

Vision

Competency Development Activities

Competency Definition

Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change; influences others to translate vision into action.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

M/H Brown, Paul B., "Honeywell CEO Counsels, 'Just Do It!'", CIO Insight, June 17, 2002. It's one thing to create strategy, it's another thing entirely to execute it successfully. Honeywell chairman and CEO Lawrence A. Bossidy have some thoughts about how to make sure things get done.

M/H Gilmartin, Raymond, "All in a Day's Work", Harvard Business Review, December 1, 2001.

In this roundtable, six experts from the corporate world, the nonprofit sector, and academia discuss three common themes in leadership: the need to formulate and communicate a vision for an organization; the need for a leader to add value to an enterprise; and an organizational imperative for a leader to motivate followers. Reflecting their widely varying backgrounds, the participants drew on their experiences to help them drive home their views on developing new

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leaders, rewarding extraordinary effort, and keeping organizations focused on their missions.

M/H Harper, Pamela S., Preventing Strategic Gridlock: Leading Over, Under & Around Organizational Jams to Achieve High Performance Results, Cameo Publications, September, 2002.

This book is written for anyone responsible for devising and/or implementing a plan. Find out why strategies and initiatives that looked good during planning end up mysteriously snarled in a tangled web of persistent organizational problems ("strategic gridlock") during execution. Then learn the strategies to achieve the high performance results that today's high pressure business environment demands.

M/H Kaplan, Robert S. and Norton, David, "The Balanced Scorecard: Translating Strategy into Action", Harvard Business School Press, September, 1996.

The Balanced Scorecard shows managers how to mobilize their people to fulfill the company's mission. More than just a measurement system, this revolutionary tool tells readers how to channel the energies, abilities, and specific knowledge they possess into the achievement of long-term goals.

M/H Nanus, Burt, "Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization", Jossey-Bass, Inc., July, 1995.

Successful leaders know that nothing drives an organization like an attractive, worthwhile, achievable vision for the future. Nanus shows why vision is the key to leadership, and demonstrates how any leader can use a logical, step-by-step process to create and implement a powerful new sense of direction in his or her organization.

H Bucci, Michael, "Always Sound Like A Leader", AskMen.com, December 16, 2002.

Good leaders like Bill Gates, Steve Jobs and Michael Jordan are bound to inspire their troops to follow and often to emulate them. An essential part of leading is having the right vision and doing the right things. Equally important is the leader's ability to communicate that vision if his organization and its people are to be successful.

H Allenbaough, Eric and Waitley, Denis, Deliberate Success: Realize Your Vision with Purpose, Passion and Performance, Career Press, February, 2002.

This book presents success principles and implementation tools that you can immediately apply in bringing out the best of yourself, your team, and your organization. Achieving success is not an accident; it results from a deliberate process of identifying a compelling purpose, passionately pursuing your vision, preparing for high level outcomes, and performing at your best.

H Lipton, Mark, Guiding Growth: How Vision Keeps Companies on Course, Harvard Business School Press, December, 2002. HBSP 7060

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Moving beyond token "mission statements," Lipton outlines a step-by-step process for establishing an actionable vision, presenting it to the company, and embedding it into the organizational fabric.

H Hesselbein, Frances Hesselbein and Johnston, Rob (Editors), On Mission and Leadership: A Leader to Leader Guide, Jossey-Bass, Inc., February, 2002.

The book's contributors reveal how an effective organization is built around an enterprise's fundamental mission-its reason for being. They show how successful leaders mobilize around and communicate mission at all times, and they demonstrate how these leaders embody the values and character the organization needs to succeed.

Activities

M/H Assess current project plans for how they contribute to both the short-term and long-term goals of your organization.

M/H Identify and document explicit connections between organizational vision and local/team goals.

M/H Attend staff meetings in other offices and regions to understand and explain how your work group's efforts fit into the greater whole.

H Draft a vision and mission statement with your work group.

H Ensure that new TSA policies and procedures are being implemented effectively within the organization.

H Identify aspects of your organization's long-term plans and strategy that are unclear, and work to clarify them.

H Identify short-term initiatives that would contribute to the longer term strategy and goals of your area, and take action on them.

H Make presentations on your work unit's mission, purpose, goals and objectives.

H Seek out and take advantage of opportunities to discuss your organization's long-term goals with senior management.

H Take a lead role in communicating TSA strategy to workgroups or stakeholders.

H Translate TSA policies, mandates and initiatives into clear implementation plans, directions and procedures that will work effectively in your local TSA operation.

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Coaching Suggestions for Managers

H Ask staff members to draft a few key messages to explain how the broader vision and objectives of the organization apply to their work group. Recommend that he/she present, discuss, post and reiterate those points often.

H Challenge lower level managers to formulate a compelling vision for their part of the organization. Ask them to think about the long-term future of their departments or functions. Ask them to put together a list of ten things they will need to do to remain a value added resource in the next three years. Then ask them to write a paragraph that integrates all their suggestions into a single message.

H Each time staff members take action to meet a short-term objective, ask them to identify a long-term goal to which the action can contribute. Encourage them to maximize the benefits from their activities by always trying to accomplish more than one goal. If they continually assess the value of their short term actions against the longer term vision, they will be less likely to allocate time and resources to initiatives that will not contribute to moving the organization in the right strategic direction.

H Encourage big picture thinking by challenging staff members to think at a higher organizational level. When they are working with a specific department, encourage them to ask the bigger question, "Is this a department issue or a larger organizational issue?"

H Ensure that staff members are getting clear information about long-term strategy. Ask when your direct reports are frustrated by a lack of clear direction in the organization and talk with them about ways they can get a clearer picture of the strategic direction and priorities. Share with them information regarding the strategic direction you have and help them devise a plan to stay informed on a more ongoing basis. Follow-up to see that they are getting the information they need.

H Make employees aware of TSA's and the airport's long-term goals. Ask questions to help them articulate how the team's activities contribute to the achievement of the overall goals of the organization. Lead their thinking to help them recognize plans that are not consistent or not well aligned with the overall organization's direction. Discuss what to do with inconsistencies. Work with them to help them recognize opportunities to make their plans more relevant to the long-term strategy and vision of the organization.