**LEADING STRATEGIC CHANGE**

**Learning Outcome 1: ACTIVITY 2**

**Communicating vision, mission and values**

#### In pairs/small groups

Read the Case study: The right leadership messages in Chapter 1 of the Leading strategic change study guide.

What do you think the role of the leader (Joseph) is in communicating the vision, mission and values to others?

Then read case Case study: Effective communication of vision and values in Chapter 1 of the Leading strategic change study guide.

Evaluate Joseph’s effectiveness in communicating the vision, mission and values using the following framework based on the Kotter model.

|  |  |  |
| --- | --- | --- |
| **Element of framework** | **Score (0=poor, 5= very effective** | **Reasons/justification** |
| Simplicity - no jargon |  |  |
| Multiple forums - large and small meetings, memos, leaflets, newsletters |  |  |
| Metaphor, analogy and example - a verbal picture |  |  |
| Repetition - keep repeating the message to sustain the vision |  |  |
| Leadership by example - are the top people’s actions inconsistent with the message? |  |  |
| Explanation of seeming inconsistencies - explain as necessary |  |  |
| Give and take- Make sure your communication is two way. Do people understand your vision? Can they input into it? |  |  |

Source: adapted from Kotter (1996)

Present your evaluation and findings.