

Managing Change in Organizations
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Lecture – 23
Vision and Change (Contd.)

So, welcome back to the fifth module of this course on Managing Change in Organization and as remember in the first lecture of this module we have been talking about vision and mission and then how it could be linked with the change. Now, as we have discussed earlier also that vision basically talks about where we are and where we need to go in the future. And, mission basically talks about the reason for existence of organization, what it does in terms of product, market, customers and how they are going to realize that vision.

Now, in continuation of this we are going to see that how it could be linked with the change because when we are talking about the change, change is also related to the future and any change effort actually is supposed to be aligned with the vision and vision of the organization. So, any change effort is supposed to support the management to realize the vision of an organization and that is why we are going to discuss that how vision and mission can be linked with the change.

So, to start with, as we have already discussed that you need to have a vision which is going to be more strategic, which is going to provide you a direction, which appears to be meaningful. So, that it is able to provide a sense of commitment towards the change among the employees of the organization. Now, if you look at a vision statement of any organization and if you want it to be meaningful then it must be able to relate itself with what people want to do and what people need and whether people are able to relate themselves with the vision of the organization or not.

So, will discuss certain points related to this that is vision as stories. Now, when we say that vision as stories; what does it mean? It does not mean that you are going to narrate a story to talk about the vision, right. So, here what we are going to talk about is that vision provides a description of change which you can relate with. Now, when you are going to provide a description it takes the form of a stories, right and that is why we are calling it as a story. Say simply put it when you are going to talk about stories it becomes more

effective than simply a vision statement. So, if you relate vision with a description that this is where we are and this is what you want to be. So, if it and takes a form of stories then people start imagining themselves and their actions which lead to a future or a desired end state which you are looking forward to as a change manager.

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Content of Meaningful Vision

- **Vision as stories**
 - This allows a vivid description of the change to which people can relate. Stories are more effective than simple vision statements because people can imagine themselves and their actions in the future.
- **Relationship to mission and goals**
 - Vision is often confused with other terms such as mission statements, goals and values
 - Whereas vision usually paints a picture of the future and is inspirational, mission statements are more purposive and instrumental in outlining what needs to be done.
- **Relationship of Vision to Market Strategy:**
 - It has been argued that having a well-specified market vision such as this helps to identify how the company will grow and compete

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Now, the second point is that yes, vision must be related with a mission and goals of the organization right. So, let us not get confused with vision and mission statements together because, vision is basically able to help you to provide a direction from where you are to where you need to go. And, if you remember I gave you lot of examples yesterday a various companies that how they develop their vision and mission statements; related to this we need to ensure that your vision statement follows the mission, right. So, the moment you say that this is your vision then you should ensure that your mission is also aligned with the vision.

And. at the next stage you have goals and objectives from the mission you derive your goals and objectives or what you call your strategies in order to realize your goals and objectives. So, at the first stage you have vision statement right which provides you a picture of the future, which is going to be actually more inspiration in nature because that motivates people to go to that particular state. Then when you are talking about the mission statements mission statement has a purpose; purpose in the sense that it talks about the existence of the organization that why an organization exists, what is the

reason for that existence and how it is going to reach to that future, right. So, it that is why we call it being instrumental; through this mission statement you will be able to realize the vision of the organization.

Say for example, if you I say that the vision statement of IIT, Kharagpur states that we want to be in the top 100 institutions of the world right. Now, the basis of this vision statement has been derived based on certain activities which could be taken as a form of mission. So, the mission statement would include the instruments or the activities through which you will be able to realize this goals, right; through publications in terms of research, innovations, patents right international collaborations, revenues getting through projects right to that could be a number of activities through which you are going to realize these goals. Now, in order to realize this you need to develop a strategy that how to go about it achieving these goals so, that you will be able to realize your vision, right. So, vision must be related to the mission and then mission is linked with the goals and objectives of the organization.

It is also related to the marketing strategies right how, because you also need to identify where you want to stand in the market; if remember yesterday I was given example that an organization wants to achieve a certain percent of market, right. So, the moment you say that you want to achieve say 25 percent share in the market, it means you have to identify that how would you achieve that target, right. So, in order to achieve your target you look into your product, you look into your markets, you look into your customers, you look into technology and with the help of this how you are going to achieve those targets. Means, that you need to identify how the company will be able to grow and compete in order to that they are able to realize the vision right and that is how we are also related with this strategy, right.

So, what we can say that a meaningful vision is a description with which people are able to relate themselves. They can imagine that, yes, this is going to help us realize our goals and objectives. From vision statement we also derive our mission and goals and this leads to developing certain strategies which help us to reach the goals and objectives of the organization and that is how you will be able to achieve your vision and mission.

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How Context affects Vision

- There are four organizational contexts in terms of their ability to produce visionary change that should be considered. These are:
 - **Rigid organizations:** Small resources, lack of need for change
 - **Bold organizations:** Low resources, high acceptance for need to change
 - **Overmanaged organizations:** High resources, no need to change
 - **Liberated organizations:** High resources, high acceptance for need to change
- A vision will "take" in an organization depending on whether there is a contextual "trigger" that alerts people to the need for a new vision.
- The national and cultural context in which the organization is embedded is also impo

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Now, when we are talking about the content of meaningful vision we also need to look into some other issues, the context. Context is very important because the context talk about talk about certain things with which you relate with the content, right. Say for example, if you look at an academic institution. So, you need to identify the environment in which it is working and how it is coping with the environmental factors, right.

