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Creating a Vision

- ✓ A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but where **they ought** to be – *Rosalynn Carter*
- ✓ The very essence of leadership is that you have a vision. It's got to be a **vision you articulate** clearly and forcefully on every occasion. You can't blow an uncertain trumpet - *Theodore Hesburgh*
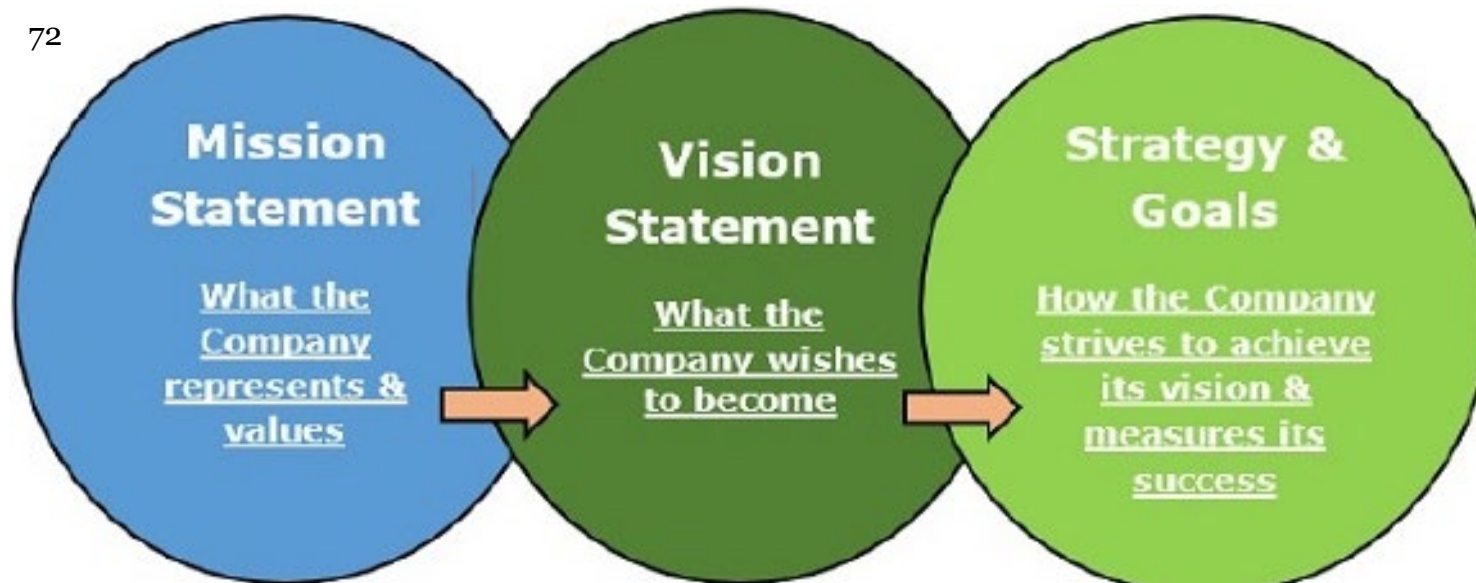
Creating a Vision

- ✓ A leader must inspire and stimulate motivation in others and must craft and continually promote a **vision** that presents a great challenge.
- ✓ The most successful leaders spend considerable time envisioning what the future holds and **what it might look like** for their organisation.
- ✓ They consider the current state of their field or organisation, pose questions around needs and directions, and anticipate or wonder what the future might look like.
- ✓ **Strong and successful leaders ask numerous questions** that they don't have the answers to – this promote new ways of thinking and acting, and helps engage and energise others.
- ✓ Leaders must use the **vision formulated** to **set directions and thus strive for the future.**

Differences Between Vision and Mission

✓ **Mission** statement indicates the **basic intent** and reason for **existence** of the organisation.

- They should not be vague nor longer than 20–30 words, and must indicate the primary focus and reason for the organisation's existence

✓ **Vision** offers a view of what the **future** could be; A vision is a brief (usually <25 words) statement that is inspiring, captivating, suggests a **novel way of thinking.**

- Exact path forward is typically undefined and the vision may initially appear unachievable.
- As the achievement of the vision is **not certain**, the leader must have patience, optimism, and persistence, even in the face of failures.

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Mission Statement

What the Company represents & values

Vision Statement

What the Company wishes to become

Strategy & Goals

How the Company strives to achieve its vision & measures its success

Vision: Examples

- ✓ The best way to describe a **vision** is to first offer a few examples of individuals and their vision:

- ✓ **Bill Gates** (~1977): place a personal computer in every home.

- ✓ **Steve Jobs** (~late 1970s–early 1980s): create a computer that is a cross between art and technology.

- ✓ **Susan Wojcicki** (~2005–now)**:** give everyone a voice and show them the world

- ✓ Steve Jobs is an interesting example of a visionary due to his attitude toward establishing a vision or direction for his efforts.

   - ▪ He **did not believe in market research** because he felt that the customer did not know what they wanted until they saw it.

   - ▪ Steve Jobs remarked that: **Our task is to read things that are not yet on the page.**

   - ▪ Jobs commanded considerable respect due to his technical ability and insight and complete dedication to his vision.

Looking Ahead

✓ It is virtually impossible to envision what new discoveries may arise and what may be possible with these breakthroughs; such considerations make Steve Job's comment about reading things not yet on the page, **particularly insightful**.

✓ For these reasons, **successful technical leaders** are always aware of and are looking for potential **disruptive technologies** that can replace existing products or processes and thereby generate **novel applications**.

✓ As a result, leaders must be adaptable, agile, **willing to take a risk**, and must move quickly when a promising new direction has been identified.

Technology Predictions: Examples

✓ A leader must recognize that despite his/her best attempts at predicting the future; For instance, Thomas J. Watson, President of IBM in 1943 stated that:

- ▪ I think there is a world market for maybe five computers,

✓ Ken Olsen, founder of Digital Equipment Corporation, claimed in 1977 that:

- ▪ There is no reason for any individual to have a computer in his home.

✓ Of course, many technological predictions are wrong simply because these predictions are extrapolations of the current state of technology.

Looking Ahead: Technology Predictions

Tech of the future: Technology Predictions for our world in 2050 [74]

Examples:

1. Nanobots will plug our brains straight into the cloud
2. IoT technology will change product designs
3. Space tourism: a week in orbit
4. Self-driving cars will make driving safer
5. Charge your iPhone with the power of a plant
6. Ocean Thermal Energy can take us to 100% renewable-energy
7. Drone solution for discovering untouched places
8. Half of the current jobs in the world are unlikely to exist in 2050

Multiple – Choice and Short Answer Questions

Which of these basic questions should a vision statement answer?

1. What is our business?
2. Who are our employees?
3. Why do we exist?
4. What do we want to become?
5. Who are our competitors?

Look up mission statements for five technology-based companies that serve different markets:

1. Which of these are inspiring and meaningful?
2. What was it about these statements that caused you to feel this way?
3. For the ones that are not meaningful, why is that the case?:
   - Are any of them demotivating and simply useless? Why?
   - How could you change these to be more effective?

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