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One of the most challenging leadership assignments is to share your vision for the workplace with those who comprise your immediate and extended work team. 'Visioning' is a catch term often identified with those who do not deliver the goods or who are not really in the trenches. Nonetheless, those in the trenches are expected to understand what those in the upper 1/3 of the organizational chart believe will be outstanding outcomes. Listed below are some key questions to use as a guide to determine if 'visioning' has become a part of everyday language for your team.

1. How often do you communicate your long term vision for your team to your team? What terminology do you use to create a 'picture' of what this vision does/will look like? How do you check for understanding concerning this expectation for creativity on the part of each team member? Have you ever asked them if they agree with the overall vision adopted by the organization or encouraged them to discuss their complimentary perspective(s)?
2. Does your team understand how the vision for your area will assist in the accomplishment of the business goals for the whole organization? How do you ask them to demonstrate this understanding (is your opinion supported by overt hallmarks of your team's behavior)?
3. Is the vision that you have for your team built into the performance evaluation process that is used for all levels of feedback that you provide as a leader to each of them?
4. How do you source for new employees who are visionary for inclusion at all levels of the organization? (Hint: is this expectation reflected in position competencies, job descriptions, job announcements and behavioral interviewing questions using during the selection process?)
5. How do you reward visionary attributes being demonstrated on the job, other than through future promotions? How do you reward creativity and risk taking that leads to accomplishment of goals in support of the organization's vision?

The process of being visionary is a learned skill. Take the time to coach the development of this skill set in colleagues. You can't afford not to do this.