So, any organization has certain context and they must keep in mind the context while developing a meaningful vision for that particular organization, right. So, you need to look at the context, the environment, the situation and the other contingencies which is going to decide what would be your vision, but if without looking it into the content sorry, context, if you are going to identify your vision then it may not be good, right. So, you must identify the context in which you are going to write your vision statement, right.

So, here the authors have identified certain context it is specially related to the organization which is going to helped into to produce change which could be called visionary; visionary change means some change which is going to be very radical and transformational. So, for example, say rigid organizations; what kind of organizations could be called as rigid organizations? Those organizations which does not have enough resources, and then they lack the need for changes. If you are in organization with limited resources and you do not want to go for a change lack the need of for change

then probably the kind of vision that you develop would be very very limited. It would this is not going to be very meaningful vision because, you do not realize what exactly you want to achieve or where you want to go in future, ok. So, it would be very difficult for these kind of organizations to develop a very effective vision for themselves which could be considered as meaningful in nature.

Now, another type of organization are known as bold organizations. What kind of organizations are bold organizations? Bold organizations are those who are really inspirational, motivational and they are ready to take risk. In spite of having limited resources they are moving ahead and they thing that is they need to go for a change. So, the startup organizations could be put into this category. Those who have been successful those say for example, with one product, with limited man-power, limited resources they try to take risk and try to see that how they can grow and develop themselves, right.

So, they try to realize that if we are here then tomorrow we need to be there, ok. So, suppose they say that ok, our earning is say 500 crore rupees or 5 crore rupees today, then may be down the line 2 years we need to earn 200 crore rupees, right. So, accordingly that they try to take risk and see that what kind of activities they need to take. So, they develop a vision for the future based not normal based on the resources, but their readiness to take risk, their motivation, their inspiration and these kind of organizations would be able to develop a vision and if they are able to realize they would be called bold organizations, ok. Though there a risk some element of risk that is involved in for such organizations, but only these kind of organizations are going to be successful those who are ready to risk. If you are not able to take risk and you do not want to go for a change then respective of the current of vision that you have developed it is not going to happen.

Then the third kind of organization is those kind of organizations which have enough resources, ok. But, what happens in these kind of organizations? Right they have lot of fight they keep on absorbing their fights and they do not want to go for a change. They think that yes they need to maintain their status goals, ok. So, these kinds of organizations also do not have a vision which could be called futuristic, which is going to provide them any direction where they need to go. But, what happens may be they could go for short terms means but, in the long term they are not going to be very very successful, right. Because even if you are having enough resources you are able to

manage your organizations very well if you do not have a long term direction and future for your organization then what will happen, right. So, these kind of organizations are known as over managed organization.

Next, into the light is liberated organizations. These are the best category of organizations because they not only have resources, but they are also ready to go for risks, right. You will find that some organizations can be put into this category who are always ready to take risk and for that they have enough resources, and they go for certain vision which they would be able to realize in the future. And, that is why you will find that in many statements you will have some examples where having good resources actually help them to realize their goals and objectives, right.

I mean some Indian MNC's say for example, you can say Patanjali which could which could be put into a it is a bold organizations to start with, they had very less resources, but they wanted to go for a change and then they have been succeeded. Say for example, if you look at reliance, right. Reliance is not lacking any kind of resources, but they are also ready to go for a change. Say, Amazon; having resources, but going for lot of changes, right. So, they have diversified and they have realized their vision what they need to go in different fields, right.


So, what I am trying to explain here that context of the organization is very very important; depending upon the environmental situation whether despite having resources or not, whether you are able to take risk whether you want to go for change or not and if you do not want to go for a change then even if you are having enough resources long term future would be autistic. Say, Hindustan Motors, one example that I can give here give. Being an over managed it is not able to survive. Say, in HMT, right; despite having resources they did not go for a change and that is what and you we all know what happened to HMT today.

So, what is very very important is that when you are trying to develop a vision for your organization you must take the context into consideration because the context is a trigger which alerts people to go for a change, and then vision is something that is not developed for a short term period. So, you are going to develop a vision depending upon what exactly want to achieve and accordingly you also go for changing your vision and when you go for a change in your vision then you need to see that what you need to do in terms

of mission goals and a strategies, and whether it is possible for you to realize them or not.

Another important factor is culture especially the culture of the organization is one thing which we call organizational culture, but another important factor is the national culture. The culture provide a context whether people are ready to risk take risk, whether people are really motivated enough, you will find and some cultures people are not willing to take risk, they have less need for achievement, ok. So, these factors are very very important and that is going to decide whether you are considering these factors while going for a risk whether you really go for a change or not and that is how we can say, depending upon the resource, the culture, the risk these are the factors which act as a context and which is going to decide the kind of vision that you want to develop for the future.

