Leaders find the common thread that weaves the fabric of human needs into a colorful tapestry.
If you are going to lead, you need to be able to imagine what the future might look like—
+ In your building
+ In your district
+ In your profession

They are able to develop an ideal and unique image of the future for the common good

A leader having a vision isn’t enough...
...the vision must be shared and it must have the ability to attract people.

This is done in 2 ways:
+ Imagining the possibilities
+ Finding a common purpose
Leaders are:
+ Dreamers
+ Idealists
+ Possibility thinkers

In order to inspire...you need to explore. By doing so, you begin clarify your vision...this process is
+ Personal
+ Emotional

CHAPTER 5: ENVISION THE FUTURE
IMAGINE THE POSSIBILITIES

Reflect on Your Past

The Janus Effect

Reflecting on what you’ve previously done prior to projecting the future leads to a “longer future time horizon.”

Why do you think that is?
+ Shows themes
+ Provides perspective of how long things take
+ Tells you it may be difficult, but not impossible
CHAPTER 5: ENVISION THE FUTURE IMAGINE THE POSSIBILITIES

**Attend to the Present**

- The future may be right in front of you and you may not even know it
- Leaders look for patterns and are able to connect the past occurrences with the present

**Prospect the Future**

Effective leaders are able to anticipate what might be coming next based on a reflection of the past and paying attention to the details of the present.

Researchers estimate that the time spent by senior managers on being forward-looking is only about 3 percent of their total time (p. 110)
CHAPTER 5: ENVISION THE FUTURE
IMAGINE THE POSSIBILITIES

Feel Your Passion

- People don’t see the possibilities when the passion is absent.
- Meaning and purpose comes from within
- You must clarify your own vision of the future before you can expect to enlist others.

CHAPTER 5: ENVISION THE FUTURE
FIND A COMMON PURPOSE

- Inspiring a shared vision does not mean the leader needs to create it alone
- Forward looking is important, but you don’t get loyal passengers on the bus by imposing your vision on others
- People want to hear about their own aspirations
CHAPTER 5: ENVISION THE FUTURE
FIND A COMMON PURPOSE

Listen Deeply to Others

- Through listening and engaging others you inspire the vision by reflecting back to your constituents
- Listen...ask questions...be open to ideas and “even lose arguments in favor of the common good”

CHAPTER 5: ENVISION THE FUTURE
FIND A COMMON PURPOSE

Determine What’s Meaningful for Others
What people want has not changed very much over the years.

- People stay in organizations because...
  + The work is meaningful
  + It is challenging
  + Things are purposeful
- Personal satisfaction is cited 3 times more often than status and monetary rewards
- Listening to others helps you determine what is meaningful...common values emerge
CHAPTER 5: ENVISION THE FUTURE
FIND A COMMON PURPOSE

Make It a Cause for Commitment

✖ Plans are important, but people commit to causes!
✖ Transformational Leadership–infusing energy into strategies.
  ✔ People who become part of something that is bigger than themselves creates motivation and a sense of moral purpose

CHAPTER 5: ENVISION THE FUTURE
FIND A COMMON PURPOSE

Be Forward-Looking in Times of Rapid Change
p.124
Ideals, Hopes, Dreams, Aspirations

Focusing on the ideal helps us gain a sense of meaning and purpose from what we undertake.
CHAPTER 6: ENLIST OTHERS
APPEAL TO COMMON IDEALS

Connect to What’s Meaningful to Others

 Leaders breath life into ideas that compel people to get involved and be part of something bigger than themselves.

QUESTIONS

 What would an ideal lesson look like?

 How can your day to day activities and/or day to day professional development be linked to the big picture?

CHAPTER 6: ENLIST OTHERS
APPEAL TO COMMON IDEALS

Take Pride in Being Unique

 You need to describe how you are unique compared to other places

 How does K & P link this concept with Marzano’s defined autonomy? (p.137)
Align Your Dream with People’s Dream

Martin Luther King’s Speech

Help others see and feel how their interests are aligned with the vision.

People need to know what it looks like when it is realized.
CHAPTER 6: ENLIST OTHERS
ANIMATE THE VISION

*Use symbolic language*—using metaphors to describe your vision

*Make images of the future*—describe in real life what the good will look like

*Practice positive communication*—have energy and passion inject it into your day to day actions

*Express your emotions*—show energy...don’t be a drip

*Speak from the heart*—be genuine