

5. AUDIT THE VISION OF YOUR INSTITUTION

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1. THE VISION

The vision statement indicates the future intents of the institution say after 10 years what it wants to achieve in terms of customer satisfaction. It is expressed in future expectations of the customers and employees. It sets the aspirations and ambitions of the employees. It provides the clear picture of the destination of the institution. It is always stated in positive and enduring terms. It bridges the gap between present and future. Many institutions are expressing it in quality and value loaded terms. The vision is never constrained by current limitations, capabilities and capacities of the institution. The vision statement is described in words or phrases and not in long sentences and paragraphs. It is written in future completed actions meaning thereby as if it is achieved. Generally, the vision of the institution is constant but it forces the institutions to design dynamic strategies to achieve it. In some situations, the external or internal environment may change significantly and in that situation the vision may be irrelevant. In such situations the vision is refined or revised or modified or totally changed. It depends on the external and internal environment of the institution.

2. THE POWER OF VISION

The shared vision for any institution has got tremendous potential to release the full energy of its employees to achieve it. Every moment, it motivates and encourages

employees to use their full potential to achieve it. They have purpose and reasons to work for it. They attach themselves with the vision. They prepare strategic plan, perspective plan and annual plan to achieve the vision of the institution. It develops integrity, cooperation, coordination, collaborations, trust and networks among the institutional members. It creates opportunities for the institutional members to identify, develop and harness their potential for the core business of the institution and their self-satisfaction. It provides directions to take effective decisions where there is no scope for waste of time, efforts, money and resources on trivial activities. It increases the potential of employees to work in challenging and unfamiliar situations to grab the opportunities for the benefit of the institution. It guides the employees to set high aspirations and challenging goals. It prevents negative thinking, conflict, confusion and weak performance.

It becomes the base for influencing the stakeholders to collaborate, cooperate and network with the institution. It compels stakeholders to share their resources and expertise for achieving the vision. It attracts the customers to receive the products and services or both. The vision statement is considered to be the reference for taking any decision. The vision aligned policies, guidelines, norms, ethics, values, beliefs and culture is evolved to support the effective implementation of vision reach strategies. It guides the planning, organising, influencing,

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decision-making, controlling and rewarding functions of the organisation. The vision is a source and base for communication for one and all within and outside the institution.

Now-a-days the whole concept of having a vision for the development of the institution is diluted. The power of visioning is diluted by those who do not know the power of having the shared vision. Now people take it lightly and criticize that you have a vision or you don't, it does not matter much.

I have been an instrument in crafting the vision statement for some institutions. I remember the vision statement of all the institutions in which I was involved. The two vision statements always impress me. They are "self dependent village through balanced biodiversity". It was crafted involving all the stakeholders of a forest division. It says that the villagers and stakeholders will make the village self-dependent without harming the biodiversity of the forest. The forest division planned its all actions aligned to this vision statement. The other vision statement is of an engineering college it goes like "Hundred percent placement in national and multinational companies". This engineering college reorganized its curriculum, curriculum implementation, assessment of learning, and faculty and staff members to satisfy the engineering graduate requirements of national and multinational companies.

3. THE TREND

In past few years, many institutions crafted their vision. The institutions not having the vision statement are seen as primitive. So most of the institutions that are not having the vision statement used cut and paste technology to prepare the vision without understanding the meaning of the vision. To impress the visitors, customers and stakeholders they pasted the vision statement at all prominent places of the institution and printed it on all significant documents. The person or the group of persons who have

prepared it using cut and paste technology and keeping flowery, attractive, catchy, and professional words in it do not know even the meaning of the words in relation to their institution. The vision statement appears everywhere in the institution without any impression in the minds of the employees on its relevance and significance for the institution. The contrary actions to vision statement can be seen in many institutions. Most of the institutions are suffering from fashion of vision. I call it fashion because they have it to exhibit it to others that they also have vision statement. I had an opportunity of interacting with governing body members, directors, principals and faculty members of engineering colleges on vision statement, they say that they have a vision but when it is asked to reiterate it they say that it is written in Director's chamber and displayed at prominent places of the institution. They fail to reiterate it because they do not attach themselves to the vision statement. Having any flowery written vision statement can not help any institution to excel better. It is merely a dream. Many vision statements appear like slogan, ethics, prophecy and philosophy. They do not indicate future state of the institution.