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How Context Affects Vision

- A vision will “take” in an organization depending on whether there is a **contextual “trigger”** that alerts people to the need for a new vision.
 - Economic Turbulence
 - New Technology

So, another important factor is which you call the trigger is as I told you the environment, the economic environment and the technology, right. So, your vision is also going to be affected by the economic factors and the technical factors, right. So, you need to decide about depending upon the economic factors whether you should go for a change in your vision or not, right economic factors then external factors. So, you also need to look at the economic factors in terms of growth, development, GDP, economic policy, right the purchasing power. So, there could be a lot of factors and you find that these

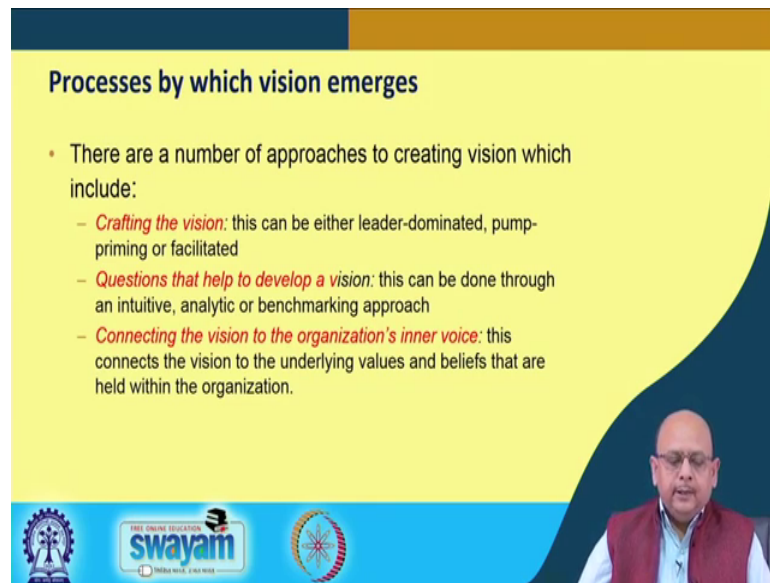
factors are not favorable then bringing about a change is very very important because if you do not bring a change it means that calls for a new vision. So, you need to ensure that how despite being having economic turbulence you are going to compete and survive and for that you need to go for a change.

Similarly, technology and they are important factor. Especially in certain sectors if you do not improve and modify and bring about a change in your technology through innovations in your product and services then it may not be possible for you to compete, right. So, technology become another trigger to go for a change you that product life cycle is being shortened, for lot of products especially if you look at some other products related to the communication mobile technologies, ok. So, every 6 month 7 months the new technology has coming up. So, which acts as your trigger for most of the companies to move ahead and go for a new technology, so that you are able to compete.

So, if you are developing your vision and if you are not taking these factors into consideration you will not be able to develop yourself or compete even yourself, right. So, that is why these economic factors and the new technology or the technical factors become very very important, right. And, then you need to consider economic factor, cultural factor, technical factors, right because these are the external triggers then you also need to look at internal triggers whether a company is ready to take risk, whether people have high need for achievement, right, how you are going to optimize the reuse your resources these are the internal factors.

So, both the internal context and the external context is going to decide the kind of vision you are going to develop and whether this result is going to be very useful for you to provide you direction for their future or not. So, what we have discussed now is the content and the context which is going to effect the vision and its development.

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Processes by which vision emerges

- There are a number of approaches to creating vision which include:
 - *Crafting the vision*: this can be either leader-dominated, pump-priming or facilitated
 - *Questions that help to develop a vision*: this can be done through an intuitive, analytic or benchmarking approach
 - *Connecting the vision to the organization's inner voice*: this connects the vision to the underlying values and beliefs that are held within the organization.

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Now, what we are going to discuss is that how we develop vision and how the vision emerges since the contained and the context is very important. So, what we are going to discuss is approaches which actually help us to develop a vision. So, here some of the things that could be asked is that whether it is coming from top or not; crop who is going to crop the vision, ok; whether it is leader dominated, thumb priming; whether somebody who is going to prime it ok, assembler is going to (Refer Time: 18:15) or facilitate this, ok.

So, when you are going to crop a vision for your organization, the need is coming from where, for developing a vision for the organization? This could be leader dominated means coming from the top management or everybody is thinking about it or there some change managers who is going to facilitate this process to create a vision for the organization or even if you have a vision and know that this vision is not helping you to reach the desired futures and you go for creating an new vision, ok. So, when whether you go for a creating a new vision for the organization provided you do not have or you want to go for a change in your vision existing vision, you need to ensure the source of this from where it is coming up and then you ask number of questions, right where you are going to develop a vision, right.

These questions could be intuitive in nature, or analytical or benchmarking; benchmarking means that you use a standard approach you look at how others have

developed the vision and accordingly you try to develop vision for your organization which could be looking very similar. You remember when we are talking about vision and mission and I had given a certain examples ok. Some of them were very generic in nature which could be applied to other organizations; may be that they have process they have followed a process which could be called a benchmarking process, right. They tried to standardize their vision which could be looking very similar with each other, but you need to develop a vision which is going to be very distinct and specific pertaining to your organization, ok.

So, you need to use some kind of intuition judgment and expertise and then you try to analyze the context also look at the standards or the benchmark and then accordingly you try to develop a vision for your organization. So, what I would suggest that yes, use your judgment, expertise and intuition that is very important; analyze the context that is very important look at the context in which the organization is operating. And, this context include both internal and external context; and then you look at the benchmarks how other organizations are similar organizations have developed their vision if it is possible for you to find it out.

