

- 1 **Leadership & Vision**
- 2 **Definition of vision**
 - Dreams
in
action!
- 3 **Vision's Importance**
 - Clarifies purpose
 - Gives direction
 - Empowers beyond assets
- 4 **Six Scholars**
 - Fred Polak--Dutch
 - Benjamin Singer--Canadian
 - Viktor Frankl--Austrian
 - Martin Seligman--American
 - James Collins—Californian
 - Jim Kouzes--Californian
- 5 **Jim Kouzes**
 - The Leadership Challenge*
 - Honest

 - *Forward looking*

 - Competent

 - *Inspiring*
- 6 **Fred Polak**
 - *The Image of the Future*
 - WWII triggered his scholarship

 - Why did the Nazis do so well?
- 7 **Polak**
 - Decided it was their image of their future
 - Theory: a powerful vision precedes
great performance
- 8 **Polak**
 - Studied Western civilization to see
if it were true
 - Found many examples

 - Discovered vision is about pulling,
not pushing
- 9 **Polak's Key Questions***
 - Do you believe you make a difference
in the world?

 - Do you believe the world is basically

- a good place or a bad place?
- 10 **Polak's Grid***
- 11 **Polak's Conclusions**
- Visionary nations outperform their assets
 - The most visionary nation in history
 - "Perhaps a civilization's mightiest lever is its own image of its future."
- 12 **Benjamin Singer**
- Canadian educational psychologist
 - "The Future Focused Role Image."
 - Vision's influence on children
- 13 **Singer**
- Looked at school performance
 - grades
 - leadership
 - teacher recommendations
- 14 **Singer**
- Interviewed the two ends of spectrum
 - Asked students to describe their future
 - Found startling correlation
- 15 **Specifics of successful students**
- Long time horizons
 - Multiple alternatives
 - A belief that their own behavior made a big difference in how their future would turn out
- 16 **Specifics of unsuccessful**
- Very short time horizons
 - No idea of what they were going to be
 - Believed their lives were in the hands of fate (Polak's Grid)
- 17 **Singer**
- Could not find these two extremes by measuring:
 - IQ
 - family structure
 - economic structure
 - race
 - gender
 - culture
- 18 **Singer conclusion**

- Children with vision outperformed their assets
- Successful students had one thing in common: *a profound belief in their future and their ability in their own efforts to shape it!*

19 **Viktor Frankl**

- *Man's Search for Meaning*

- Austrian Jew

- Psychiatrist

- Spent WWII in concentration camps

20 **Frankl**

- Went to Auschwitz

- Set goals

- to survive

- to help others

- to learn

21 **Frankl**

- Observed it was impossible to predict who would survive by standard measures:

- youth

- strength

- health

- brains

22 **Frankl**

- None of those assets turned out to be useful measures over the long term.

- Most useful measure: There was something important yet undone waiting in their future.

23 **Frankl**

All of those who made it through had something significant yet to do.

- They definitely outperformed their assets

24 **James Collins**

- *Built to last* with Jerry Porras

- Study of corporations with and without vision

- *Good to Great*

- A study of mediocre corporation that became great corporations

25 **Collins' First Book**

- Distinguished between visionary leaders and visionary companies

- Focused on companies

26 **Mission & Vision***

- Mission is the guiding star

never to be achieved--Medtronic

- Vision is the Mountain to be climbed
Difficult but doable

27 **The Research**

- Studied Parallel companies
 - same industry
 - same resources
 - same starting point
 - One was visionary, one was not

28 **The difference**

- Extraordinary
- Investing \$1.00 in 1926 in 3 categories
 - general stock market
 - nonvisionary company
 - visionary company

29 **Results of investment in 1990**

- General Market--\$415
- Nonvisionary company--\$955

30 **The Payoff**

- Visionary Company--\$6356
 - 15X the market
 - 6X its competitor

- Definitely outperformed their assets

31 **Collins Conclusion**

- Enormous advantage to have corporate vision!

- Accessible to all

32 **Collective Observations**

- Vision works at all levels of human endeavor
- Vision helps people and collectives outperform their assets
- Positive vision ennobles the human spirit

33 **Key Influencers of Vision**

- Family & friends
- Leaders
- the media

34 **Which is most influential?**

- In Europe?
- In Asia?
- In South America?
- In North America?

35 **Media's influence**

- What kind of messages do the media usually convey to us?

