



Tools for Leading Teams

Vision Scorecard

Introduction

The Vision Scorecard has two parts, a crystal-clear vision statement that describes what success looks like in 3, 5 or 10 years, and a mechanism for measuring progress toward that desired state. The vision statement itself, if developed properly, is one of the most important tools for mobilizing and influencing a team or organization, but it can be just another time-consuming exercise unless the group has some accountability and that means a way of measuring progress.

The Vision Statement itself is a detailed description of the future, including what the new situation will look like, how people will be working, what they will be doing, and what results they will be achieving. To create a shared vision, the team should work as individuals, then as a group.

Steps to Success

1. Define what a “vision” is for the group and provide an example (e.g., Rev. Dr. Martin Luther King’s “I have a Dream Speech”).
2. Ask each member of the team to individually imagine the “best” future situation that is relevant for their team, and make some notes in descriptive bullet-point form for discussion purposes. Bullet points should be observable in nature; in other words, the statement needs to be worded in terms of specific behaviors (i.e., every person on the team offers help to every other person on the team without being asked, team members assigned based on maximizing their strengths as well as developing their weaknesses, people outside of the team are asking to join the group because of its reputation and results).
3. Continue the process in pairs or small groups, discussing and combining the various elements of their individual vision. Make sure the descriptions are detailed and specific.
4. Continue the process again as a large group, having each pair (or small group) report out one of the elements of their vision, checking for other similar elements from other pairs (or small groups), and blending all similar elements into one. Repeat this process until all of the elements from all the pairs (or small groups) are collapsed into one list of blended descriptors. Taken together, this is the group’s shared vision.
5. To put this vision to use, it should be converted into a Vision Scorecard that can be rated and monitored on a periodic basis. This can be done in a number of ways, one of which is to establish a 1-5 rating scale next to each element of the Vision Statement (1 for “not achieved at all” ranging to 5 for “fully achieved”).
6. The scorecard can now yield: (a) baseline information about how close the team is to its desired future state, (b) what progress it’s making, and (c) where the team needs to focus its resources for improvement in the short- and long-term.