4. THE VISION CRAFTING APPROACH

The vision statement for any institution is developed using variety of approaches, tools and techniques. In the process of crafting the vision statement, I consider that all the employees, stakeholders, customers and experts are invited to participate in creativity sessions on generating ideas for crafting the vision statement. This process of involvement of one and all makes people commit to their ideas and promises. The vision statement is crafted based on hundreds of ideas generated during creativity sessions. The umbrella technique is used to classify and incorporate the ideas of employees and stakeholders in the vision statement. The broader and holistic words are used to incorporate these ideas in the vision statement. The umbrella technique is illustrated in Fig 1.

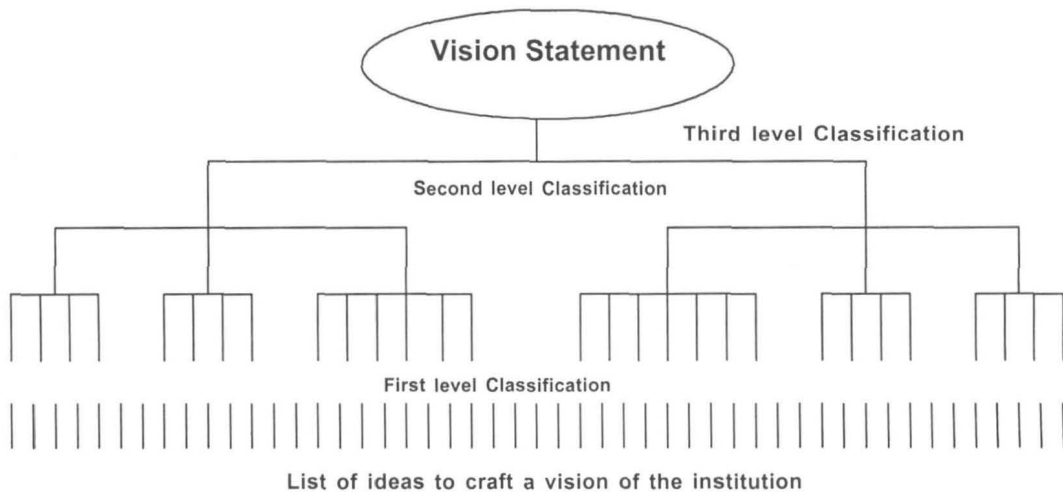


Fig. 1. Umbrella Technique to Classify Creative Ideas

Once the vision statement is prepared based on creative ideas it is discussed with the original participants of the creativity sessions and further refined. At the same time this vision statement is assessed against the strengths, weaknesses, opportunities, and threats of the institution and further refined. It is also assessed against significant issues and values of the institution. Based on these criteria and following the processes it is further refined for wider acceptance. Then it is communicated to the larger population of the stakeholders, experts, customers and employees for further refinement and acceptance. Again it is finally refined based on the comments of the wider population and approved by competent authority. The institution prepares strategic, perspective and annual plan to achieve the vision.

5. THE VISION AUDIT

The audit of the vision can be conducted on two dimensions. One dimension is related to the process of crafting the vision statement and the other dimension is related to quality of vision statement. The process of crafting the vision statement is audited on the criteria stated in Format 1. The other dimension is

related to the vision statement itself. The vision statement audit is conducted using the criteria stated in Format 2. The vision audit can be carried out representatives of students, parents, employers, professional body, statutory body and other significant stakeholders. The vision audit can also be conducted by representatives of faculty and staff members from all the levels of the intuition. There are ten criteria for auditing the process of crafting the vision. If the average of weightage given by auditors on process is more than 37.5, it can be considered that the process of visioning was worst. If the weightage is less than 12.5 it can be considered that the process used for crafting the vision statement was excellent. Similarly if the average of weightage given by all the auditors on vision statement is more than 150, it can be considered that the vision statement is worst. If the weightage is less than 50 it can be considered that the vision statement is excellent.

