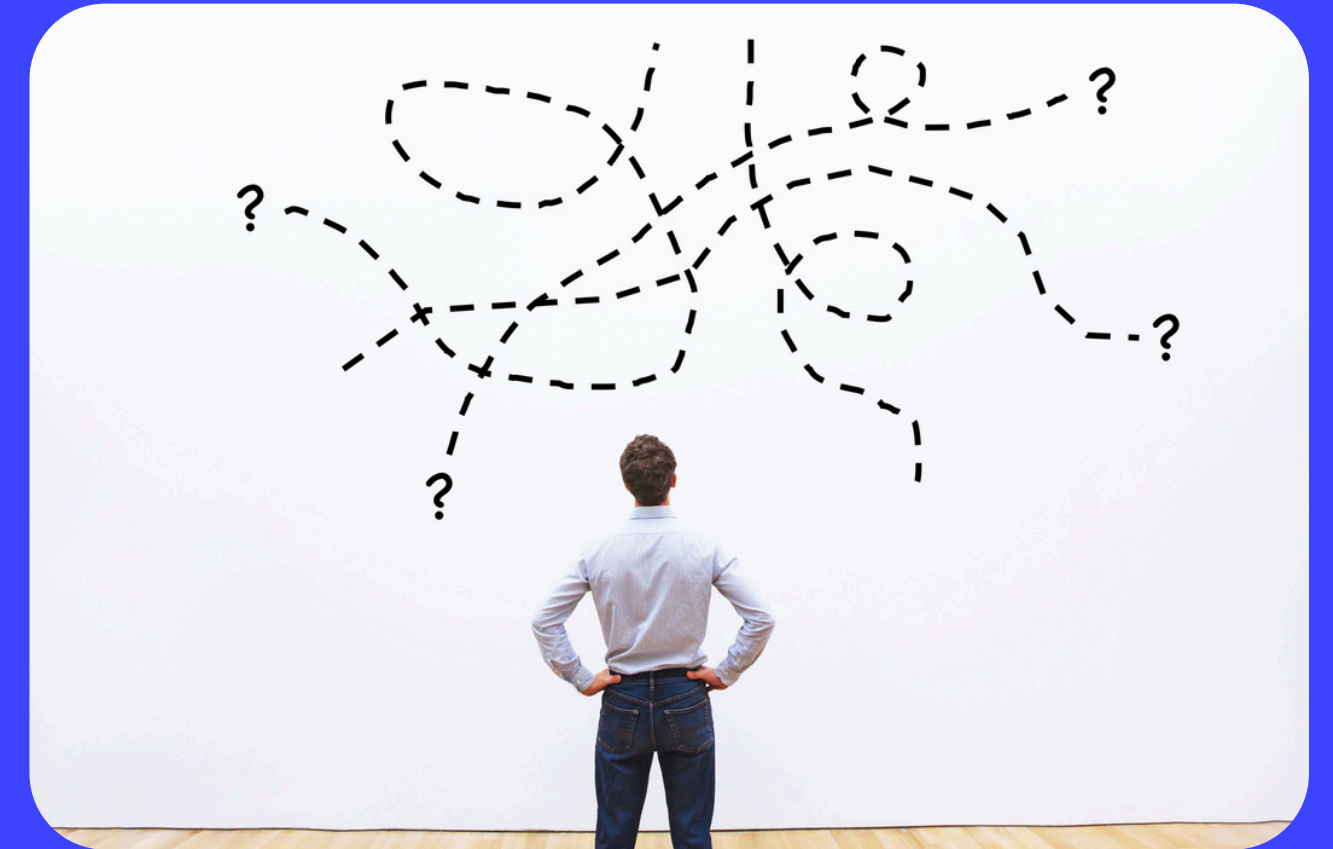




Lack of clarity on 'the Vision'

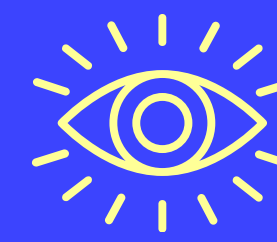
Learn why a unifying narrative across the organisation is critical for change success and understand how you can create clarity on the purpose, plans, and outcomes of change to move your business and people towards alignment on change.



**Change
Challenger #2**

Lack of clear vision is a symptom of leadership's inability to **define**, **align** on, or **articulate** a coherent and compelling **future state** during a change initiative.

This **absence of clarity** can lead to **confusion**, **misaligned** efforts, and a lack of **engagement** in the change.



The **vision** serves as the **roadmap for change**; without it, the path forward is uncertain and fraught with potential missteps.

When **Sara** started speaking, you could tell something significant was coming. She sat with her team and, from the middle of the table, laid out a **compelling vision for the future**. Sara spoke about a **better business: more profitable and sustainable**, increased **opportunities** for their people, and the **launch** of an exciting **new offering** they had been talking about for some time.



She had the group on tenterhooks, and you could tell **everyone was with her**.

Then she shifted her attention to the immediate. She spoke with **clarity** about the work that needed to start, the **changes** they needed to make, the **decisions** that were still **outstanding** (some of them quite tough), and the work that each person and function would need to commit to.

Her vision captured their imagination.

They could **see it**, and because of that, **they trusted** that, as a team, they could work out any challenges along the way.

