Leading Through Vision and Values

Keeping the organization’s vision and values at the forefront of associate decision making and action.

Key Actions

- **Communicates the importance of the vision and values**—Helps others understand the organization’s vision and values and their importance.
- **Moves others to action**—Translates the vision and values into day-to-day activities and behaviors; guides and motivates others to take actions that support the vision and values.
- **Models the vision and values**—Takes actions, makes decisions, and shapes team or group priorities to reflect the organization’s vision and values.
- **Rewards living the vision and values**—Recognizes and rewards associates whose actions support the organization’s vision and values.

Questions

1. Have you ever been in a situation in which you had to motivate others to take actions to support a major reorganization? How did you do that?
2. What strategies have you used to communicate a major new directive from senior management to employees? Which strategies have worked, and which have not?
3. What have you done to make your organization’s vision and values meaningful to others? Which strategies have worked, and which have not?
4. Tell me about a time when you helped others shape priorities to reflect the organization’s vision and values.
5. Describe a time when you helped a group of employees understand why the organization was going in a particular direction. What did you do?
6. Tell me about a time when you communicated a major change in your organization’s vision and/or values to others. How did you do that?
7. Tell me about a time when your actions or words played a critical part in realizing senior management’s vision for the organization. What did you do to support the vision?
8. Describe a time when you planned team/group priorities to reflect the organization’s vision and values. What did you do?
9. Describe what you’ve done to keep your organization’s vision and/or values a critical factor for associates’ decisions and actions.
10. Tell me what steps you’ve taken to instill the organization’s vision and/or values in your direct reports.
11. What changes in your organization’s vision and values have affected your direct reports? Tell me about a specific action you took to help your direct reports incorporate the change into their day-to-day activities and behaviors.
12. Gaining commitment to a new vision can be very challenging. Tell me about a time when you could not motivate others to actively support a new vision. Why were your efforts unsuccessful?

13. Every manager has problems (turnover, low morale, low productivity) when his or her work unit isn’t committed to the organization’s vision. Give me an example of when your work group experienced these problems. What did you do?