

# Exploring New Pathways

issue 29

1 June 2010

"The single biggest problem in communication is the illusion that it has taken place." -  
George Bernard Shaw **How are you communicating your vision?**

## Communicate your vision with purpose

Our last newsletter focused on setting a vision so as to inspire action. One must, however, not overlook the fact that setting a vision for a transition is merely the first part of the equation - the manner in which a vision is communicated is key. It is only when the majority of individuals have a common understanding of its objective and direction that the power of a vision can truly transform an organization.

We tend to undercommunicate our vision, make assumptions about how it is being received, and even send out inconsistent messages sometimes. All of these elements lead to a transition with little momentum.

How do you communicate your vision? How do you know if you are over/undercommunicating? How do people in your organization behave when they have understood the vision?

John Kotter in his book *Leading Change* has a checklist to assess whether the manner in which we communicate our vision is effective:

**Simplicity:** All jargon and technical language must be removed so as to create a clear and straightforward message. The vision must speak to individuals in all departments of the organization.

**Metaphor, analogy, and example:** Imaginative and direct ways of conveying messages can create a more significant and memorable impact. A vision that is linked to a clear image in the minds of individuals will be very inspiring.

**Multiple forums:** Addressing the vision in different communication forums will increase the likelihood of it being well received and understood. A vision can be conveyed in large/small meetings, emails, newsletters, formal and informal interaction.

**Repetition:** Our minds are often overloaded with information. Messages rarely sink in the first time we hear them. It is primordial that the vision be repeated several times in order to win hearts and minds.

**Leadership by example:** Senior management must walk the talk during a situation of transition, as this will add credibility to the initiative and to the message being communicated. Seeing top management acting out a vision will help generate buy-in.

**Explanation of seeming inconsistencies:** If inconsistencies in behavior occur relative to the outlined vision (particularly at top management level) it is important that they be explained.

**Give and take:** Soliciting feedback during a situation of change can be instrumental, as this

can correct errors during the transformation process. Feedback can also help individuals get questions answered, thus helping them get fully onboard with the initiative.

My invitation is:

- Imagine a metaphor that could be used to add further emphasis and impact to your company's new vision
- Consider what might be the appropriate frequency and/or forums of communication to ensure that the vision is being received and understood by all
- Notice whether you are leading by example and address any inconsistencies

**Note: Concepts presented in this newsletter were inspired by John Kotter's book, *Leading Change*.**

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*The concept behind this newsletter is an invitation for you to explore new ways of thinking, new perspectives, and new behaviors, so as to increase your personal effectiveness. The themes we have selected are commonly addressed topics in coaching. We have chosen them carefully and are eager to share them with you, in the hopes you will find them both thought-provoking and valuable.*

Warmly,

*Céline Brillet*

## **Top 8 reasons to partner up with a coach**

1. You want to make yourself a priority.
2. You feel stuck.
3. You want to build on your strengths.
4. You want to reach your goals more effortlessly.
5. You need a neutral sounding board to bounce ideas off.
6. You are facing a stretch challenge.
7. You have an important decision to make.
8. You are ready to move to the next level.

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