*LET'S HAVE A LOOK!
MEET SARA.*

What happens in the absence of vision



Sara provided a **clear vision** that injected the **energy needed** to get people out of the traps and **make changes**.

Without the vision, it's doubtful that Sara's team would have had the **conviction, unity, and purpose** to make meaningful change.

When the **vision** is completely **lacking**, trying to make **change is futile**. And the bigger the organisation, the bigger the vacuum created by a lack of vision. **Leading to:**

Slower progress

When there's misalignment on vision, it can significantly stall change efforts. People end up pulling in different directions. Unclear goals or a vision of the future state can cause delays as teams spend more time clarifying objectives rather than moving forward with the change.

A simple fix: Focus on a better, more consistent alignment with the vision.

Wasted resources

Confusion can breed across the organisation when the vision is open to drastically different interpretations or conflicting priorities. Efforts become misdirected, wasting time, money, and energy on initiatives that do not align with the intended outcomes.

Decreased morale and engagement

People can feel uncertain, leading to lower job satisfaction, higher turnover, and a growing frustration with the organisation.

Reputational risk

People outside the organisation, such as partners, customers, or the markets, may lose confidence if they perceive the organisation as lacking direction in times of change.

Decision paralysis

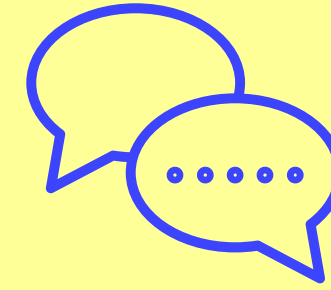
Teams may struggle to make decisions or take action because they do not understand how their work contributes to the larger vision. They may also "opt-out" of making decisions and progress because they don't want to unintentionally diverge from the intended direction.

What can you do to foster alignment



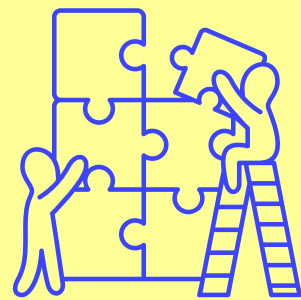
1 Articulate

Develop and communicate a clear, detailed vision of what the change entails and why it is necessary. Use this vision as a reference point for all decisions and communications.



2 Co-create

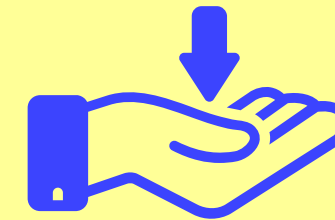
Involving a diverse cross-section of people in creating the vision can be beneficial in winning organisational buy-in. It also takes the pressure off one person or a small group to get it all right by themselves.



3 Own and communicate

It can be tempting to “outsource” responsibility for communicating the vision to change managers, internal comms, HR, consultants, or others.

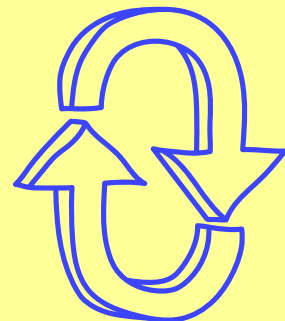
This is not to say that they can’t be helpful in the process, but the leaders are the ones who ultimately need to be accountable for developing and sharing the vision.



lanciaconsult.com

4 Revisit and reinforce

Don’t just share the vision once and hope that it sticks. You’ll need to share it multiple times, in multiple formats, through multiple channels, over a long time horizon to ensure that it reaches everyone it needs to.



It’s OK to have gaps; just acknowledge them. While having a clear and compelling vision is the lifeblood of any change initiative, don’t feel under undue pressure to have all the answers at the beginning. Acknowledge where things might iterate or develop over time—this ownership will give people some confidence in the absence of complete information.

Acknowledge where things might iterate or develop over time—this ownership will give people some confidence in the absence of complete information.

REMEMBER!

OUR SHARED EXAMPLE WITH SARA.



Sara demonstrated high personal **accountability** and **ownership** of the vision. That inspired her team and got them on board. It didn't mean they had no questions—quite the opposite. They had many, many questions. But Sara's articulation of the vision **gave** them **confidence** that the direction was right, and they **trusted** that, given that **compelling** future aspiration, they could work the rest out as they went.



When **Sara** shared the vision, she **made it look easy**; she was articulate, erudite, and inspiring – her **expansive thinking**, coupled with **pragmatic next steps**, had the room rapt. But, the reality is that Sara worked incredibly hard to make it appear so effortless. **Months of individual conversations** with people across the business, **counsel from outside** the organisation, and many working sessions with trusted confidantes had helped formulate a **clear vision** for the future that she felt **ready to share** and win people over with.



This **strong start** gave people a **base to build on**, and as the messaging **cascaded** through the organisation, her leadership team, the people managers and supervisors, and others **built on top of that foundation**, making it more **personal** and **specific** for their teams—**winning them round to the compelling narrative** that was shared months earlier.



Change is inevitable, but it doesn't have to be disruptive.

We work with established blue chips, SMEs, ambitious scale-ups, and inspiring charities around the globe to help them find a better way to change.

Need help figuring out where to start?

Or do you already have a clear vision and need a reliable partner to help you get there?

Get in touch. We'd love to speak to with you.

lanciaconsult.com

Or, come and say
hello@lanciaconsult.com