And, then use a combination of all these three to ensure that you are develop a vision which is going to be very very meaningful, very very distinct and specific pertaining to your organization and then you see that yes, this vision is basically talking about the kind of organization that you have, right. It must relate to the organization its values and beliefs right, for which the organization is being established say. For example, when IITs were established in 50's and 60's right the basic idea of these institutions was what to produce? Technocrats, who could build roads, right dams and create an infrastructure for the country, right.

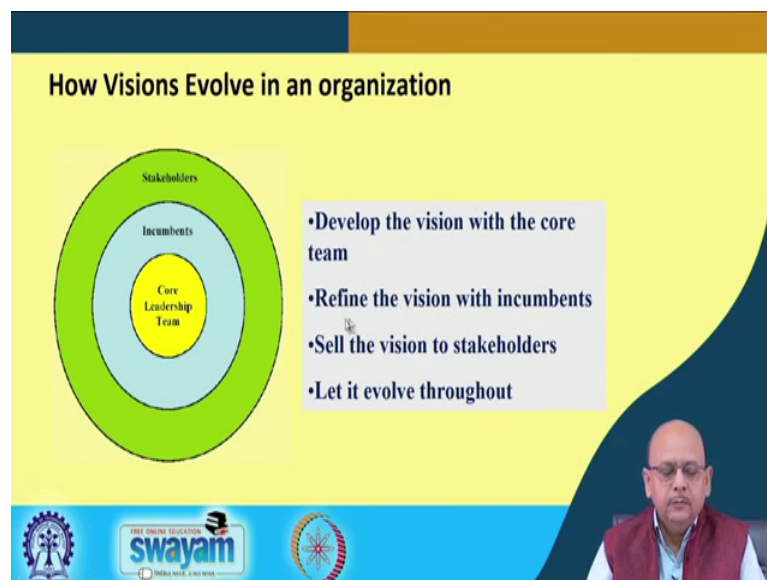
So, that was that was the kind of values and belief with which the managers the national managers or the top leaders of this country had in their mind when they try to establish these kind of institutions. So, that was the vision at that particular point of time because we were lacking these kind of things and then we need to develop our self as a country. So, this kind of vision were visualized by the top managers or the leaders, right.

So, you need to ensure that it must be aligned a kind of activities that you do, depends upon the kind of field that you are operating in, whether you are in IT, services,

hospitality, academic institutions. So, you must ensure that it follows the underlying values and beliefs that is held within the organization for which you exists right it must be related to that one if it is not then probably your vision is not going to be very very meaningful.

So, it is very very important to ensure that when you are going to craft a vision find out the source, see that how it can be developed, you need to also understand that you look at the attributes of a good vision and ensure that your vision is something that is meaningful, it has a context, right. And, it is related to the values and belief for which the organization exists that is very important and that is how the vision comes out from the various sources.

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Look at this how it evolves in an organization now if you look at this you can see that the periphery have stake holders, right. Stakeholders include community society which to which you are going to offer product and services, it could be suppliers and vendors right. So, there could be lot of stakeholders intuitional institutions which have invested money, right. So, all of them are stakeholders which expect certain thing from the organization. Then the next level you have, incumbents, who are working for the organization and then you have the core leadership team, right.

So, which process you adopt whether it is leadership dominated or whether it is from the top, right. So, it is always good that when you are trying to develop a vision you start

with the top leadership. The core leadership team is going to decide about the kind of vision that you are going to have which is going to be meaningful, and depending upon the context in which it is operated, right. So, the core leadership team is responsible for developing the vision, right; because this leadership team understands the market, the product, the customers and the technology because they are basically responsible for the growth and development of the organization, right.

So, this core leadership once decides or develops the vision then they communicate it to the incumbents, the employees and other people right those who are working for this organization. So, once it is communicated and then they get feedback from the incumbents role incumbents including employees, right. So, based on their feedback then they again look at it whether the vision that which is developed by them is correct or not or whether there is an need to modify this vision or not. And, then this vision is communicated to other stakeholders so that they know what kind of organization you are why you resist what you do, right.

And, then based on the feed from the stakeholders it gets further evolved so that you are able to identify the kind of vision that you are going to have, right. So, that is how vision evolves. So, here we have adopted approach or crafted the leadership approach where the leadership is going to define the vision and based on the feedback from the incumbents and other stakeholders they are going to refine it further to see that how it comes up, right.

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Principles of communicating a powerful vision for change

Creating, defining and communicating the vision for organizational transformation is a tricky process and requires considerable time and resources to get right.

1. **Simplicity:** The change vision must come in many forms, and you must be able to communicate it in both short and long form.
2. **Authenticity:** leadership team having a good track record and a culture based on trust and accountability
3. **Multichannels:** communication of the change vision must be done early, often, and through every means possible. Over-communicating a poor or misaligned vision through many channels would be detrimental.
4. **Repetition:** Use the channels and every opportunity to distill and communicate important information on progress throughout the process.
5. **Consistent behavior:** Behaviors, especially of those at the top, must embody the new vision on and off the battlefield.
6. **Feedback:** Feedback should be gathered while developing the new change vision. But it also must be collected throughout the process, especially from the front-line troops.

