situation of the organization and cannot be copied or borrowed from others you cannot have similar vision which other organizations have right. It might look similar, but it should be distinct and specific particularly related to your organization right.

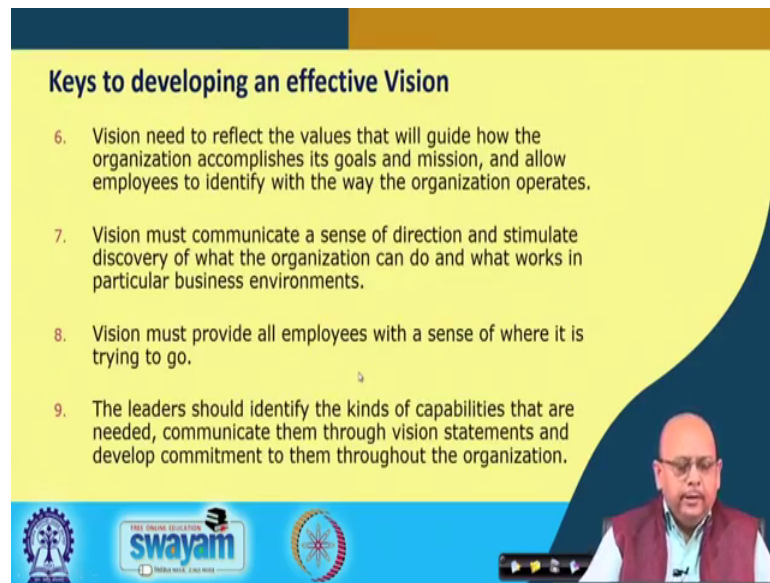
Those similar organizations may might have similar visions, but they must be distinct and specific like, all universities might have similar visions all IITs might have similar visions all IT companies might have similar visions, but they try to specify and make it distinct compared to others.

The third is vision need to high aspiration for the organization it means you need to talk about the future in terms of your deliverables related to the products services right. So, that the members feel that they have challenging, but reachable goals it must be feasible, it should be able to realize by the members of the organizational, otherwise if it is not feasible you are not able to achieve it, then there is no point having that kind of vision, because it means that you have set your vision which is not feasible which cannot be realized.

Then the next point is that it need to focus on how an organization will win in the future, direction in the kind of activities and strategies also need to be defined. So, it is not affect only important to have vision and mission statement, but down the line also need to identify your strategies are your action plan that how you are going to achieve these goals and objective related to the future right, in terms of offering products and services, whatever it is or identifying customers because your vision and mission statements must be linked with your products and services and the customers.

So, you need to ensure that when you say that we want to achieve 25 percent market share. So, how you are going to achieve this 25 percent market share by offering what kind of product and services by how are going to satisfy your customers. So, that you are making them loyal committed and then you are able to increase your market share right.

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Keys to developing an effective Vision

6. Vision need to reflect the values that will guide how the organization accomplishes its goals and mission, and allow employees to identify with the way the organization operates.
7. Vision must communicate a sense of direction and stimulate discovery of what the organization can do and what works in particular business environments.
8. Vision must provide all employees with a sense of where it is trying to go.
9. The leaders should identify the kinds of capabilities that are needed, communicate them through vision statements and develop commitment to them throughout the organization.

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there is a blue banner with logos for 'swayam' and 'THE ONLINE EDUCATION' on the left, and a video inset of a man in a maroon vest on the right.

Then the next point is that it must reflect the values, that is going to guide the organization right it means that it should be so, powerful that it is able to motivate people to work for it. So, that you are able to achieve goals and objectives and the people are able to identify with the way organization operates right. So, that you can say and you feel proud that and you identify yourself with that particular organization and, it is very very important that this vision statement acts has a value point for you, because that is going to guide you how are going to achieve your goals and objectives.

Then it must communicate a sense of direction since the direction means, where you are and where you want to go and how want to go and stimulate discovery of what the organization can do and what works in particular business environment, it is very very important, because for not able to do it probably you will be directionless and you will not be able to accomplish the goals and missions for which you have identified your vision..

And then it must provide all employees with a sense of where it is trying to go and why you want to go it is not enough to tell that this is where you want to go, but it makes more sense to tell them why we want to go there and you say that ok, if you are able to achieve this our ranking our position will go if you are able to achieve 25 percent market share, definitely you are going to more productive and it is going to benefit all the

stakeholders and process. And that would make more sense to the people and finally, the leadership should identify the capabilities, that is required.

So, in order to realize your vision you need the knowledge and skill base the competencies of the people, because that is what is going to work ok. And you must communicate this vision statement and make sure that people are committed to them right and that is why you will find that in many organizations the vision statements are even written on the walls of the ok.

So, the moment you enter into the premises; premises, will find that at many places these vision statements are written ok. So, these vision statements communicate certain things it brings commitment motivation to the people. So, that they are able to put the energy to the work and organization able is able to realize the goals and objectives of the organization ok. So, in this session basically what we talked about is that how we develop an effective vision which is going to be more strategic what could be its characteristics, how we could link it to the vision. So, we are able to specify vision mission and then how we are going to link it with the change that we are going to discuss in the next lecture.

Thank you very much.