36 **Negative Examples**

- ¹ • Ozone layer
- Hospital infection
- Religious wars
- Terrorism

- Loss of medical care
- Alzheimers disease
- 2 • Global competition
- Bankruptcy
- The Great Recession
- Loss of jobs
- Global Warming
- Collapse of the Price of housing
- 37 **Negative influence**
 - Profoundly negative
 - Headline negative
 - Inaccurate description of the real world:
 - What’s the likelihood of you being killed by terrorists in the next five years?
 - Compared to death in an auto accident?
- 38 **The Negative Vision Question**
 - If the future is only going to get worse, then what is the best day of your life?
- 39 **The Impact of Negative Information**
 - Destroys the power of positive vision
- Shapes our “vision” paradigm to only see the bad
- 40 **Martin Seligman**
 - *Learned Optimism*
 - American psychologist
 - Explored the meaning of hope
- 41 **Importance of Hope**
 - Started with a dog experiment
 - Seligman immediately saw a larger implication
 - What if it were true for humans
 - It would explain much “strange” behavior
- 42 **The Human Experiments**
 - Done with college freshmen
- Unsolvable problems
- In one hour, hopes were crushed
- 43 **Key Observation**
 - For many people--

*As soon as they believed
their actions had no effect,
they became helpless.*
- 44 **The new axiom**
 - Hopelessness causes helplessness!
- A feedback loop that creates a spiral to despair
- 45 **Double Edged**
 - Take away hope...
takes away action

- Take away action...
takes away hope
- 46 **Caught in the spiral**
 - The homeless
 - The unemployed
 - Welfare parents
 - Welfare children
- 47 **Hope/Vision Connection**
 - "Without vision, the people perish."
 - Hope = attitude
 - Vision = the reasons for hope
- 48 **Exceptions to the rule**
 - No vision, no reason for long term hope
 - Seligman found a subset of humans who could not be made to lose their hope
 -
 - It was if they had some kind of immunity
- 49 **Key to Hopefulness**
 - A sense of control
 - Granddaughter picking her vegetable
 - Action Orientation
 - Motorola axiom--Paul Galvin
- 50 **The new spiral**
 - hopefulness----->helpfulness
- 51 **Exceptions to Hopefulness**
 - One subgroup of people would NOT learn to be hopeful
They were always finding reasons not to hope
 - They lacked the stamina to persist
 - Seligman discovered they were pessimists
- 52 **Why could they not hope?**
 - UK scientist John Teasdale knew
 - He blamed their "explanatory styles"
– how you explain the workings
of the world to yourself
- 53 **Three keys to the Explanatory style**
 - Pervasiveness
 - Permanence
 - Personalization
- 54 **Pervasiveness**
 - Is the action
 - universal?
 - Local?
- 55 **Permanence**

- Is the action
 - Permanent?
 - temporary?

56 **Personalization**

- Is the action caused by
 - an outside agent?
 - Yourself?

57 **Pessimists Vs Optimists**

- The way the world is described using these criteria is fundamentally different between pessimists and optimists

58 **Good Events**

- the optimist's perception
 - No matter where I was, it would find me
 - I f not today, then tomorrow
 - I was the cause of this good fortune

- The pessimist's perception
 - I was just lucky to be at that location
 - I could have missed it by a minute
 - I wonder why it happened to me

59 **Bad Events**

- The pessimist's perception
 - No matter where I was it would have found me
 - Today, tomorrow, it still would have happened
 - It was all my fault
 -
- The optimist's perception
 - If I had moved just a little it wouldn't have happened
 - A minute later or earlier, no problem
 - Sure wasn't my fault

60 **Behavioral Results**

- The optimists persist through the bad stuff because "it is short in time and reach."

- The Pessimists quit because all they expect is more bad stuff

61 **Seligman's Summary**

- The stuff of hope: finding temporary and specific causes for misfortune."
- "Finding permanent and universal causes for your problems is the pathway to despair."
- You can learn to be an optimist!

62 **Vision/Hope connection**

HOPEFULNESS
HELPFULNESS

VISION

HOPELESSNESS
HELPLESSNESS

63  **The Arrow of Influence**

- Points forward at least as much as it points backwards
- If that is the case, then hope and vision are our greatest levers for change

64  **Key Components to vision**

- Leader initiated
- Community supported
- Detailed and comprehensive
- Positively inspiring--
 - “To defeat terrorists” = negative
 - “To make the world safe for freedom” = positive

65  **Vision & values**

- Values help us judge the correctness of the vision
- Values, by themselves, never give direction

66  **Dreams, Hope, and Vision by Debbe Kennedy**

Dreams give us hope.
Hope ignites Passion.
Passion leads us to enVision success.
Visions of success open our minds to recognize possibilities

67 

Far-reaching Possibilities help us enlist Support from others.
Support from others keeps us focused and committed.
Focus and commitment foster action.

68 

Action leads to Progress.
Progress leads to Achievement.
Achievement inspires Dreams.
Dreams give us hope.

69  **The Vision credo**

*Vision without action
is merely a dream;
action without vision
just passes the time;
vision with action
can change the world!*

JB

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**What Does
an I-Wheel Look Like?**

- Non-linear in form
- Concentric circles
and spokes
- Grows bigger and broader as you fill it out

72

1st Order

73

2nd Order

74

3rd Order

75

The Strategy Matrix®

- It helps you answer the following question: how will outside forces and inside actions make it easier or harder for my organization to succeed?
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