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Moving further we are going to talk about how we communicate a powerful vision for this because ultimately vision need to be related or linked with the change, right. So, creating, defining and communicating the vision for transformation is not a simple process; it is very complex process, right and it requires time and resources. So, when you are going to communicate a vision which you say is going to be powerful is specifically related with a change what you call the transformational change; it is very important to ensure that you follow these principles like simplicity, ok.

The change vision must come in many forms and must be able to communicate it both in short and long form. It means that the language that you are going to use to write the vision statement, it must be simple it should be and it should be able to communicate people down the line what is expected from them then it must be authentic; authentic in the sense that who is who has developed this it means it has come from the leadership having a good track record and a culture based on trust and accountability. So, that the vision appears to be more authentic; authentic in the sense that it has a content, it is going to be powerful and it has a meaning.

Then this vision is communicated through various channels multi channels not. So, you need to communicate it down the line to not only your the employees, but also all this stakeholders with all the possible means, right. So, communicating the change vision is very very important because if you are not able to communicate then people may not be

by that right. So, it is very very important to see that whatever means are available for communicating both hard and soft it must be communicate right, but at the same time do not go for over communication, right. Then if you go for over communication, if it is not aligned with the kind of channel that you are using then it is going to be detrimental; people may get fed up, people might get irritated, right. For example when you see a advertisement number of times it might disturbing you or irritating to you. So, make sure that a when you are going to communicate this change specially to related to the vision then you ensure that the way it is communicated has an impact on the people.

Then, repetition; yes, use the channels and every opportunity to distill and communicate important information when you are developing this, so that people know that how this vision has been developed, right. So, sometimes you need to repeat the same thing and again through various channels to instill that ok, this is what we need to do and then make sure that behavior is consistent which means the top management must ensure that there their behavior is consistent they it means that they are going to behave in more reliable manner, what does it mean? It means that whatever vision they have developed it must be aligned with the mission goals and objectives at the same time and they are not going to talk about number of things related to the vision.

So, once the vision is developed they are going to talk about that vision only they are not going to change even it also that is very very important and they must get feedback. Feedback should be gathered while you are going to develop a new change vision for your organization, right and throughout the process through your employees and stakeholders you try to ensure that the vision that you have developed it is communicated to the people down the line and it is so powerful having a content and context that it has a intended effect.

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Failure of Vision

Visions can fail for a number of reasons including being:

- too specific
- too vague
- inadequate
- too unrealistic

A vision must be able to adapt over time
A dominant vision will be one that outlasts others that may be present within the organization

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So, after discussing the principles of communicating if vision then what happens that vision is not able to work it does not align itself with goals and objectives ok. So, there could be number of visions because of which it could fail like if it is very very specific right, it is not clear it is not adequate, it does not actually complete or does not have all the attributes of a vision, right; if it is unrealistic right I think some of the points we have already talked about. Unrealistic says, suppose you say that you want to be the best organization, you want to be in top fortune 10000 or fortune 500 and you were no were right now. So, it looks very unrealistic on your part to talk about such a vision which is not possible to achieve, right.

And, make sure that your vision is something that is not static it is dynamic; dynamic in the sense that you are able to change it is depending upon that context. If the context changes then you should also be able to create a vision a new vision for a change which is aligned with your content and the context both, right. So, you need to develop a very powerful vision which is going to be communicated to the people and which is linked with the organizing the activities, so that people understand the kind of vision for which they are working.

So, you need to ensure that it is not it should be clear, it should be adequate enough to communicate something that is going to be meaningful and it is feasible and realistic. If it is not then vision is not going to help you to realize your goals and objectives you can

have any kind of vision, but it does not mean that you are going to achieve the goals and objectives related to that vision, and then the vision statements become decorator, ok. It might be hanging on your wall, but it does not serve the purpose for which it has been established.

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Debates linking Vision and Change

There are **three key debates** that link vision and change.

- Does vision drive change or emerge during change?
- Does vision help or hinder change?
- Is vision an attribute of heroic leaders or of heroic organizations?

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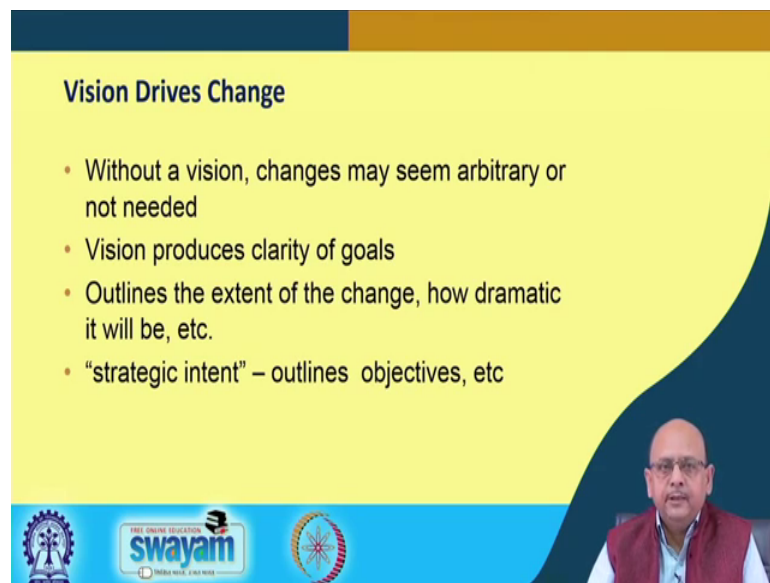
Now, when it comes to linking vision with the change, ok, there are lot of debates that have been there, ok. Now, the first question is that whether vision drive change or emerge during the change right second is whether vision helps or hinder the changes; and the third is whether vision in the attribute of heroic leaders, top leaders who are ready to take risk or bold organizations, heroic organizations. So, we will take up each of these points.

