

EDLS210

Leadership in Education


Orienting towards the future

Institute of Educational Leadership
University of Jyväskylä
Jukka Alava, PhD, PhLic, MSc.

The power of vision 1
(Nanus, 1992)

- The vision creates commitment and energizes people.
= emotional investment and commitment essential (and difficult)
- The vision creates meaning to work and to workers' lives.
= the story of the stone-carver

Institute of Educational Leadership




UNIVERSITY OF JYVÄSKYLÄ

The power of vision 2
(Nanus, 1992)

- The vision establishes a standard of excellence
= people want to do a good job
= people want to have a feeling that they are effectively advancing the organization's purpose
= people want to be recognized for their contributions.


Institute of Educational Leadership



UNIVERSITY OF JYVÄSKYLÄ

The power of vision 2
(Nanus, 1992)

- The vision bridges the present to the future
= the vision lays the ground to long-term success.




Institute of Educational Leadership

The vision is NOT

- a prophecy – but a state of will
- a mission (purpose) but a direction for development
- a fact in the present but a possible and wanted state in the future.


(Nanus, 1992, Quinn, 1985)



Institute of Educational Leadership

The vision is NOT


- something that is absolutely true – it has a probability in relation to other directions of development
- carved permanently in stone, but it is a dynamic process and a part of visionary thinking.



Institute of Educational Leadership

The vision is NOT

- an obstacle to concrete action but its role is to direct energy also in daily tasks.
- a management fluff, but it has a role in attracting excellent new employees to the organization and in giving direction to their work.



Institute of Educational Leadership
UNIVERSITY OF JYVÄSKYLÄ

Ahlstrom's vision

- Ahlstrom is the most successful global company
- in high performance fiber solutions and is ...
- at the forefront in leadership quality.



Institute of Educational Leadership
UNIVERSITY OF JYVÄSKYLÄ

Positioning visionary leadership



Institute of Educational Leadership
UNIVERSITY OF JYVÄSKYLÄ
