



COMMUNICATES VISION
Growing Leaders Starter Toolkit

DEFINITION – Articulates a clear, compelling vision located within organizational purpose and values that motivates others to action.

*Overfunctioning – two-thirds of weakness is the overuse or misuse of strength. Overfunctioning occurs when one’s talent, skill, or knowledge causes problems for you or others.

[=] SKILLED	[-] UNSKILLED	[+] OVERFUNCTIONING*
<ul style="list-style-type: none"> • Explains the “why” of the initiative in a way that motivates the group. • Articulates the problem and need for a solution. • Paints a hopeful picture of the future that offers clear solutions. • Challenges the group to take on thoughtful risks for the sake of the mission. • Regularly recasts vision, especially as challenges that impact morale arise. • Regularly celebrates vision when risks are taken, or milestones are achieved. • Tells compelling stories. • Locates vision within scripture and uses Biblical stories for compelling vision casting. • Creates metaphors, figures of speech, or slogans that connect with others. • Models vision for others by living it out. 	<ul style="list-style-type: none"> • Resists vision from other influences (national, regional, area). • Does not know or consider the audience. <ul style="list-style-type: none"> ○ Fails to address fears, resistance, and cynicism. ○ Assumes audience is already on board. ○ Does not incorporate audience motivations. • Does not anticipate and manage vision leak/mission drift. • Expresses excitement about the future, but it isn’t located in the purpose and values of the organization. • Initiates new tasks or projects without casting vision. • Expresses anger or frustration when others don’t “get it.” • Is not aware of when vision casting (or recasting) is needed. 	<ul style="list-style-type: none"> • Develops “cult-of-personality” that draws people towards the leader and not the mission. • Spends too much time communicating vision but never acting on the vision or incorporating the right people and proper structures. • Frequently changes vision. • Manipulates scripture to cast vision.

This toolkit can be used to help staff frame development goals and plans to strengthen their use of this competency. It is not intended to be used for reviewing performance.

EXAMPLES IN INTERVARSITY

- Ministry Partnership Development
- Recruitment for an event or activity
- Vision talks
- Departmental communication
- One-on-One conversations with others about a preferred future
- Celebrating wins
- Invitations to leadership
- Team leadership
- Taking someone through a Discipleship Cycle

SUGGESTED RESOURCES

Primary

- Msimang, Sisonke. “If a Story Moves You, Act on It.” Filmed October 2016 at TEDWomen. Video, 12:38. https://www.ted.com/talks/isonke_msimang_if_a_story_moves_you_act_on_it.
- Bajic, Elena. “Why Communicating Vision Is the Single Most Important Thing You Can Do,” Forbes, December 27, 2017. <https://www.forbes.com/sites/elenabajic/2017/12/27/why-communicating-vision-is-the-single-most-important-thing-you-can-do/#63f443261e64>.
- Stanley, Andy. Making Vision Stick. Grand Rapids, MI: Zondervan, 2007.
- Stanley, Andy. “Vision Leaks,” Christianity Today, accessed February 26, 2020, <https://www.christianitytoday.com/pastors/2004/winter/andy-stanley-vision-leaks.html>.

Secondary

- Center for Creative Leadership. “The Best Way to Communicate your Organization’s Vision.” Accessed February 26, 2020. <https://www.ccl.org/multimedia/podcast/communicating-the-vision/>.
- Sinek, Simon. “How Great Leaders Inspire Action.” Filmed September 2009 at TEDxPuget Sound. https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.

Internal Training Resources

- Asker, Brian. “30 second Vision Casting.” April 14, 2015, <https://docs.google.com/document/d/1MYf4sDvBC3lteMNZm4yJpXm0c01lg-gtvhBGdPJ8Sgo/edit?usp=sharing>.
- Enderle, Peggy. “Good vs. Great Training for staff and undergrad.” February 1, 2016. https://docs.google.com/document/d/1rUgr2o_dpGBT5PkNg8HdzqPuh94wHfFlpChRB6q_fHs/edit?usp=sharing.
- Wilden, Stephanie. “Casting Vision for AFR/FFRs.” April 8, 2016. https://docs.google.com/document/d/1zuNdHWyiwAuCCJgn-yIF266cs_t7mle-mYG5maEasLA/edit?usp=sharing.

This toolkit can be used to help staff frame development goals and plans to strengthen their use of this competency. It is not intended to be used for reviewing performance.

SUGGESTIONS FOR DEVELOPMENT

- Make a big Ministry Partnership Development ask.
- Emcee an event.
- Give an announcement about an upcoming event.
- Recruit a group of people to an event.
- Recruit community volunteers.
- Participate in vision casting exercise/training.
- Go through the “Start Something New” handbook.
- Meet with faculty to share a vision about a chapter on campus.
- Try any of the above suggestions with coaching throughout the process.
- Practice incorporating one’s particular communication style (indirect/direct, expressive/contained, etc.) in vision casting.

BENEFITS FOR THE 2030 CALLING

- Be able to communicate hope for the 2030 Calling.
- Cast vision for planting at new areas and campuses.
- Recruit volunteers.
- Connect alumni with the vision.
- Get churches excited about praying and reaching nearby campuses.
- Convincing staff to take their sabbath.
- Cast vision for underserved institutions.
- Invite different departments into partnership.