So, to start with will talk about whether vision drives change or emerges during the change both are possible because vision helps you to realize your goals and objectives, right. So, you setup your goal say your vision for the future so, it might drive you to go for certain changes to realize your vision or sometimes vision also emerges during the change, right. If the context is changing then you also need to go for a change your vision, ok.

Another important point is whether vision help or hinder the changes. It always helps in the change because vision is something that is related to the future and change is also about the future and you know that future is uncertain. So, if you take adequate

precautions and you follow all the processes properly starting with need to identify change to implementing the change; I mean all the stuff that we have been talking about properly then it facilitate otherwise not. Yes, it could be attribute of heroic leaders as well as heroic organizations also. So, let us discuss these points.

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Vision Drives Change

- Without a vision, changes may seem arbitrary or not needed
- Vision produces clarity of goals
- Outlines the extent of the change, how dramatic it will be, etc.
- “strategic intent” – outlines objectives, etc

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The first point, vision drives change. Yes, without a vision change is not possible, right because it provides produces a clarity of goals, this is what we need to achieve. So, the moment we say that we need to achieve 20 percent market share. So, it talks about this is what we need to achieve, right. So, it also talks about the extinct of the change how much you need to change in order to achieve that market share, right and that also gives you a strategy content, this is what we need to achieve and how are going to achieve it. So, how we are going to achieve it is basically the strategic intent, right. So, that is about the vision types change.

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Vision Drives Change

Vision is a Critical Driver

To succeed in the long term, our business needs a vision of how we will change and improve in the future. "without a vision, the people perish"
The vision of the business gives its energy.
It helps motivate us.
It helps set the direction of corporate and marketing strategy.

VISION

- Consistently followed and measured
- Provides future direction
- Expresses a consumer benefit
- is realistic
- is motivating

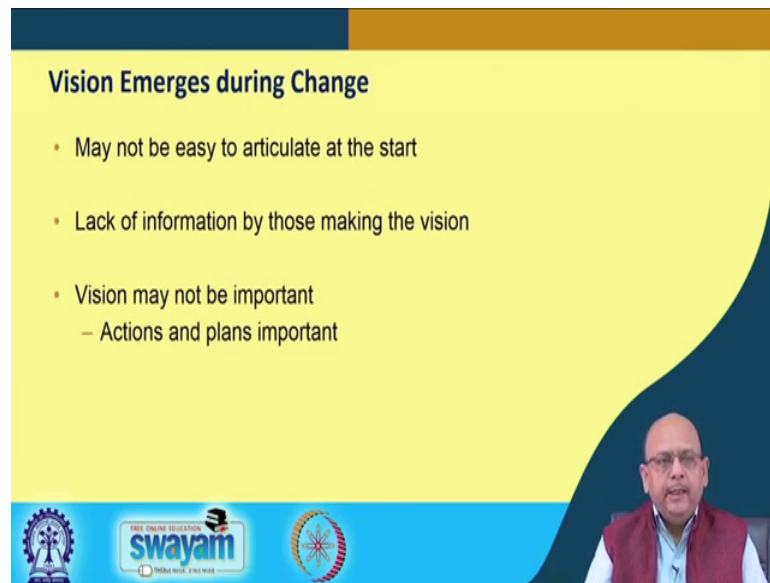
Must be fully communicated

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The second point that you talked about is if you look at this. Yes, vision is a critical driver. How? It provides future direction, right; how the consumers are going to benefit out of it; whether it is realistic or not whether it is going to motivate people or not; whether you are able to communicate it or not and whether it is consistently followed or measured by people or not. And, if you follow all these then you can say, yes. If you want to really succeed in the long term.

So, you need a vision, and this vision is going to tell you how you are going to change because vision talks about the future, and without a vision you do not know where you need to go what and then you do not know what are the activities that you need to perform in order to succeed in the future, right. So, it is always good to have a vision, because it helps us to motivate, it also provides a direction, right all kind of things.

