

Creating a Leadership Vision

Standard #1

Effective educational leaders develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.

Council of Chief State School Officers (2015). *Professional Standards for Educational Leaders*.
<http://www.ccsso.org/Documents/2015/ProfessionalStandardsforEducationalLeaders2015forNPBEAFINAL.pdf>

Visual Explorer

Criswell, C., & Cartwright, T. (2010). *Creating a vision* (p. 22). Greenboro, N.C.: Center for Creative Leadership.

Choose a picture that answers the question, *How will the world look different as a result of my leadership?*

Write your thoughts about your picture using the following questions as possible prompts to guide you:

- Describe the image. What do you actually see? What colors, shapes, and details are in your picture? What stands out?

- Why did you select this picture?

- How does it relate to leadership?

- What inspires you about the picture?

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- How does the picture relate to your challenge in leading?
- What does it say about where you've been?
- What does it say about where you are today?
- What does it say about where you are going?
- How do you connect your image with the thoughts and themes that emerged from your reason you became a special education leader?
- Do you have any fresh perspectives or new insights?

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Writing Your Vision – The Five Building Blocks

Criswell, C., & Cartwright, T. (2010). Creating a vision (p. 9-20). Greenboro, N.C.: Center for Creative Leadership.

1. The Big Ideas - *Write a possible ideological goal, Big Idea.*
 - What is the fundamental, enduring ideal on which your organization is built?

 - What is the big-picture purpose for your organization?

 - What inspires, motivates and instills pride?

2. The Values – *What are your guiding values?*
 - How do/could they help shape the vision for your organization?

 - What values do people in the organization hold dear?

 - How are they expressed?

 - What impact do you want to have?

 - What do you believe about how you treat other and how your organization is run?

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3. The Story - *Take a look at the reflections you wrote during the Visual Explorer exercise.*

- What is your story?
- How does the vision connect with the organization's history and its current state?
- Where does your current work fit into the bigger picture?
- What does the context say about your culture and why you exist?

4. The Growth Factor - *Think about your organization and respond to the following questions.*

- Why are we growing?
- Where are we growing?
- How are we growing?

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Putting It All Together

Leading Through a Crisis (p. 27). (2009). Boston, Mass.: Harvard Business Press.

A vision should be

- *Simple and idealistic. It should appeal to core values of the organization*
- *Challenging but realistic. It's find for the vision to have lofty language – you want it to be large enough to touch people's core needs for achievement, recognition, and a sense of belonging. But the lofty language has to be easily translated into a realistic competitive strategy. The goals can be aggressive, but they must be achievable.*
- *Focused. It should serve as a guide in decision making*
- *Beneficial for the organization's stakeholders – customers, stockholders, and employees. It should clearly define the benefits to these various constituencies*
- *Easy to explain and understand. Even if implementing the vision is a complicated process, explaining it should be simple. People won't support what they can't understand.*

Sample Vision

Criswell, C., & Cartwright, T. (2010). Creating a vision (p. 18). Greenboro, N.C.: Center for Creative Leadership.

My vision for the college, and our collective vision, is to play a part in making this world a bright future. And I say that because we take in society's most precious possessions and we try to maximize their potential and send them out in the world to make great decisions for the future of our planet. – Anthony Vincent, Principal; Matthew Flinders Anglican College; Buderim, Queensland, Australia.

*The job of administrative leaders is primarily about **enhancing the skills and knowledge** of the people in the organization, **creating a common culture** of expectations around the use of those skills and knowledge, **holding the various pieces of the organization together** in a productive relationship with each other, and **holding individuals accountable** for their contributions to the collective results.*

- Richard Elmore

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