

**Association of Manitoba
Municipalities
Municipal Officials Seminar
February 2006**



**“Visioning...
To Create Superb Results”**

Visioning is more

- Than having your Vision Statement hang on the wall of your municipal office, city hall or town office,
- It is the ability to engage the hearts and minds of those who live and work within your community and to challenge those outside your community (external stakeholders) in creating a positive dynamic future.

Visioning is

- An important step in the overall strategic plan,
- Reflective of the collective aspirations of the people in the organization
- Reflective of the needs of the customers, clients, stakeholders, ratepayers,
- Eternal, describes a future state

What Do We Need To Do?

- Inspire those around us to envision the future- to Vision...

Are you a leader that recognizes everything that we now accept in our daily lives was once the product of someone's imagination? OR

Are you a leader that looks through a key hole with both eyes open and stuck in a reality rut? (Jim Clemmer)

“We are today where our thoughts brought us, and we will be tomorrow where our thoughts take us.”

John C. Maxwell
Leadership Wired

Are YOU as a Leader like a teacup?

- Filled our minds, like a tea cup full to the brim,
- Filled our minds so full of opinions, ideas, judgments that nothing new can be squeezed in at all,
- In our changing world of technology, knowledge, skills and new concepts the most important resource we still need is the **human resource** or leaders who will embrace and implement new concepts and new technologies,

Empty the tea cup!

- View yourselves as lifelong students ready to embrace new ideas, new visions and new ways of creating healthy, positive, energetic, successful communities,

Vision...to create superb results

Visioning to Create Superb Results

- In *Municipal World*, November 2005 edition, Mr. Paul Rexe, with the City of Peterborough, challenged you as municipal leaders to set an example with good governance –
- His final point...
“Management ensures plan accomplishment by controlling and problem solving. LEADERSHIP achieves a VISION by motivating and inspiring...keeping people moving in the right direction.

What do we need to do?

- A Vision should be clear and challenging – it sets out high and realistic goals
- “Give life to a vision by communicating expressively; so people can see themselves in it.” (Kouzes & Posner)

Management Versus Leadership

“Management
is efficiency in
climbing the ladder of success;
Leadership
determines whether the ladder is leaning
against the right wall.”
Stephen R. Covey

What do we need to do?

- Your Vision will last and stand up to the various challenges from the organization but it does not restrict your organization.

OR

- Myth – the ideal organization is orderly and stable
- Reality – the ideal organization is challenging the process, changing things.

**“Creativity requires the
courage to let go of
certainties.”**

Erich Fromm

Vision creates a sense of purpose

A Vision creates a sense of purpose which is shared by and unifies the whole workforce, organization, and/or community.

“Disneyland is built upon a vision of giving people a lifelong memory.”

What Do We Need to Do?

- Focus – A Vision marks a point in the future.
- “Strong leaders shape their own team or organization’s Focus through their vision, values and purpose.” Jim Clemmer
- Focus on the possibilities...or on the gains not the losses.
- Throw out the “Pity Party”

Visioning to Create Superb Results

Visioning is the ability to see the potential of the present from the point of the view of the future.

What Do We Need to Do?

- Guide – A Vision establishes guidelines or choices NOT rules, giving people freedom but direction
- We allow all members and stakeholders to develop competence and confidence.
- Foster accountability

Coach or a Micro-Manager?

- A leader acts as a coach, mentor,
- We become more powerful when we give power away
- “We don’t get our stars from our powers and our bars. We get our power from the people we lead.”

Major General John Stanford

What Do We Need To Do?

- A Vision is future oriented, honoring and recognizing the past.
- What currently are we doing well that we need to continue to do in the future?
- Kouzes and Posner in a study discovered that constituents – want their leaders to be “forward looking – to have a long term vision of direction.”

Question

In the next three to five years, what would we as a municipality, town, city, village want to look like to create a radically different future?

Visioning to Create Superb Results

Powerful visions should be:

- Inspiring and Give Focus to Human Energy
- Clear and Challenging
- Enduring but not Rigid
- Focusing
- Guiding
- Future Oriented, Honoring the Past

A Vision

A vision is what success will look like!