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Vision Emerges during Change

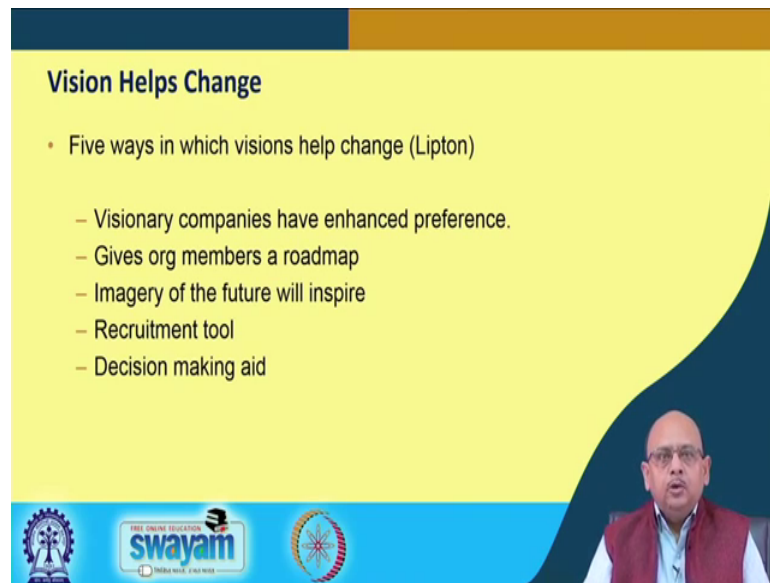
- May not be easy to articulate at the start
- Lack of information by those making the vision
- Vision may not be important
 - Actions and plans important

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Then the second point that you have been talking about is whether vision emerges during the change or not, ok. Sometimes you are not able to articulate a clear vision for an organization, especially when you start an organization because you are not clear what exactly you are going to do you have some idea about organization. But, once the organization evolves the vision also comes out especially for new organizations the vision emerges during the change. Because, when you are going to develop a vision specially for new organizations you do not have enough confirmation for it what kind of activities you are going to take up in the future it depends and lot of factors how the organizations going to develop or evolve in the future that is also not clear, right.

So, as you grow and develop as an organization accordingly you also think about the vision and then vision keep on changing for these kind of organization and that is why vision is something that is very very dynamic in nature, right and in the beginning actually it may not be important because you have just started something. So, for that strategies plans are more important instead of having a vision for the organization, right. So, for new organizations definitely vision emerges as they grow and develop, as they evolve and that is why this statement can be correct, it is vision emerges during the change.

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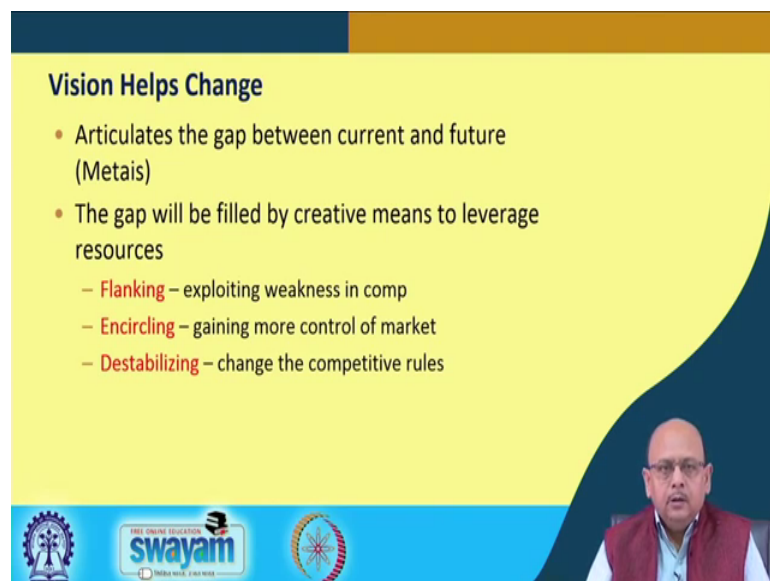
Vision Helps Change

- Five ways in which visions help change (Lipton)
 - Visionary companies have enhanced preference.
 - Gives org members a roadmap
 - Imagery of the future will inspire
 - Recruitment tool
 - Decision making aid

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But, vision also helps in the change, how? Those companies which have a vision they have a enhance preference ok, they know what they are going to do, ok. It also provide a road map to the organization and direction, right. It also gives you an idea about the future which is going to be motivating in nature, ok. It can be used as a recruitment tool because you are say heir such people whose goals and objectives are more aligned to your vision statement, right. And, it can also be take used as a in the recruitment tool we are going to take decisions based on what you intend to achieve in the near future, right.

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Vision Helps Change

- Articulates the gap between current and future (Metais)
- The gap will be filled by creative means to leverage resources
 - **Flanking** – exploiting weakness in comp
 - **Encircling** – gaining more control of market
 - **Destabilizing** – change the competitive rules

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Then you also able to articulate the gap between the current and future, this is what were we are and this is where we want to go, right and this gap is basically filled by creating means to leverage the resources. So, you use your resources to see that how you can achieve it. So, these are the activities through which can be done. Flanking, where you are going to exploit, weaknesses in your competitors; encircling you gain more control of the market right, by say acquiring resources that is very important and the third one destabilizing, you change the rules, competitive rules, right.

For example Reliance Jio, Jio change the rules competitive rules, right unless other others had to follow, right and that is how you are going to leverage your resources by changing the rule of the game, right. For example, in the beginning when one year learn started low price airline then others also followed the suit, right. So, there could be lot of strategies that could be done through which you are going to leverage your resources. So, basically in the process you go for a change that where you are and where you want to go and how it is going to happen.

