

Vision

By Brian Ladden

Empowerment is built on a clear understanding of purpose and methods. Managers must create a shared vision of what the organisation can become with the employees. This can be done by involving workers in the planning process and by linking the everyday tasks of the individual or group with a broader meaning. Each worker must see where his or her efforts fit into the overall plan.

Organisations and individuals who know what they want and know their capabilities to achieve it are powerful. Confusion and lack of direction or purpose create powerlessness.

Creating a vision is central to organisational empowerment. Reasons put forward as to why vision is central to empowerment is that it gives direction to the employees and helps them achieve the goals of the company. Vision provides employees with that "what do we do next" or what is called "awareness of the context" which can inspire action and creativity.

The vision of an organisation is deeply rooted in the values the organisation sees as important. While the vision may change as new innovations come on stream, values should be unwavering and constant. Values of an empowered organisation may include trust, involvement, and belief in human potential. Blanchard and Bowles (1998) point out that;

"Goals are for the future. Values are now. Goals are set. Values are lived. Goals change. Values are rocks which you can count on. Goals get people going. Values sustain the effort"