6. CONCLUSION

The vision audit is a powerful tool to review the process of visioning and quality of the vision of the institution. The vision audit helps to

analyse the weaknesses in the process of crafting the vision statement and quality of vision statement. The vision audit may help the institution to revise, refine, modify and even re-craft the vision statement which is relevant to time and context and beneficial to the institution.

FORMAT 1: AUDIT THE PROCESS OF CRAFTING THE VISION STATEMENT

Instructions for auditors : Audit the process of crafting the vision statement. The process of crafting the vision is audited on criteria stated in the table given below. During the audit process of crafting the vision, if you come across deficiencies/gaps/weaknesses, note down the extent of gap in column 3 and description of the gap in column 4 of the table. After examining the complete process of crafting the vision of the institution against each criteria and noting down the deficiencies/gaps/weaknesses think about the strategies to bring improvements in vision crafting process on various criteria and note it down in column 5. You can think about value additions with respect to the criteria under consideration even if you do not find any weakness and mention it in column 5. Please use following scale for indicating extent of deficiencies/gaps/weaknesses in column 3 as indicated below:

- 5 - very high
- 4 - high
- 3 - medium
- 2 - low
- 1 - very low
- 0 - none

FORMAT 2 : AUDIT THE QUALITY OF VISION STATEMENT

Instructions for auditors: Revisit the vision statement of your institution and audit it on the criteria stated in the table given below. During the audit of vision statement, if you come across deficiencies/gaps/weaknesses, note down the extent of gap in column 3 and description of the gap in column 4 of the table. After auditing the vision statement against each criteria and noting down the deficiencies/gaps/weaknesses think about the improvements in vision statement in the light of various criteria and note it down in column 5. You can think about value additions with respect to the criteria under consideration even if you do not find any weakness and mention it in column 5. Please use following scale for indicating extent of deficiencies/gaps/weaknesses in column 3.

- 5 - very high
- 4 - high
- 3 - medium
- 2 - low
- 1 - very low
- 0 - none

REFERENCE

- Gupta B. L. (2007) Governance and Management of Technical Institutions, Concept Publishing Company, New Delhi

Audit the Process of Creating the Vision Statement

Sl. No.	Criteria	Extent of Gaps	Description of Gaps or scope for improvement	Strategies to bring improvement
1	2	3	4	5
1.	Involvement of <ul style="list-style-type: none"> ➤ Faculty and staff members ➤ Students ➤ Employers ➤ Alumni ➤ Stakeholders ➤ Professional body ➤ Statutory body ➤ Experts 			
2.	Effectiveness of conducting creativity sessions.			
3.	Innovativeness in ideas for crafting the vision statement.			
4.	Professionalism in doing SWOT analysis, issue analysis and value analysis.			
5.	Diversity in analysing the issues.			
6.	Adequacy of values aligned to vision.			
7.	Consensus of stakeholders on vision statement.			
8.	Communication and understanding about vision statement.			
9.	Commitment and resolution of management and employees to vision achievement.			
10.	The concern of people heard			

Audit the Process of Creating the Vision Statement

Sl. No.	Criteria	Extent of Gaps	Description of Gaps or scope for improvement	Strategies to bring improvement
1	2	3	4	5
1.	Customer focused			
2.	Attractive			
3.	Broad			
4.	Compelling			
5.	Enduring			
6.	Shared			
7.	Inspiring			
8.	Memorable			
9.	Value loaded			
10.	Unite people			
11.	Comprehensive but precise			
12.	Magical			
13.	Unique			
14.	Well articulated			
15.	Plausible			
16.	Foster creativity and innovations			
17.	Challenging			
18.	Idealistic			
19.	Clearly understood			
20.	Key to leadership			