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Vision Hinders Change

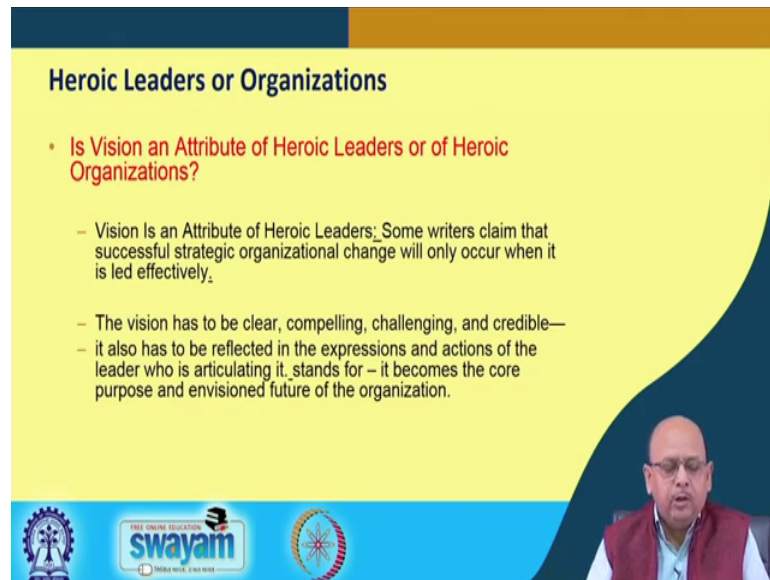
- Purely emotional appeals may neglect necessary practical elements
- More future-centric than present-centric
- Staff may become disillusioned with “fluffy” visions
- Staff may see vision as incompatible with values
- Organization may have “fuzzy” boundaries

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Then it may hinder change if it is not meaningful, it does not have a context, if it is not future-centric, if it is present-centric then it is not good. And, it then it would create some kind of illusion among that people it looks more fluffy; fluffy in the sense, from outside it looks good and very decorative, but inside it is not that so, right.

And, then you see that it is not incompatible with the values and that is why you say that strategic vision must be related with a values and beliefs for which the organization is working is very important and if you do not have a very clear boundaries then it is very difficult for you to have this kind of vision.

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Heroic Leaders or Organizations

- **Is Vision an Attribute of Heroic Leaders or of Heroic Organizations?**
 - Vision Is an Attribute of Heroic Leaders; Some writers claim that successful strategic organizational change will only occur when it is led effectively.
 - The vision has to be clear, compelling, challenging, and credible—
 - it also has to be reflected in the expressions and actions of the leader who is articulating it, stands for – it becomes the core purpose and envisioned future of 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 containing logos for 'swayam' (Free Online Education), 'INDIA WISE', and 'e-PAATHSHALA'. A small video inset in the bottom right corner shows a man in a red vest speaking.

Then, the last point is whether you are going for a heroic leaders or organizations, right. So, vision is the attribute of heroic leaders because any kind of strategic change will happen only if the organization or the top management is able to decide about it and take risk that we want to go for a change, right. And, in that case it must be clear, compelling, challenging and credible in the sense that it must be meaningful, the content must be meaningful. And, then how it is going to be articulated by the management it depends upon that whether the vision is very very strategic it is meaningful or not and whether you are able to envision your future as organization through this vision or not, that is very very important.

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Heroic Leaders or Organizations

Charismatic leaders secure images in their followers and enact their visions through four processes:

- Framing** - the art of managing the meaning of followers, getting them to accept the vision's interpretation and meaning by stressing its importance and aligning it with followers' values
- Scripting** - extends framing, building upon it by coordinating and integrating more specific sets of ideas and actions
- Staging** - is the selection of symbols, artifacts, props, and settings for reinforcing the vision
- Performing** - refers to enacting the vision. This occurs through exemplification of required behaviours and promotion of themselves and their vision.

Vision Is an Attribute of Heroic Organizations: It is a visionary company that will last the distance, irrespective of its leadership. Vision consists of a core ideology which defines what the organization

Logos: Swamyam (Free Online Education), and a circular logo with a star.

Video inset: A man in a red vest speaking.

Coming to the next point that is what are the activities that is taken up so, these are the activities which is taken by the heroic leaders of organizations. That is, framing, right how a manager manager followers, so that they are able to follow it or they able to interpret scripting how you write it, right. Then, staging the kind of symbols artifacts settings that you use to reinforce your vision and performing, enacting the vision; it means that you work on to ensure that the vision is achieved, right.

So, in that case it is an attribute of heroic organizations it means it a company which is very very visionary which is always looks for the future, right. The example that I have given of Amazon because if you look at Amazon it is a very very visionary company because they been diversifying to different fields not only selling products online, but they up gone into say IT sector, right website development, film making, right. So, they have diversified means that taken lot of courage and risk to see that what needs to be done, and they have tried to see that the kind of opportunities that is available and that is why this kind of organizations would be called heroic organizations.

And, it they have a poor ideology if it which they are working they need to succeed in whatever field they want to get into, right. So, these kind of organizations will be called as heroic organizations and the kind of vision that they are going to develop will definitely be a more meaningful for them and then they need to ensure that people are

able to align and realize them very well, ok. So, what we have talked about here is that how we can link vision and mission with the change process.

Thank you very much.