

PEOPLE – FOUNTAINHEAD OF STRATEGY

Vision is the act of defining the possibilities for an organisation. And the process of arriving at that common Vision for the whole organization is again a journey in itself. *The Vision Community is a unique initiative at Zensar which is a classic when it comes to People Engagement*; it is where the formal Strategy Development process in the Organization begins.

Zensar in 2001 created a unique participative forum called the Vision Community. This group encompasses all the levels of management, senior management, mid-level project/ programme management and the junior management who are team leaders, project executives, etc., right to the coder. Participation in this forum is totally voluntary. The visioning exercise is a formal process which gets more effective with the support and guidance of top management, the commitment of all the individuals participating in it, and the belief in the cause of a dream company and the possibility of making the vision happen.

Process:

The process involves various groups coming together and discussing their dream organisation, putting on paper what they always thought ‘should-have-been-there’. People from various rungs and backgrounds, and with different levels of experience in the organisation, get to the drawing board with their thoughts. This amalgamation of thoughts is a systematic process with trained facilitation. At Zensar the process is kept high on priority with immense investment in terms of time and effort, with participation from senior members of the organisation right from the board members and CEO to members of the management council, as an emphasis of intent and commitment. The whole process is facilitated in such a way that all the thoughts that emerge as aspirations of the participants are documented and then categorized into a logical sequence as drivers towards ‘creating a dream organisation.’

People Participation:

The effectiveness of this ‘fellowship’ is through wholehearted people participation. The importance of their enthusiasm and genuine belief in their aspirations can’t be emphasized enough in envisioning a future, and further ensuring its success through a shared vision with the buy-in of the multitudes in the organization. People across all levels are involved in the envisioning process, making it as inclusive as possible and allowing for opinions across rungs and domains.

Vision Sessions:

Vision community enthusiasts experience a paradigm shift in their perspective towards the organization and in their commitment towards its purpose, learning to look beyond their restricted cubicle spaces by participating in crucial decision-making processes for their organisation, as in Zensar there is an opportunity to. It is only a matter of choice. Emphasis is placed on driving the change through each individual and team’s own initiatives. It is heartening for young Zensarians to be part of the process which enables them to shape up their organisation’s future.

Walk the Talk:

The visioning exercise is the fun part that has all the people involved, talking about their dreams and where they want to take this organisation that they work for. But for the dream to be moved out of this phase—of being a figment of one’s imagination and an outflow of creative aspirations, it is essential to lend tangibility to the agenda post-envisioning, involving a detailing of aspirations to the minutest of action points that are measurable and can be achieved against a timeline. The Vision Community over the years has seen some very brilliant ideas emanate that were articulations of many individuals.

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