

# Application of Visionary Concepts for Institutional Development: A Case of University of Arusha

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**Abstract:** *Although the future is normally uncertain, to a leader the future must be certain and very clear. For organizations to survive for 100 years and more, leaders need to understand the essence and application of vision to enhance organizational development. There is a difference between vision and visionary vision. Vision is static while visionary vision is dynamic. The purpose of this study was to investigate whether leaders apply visionary concepts and enhance organizational development at their place of work. The population of the study was purposive and entailed the University of Arusha leaders in various capacities from the past and present within the church sphere. The questionnaire was employed to collect data, and data were analyzed with SPSS. The main results of the research on descriptive analysis indicated core value, core purpose, vivid description, Big Hairy Audacious Goal (BHAG) were significant. Using data triangulation method which incorporated open ended questions and interview, were analyzed using the technique of content analysis which included open coding and axial coding as delineated by Strauss and Corbin and on the interview part. Collecting and thinking about interesting things by Seidel was incorporated and analyzed. The results revealed that there is a misalignment of core ideology and envisioned future and uncertainty to apply visionary concepts.*

**Keywords:** Vision, visionary, core ideology, envisioned future, core value, core purpose, BHAG, vivid description.

## INTRODUCTION

Although the future is normally uncertain, to a leader the future must be certain and very clear. Millet (2006) asserts that future is certain in understanding reasonable expectations and anticipates actions that will enhance desired outcome guided by a vision. Mclean (2006) defines vision as a statement of how the organization would like to be at sometime in the future including values and philosophy for which it would like to be known. Leaders depend on vision to arrive where they desire to be. Maxwell (2007) posits that vision enables leaders to see beyond the instant and envision what is next and what must be accomplished. Leaders are expected to understand how vision gives a picture, mission gives a purpose and strategy gives a plan. For Padala and Surayanaryana (2010) in the corporate context, vision refers to a motivating picture of a future that can be shaped. Kotter (1992) defines vision as "description of something (an organization, corporate, culture, a business, a technology, an activity) in the future. El-Namaki (1992) considers it as "mental perception of the kind of environment an individual, or an organization, aspires to create within a broad time horizon and the underlying conditions for the

actualization of this perception. Olcer (2007) in support with Levin (2000) point out that vision is the unifying slogan and a common aspiration to get all members of the organization working toward common goals. This definition of a vision provides a key to understand the road map toward the anticipated future of an organization.

Generally, leaders are the drivers of the vision. They dream and turn dream into reality and define organizational destiny. To Goodall (2008), vision is the only distinctiveness for effective leadership that is universal. Skilled leaders help to establish a vision, lay down standards for conduct, and design a focus. This does not mean that leaders should have extraordinary ability, but rather a focused eye toward the future (ibid) if you don't maintain your eye on the target, you will not reach the target, and as a result, you never achieve the vision. Vision must be visibly leading the organization into the anticipated future, which is heavily dependent on the leader. Failure to communicate the vision is often attributed to either limited intellectual capabilities or general human resistance, as Barret (2006) supports this is caused by low level of organizational consciousness. Kotter (1996) explains that the real power of a vision is realized only when most of those involved in an activity have a common understanding of its goals and direction. On religious, political and corporate levels, vision stands as a powerful engine for success.

Thomas & Thomas (1959), Viney (1999) in Kantaburtra (2008) assert that Mohammad and Jesus are two examples of leaders who had a powerful vision which they shared with their followers. They both provided to their followers a new fundamental belief. Jesus gave forgiveness of transgression and life after death. Mohammed's vision made Allah standard-bearer on earth. This played an important role reducing the devil's influence significantly, and their followers looked forward to heaven as a very desirable promised land. By articulating their vision Jesus and Mohammed offered people hope, a sense of aspiration, a sense of certainty, and a sense of meaning. Their vision inspired followers across many different cultures, while they operated in a traditional way during their lifetime.

Alexander the great is another good example of a political leader who had a vision. He conquered the world and showed the way ahead by directing an army of 30,000, encouraged individuals through examples and provided a direction despite the fact that hardships and challenges surfaced during their travel. Visionary vision has played a role of a transformational power in leaders such as Abraham Lincoln, Mahatma Gandhi, Nelson Mandela and Julius Kambarage Nyerere (Adair, 1989) are counted to be great visionary leaders. On corporate level when leaders are successful, their vision is cited as the cause for their greatness (Humphrey, 2004).

There is a difference between vision and a visionary vision. Visionary vision is dynamic and must enhance organization development including its members, activities to achieve its long term goals toward the anticipated future, while vision is a static statement that defines the anticipated future. As Olcer (2007) asserts, there is a great deal of difference between organizations with a vision and visionary organizations. Organizations with a vision provide vision statements that are long,

wordy complex. Visionary organizations have a persistent and common purpose and a direction of action that is felt by everyone. This type of vision is not easy to forget and is persuasive and motivating. According to Senge (2006) there is negative and positive vision which is dynamic and static. Viewing these two scenarios, the indulgence of understanding institutions with application of visionary concepts is important.

### VISIONARY CONCEPTS

Collins and Porras (1994), Collins (2004) gurus of visionary concepts contend that there are two components that constitute a compelling vision in order to have a visionary firm or organization. They further explain that the first part of a vision comprises a core ideology which consists of core value and a core purpose that directs an individual or organization toward achieving the goals. Core value constitutes a set of timeless guiding principles that governs decision, action and sustains the organization in a turbulent environment. Core purpose is the organization's deep or fundamental reason for being; it is beyond just making a profit and can never be achieved. They don't need external justification. The second part comprises an envisioned future which is constituted by Big Hairy Audacious Goal (BHAG) and vivid description. BHAG is a 10-to-30 year objective; it is like a big mountain to rise over that serves as a unifying focal point of effort, stimulates people and creates team spirit and is easy to understand. Vivid description explains what it will be like when the organization achieves the big goal (BHAG). Vivid description is exciting, appealing and precise; it translates the picture into words and helps people to form an image through the described words and people understand the anticipated outcome. This is coherent with Foster and Akdere (2007) who assert that creating vision is then broken down further into describing the core ideology and constructing an envisioned future as explained in the

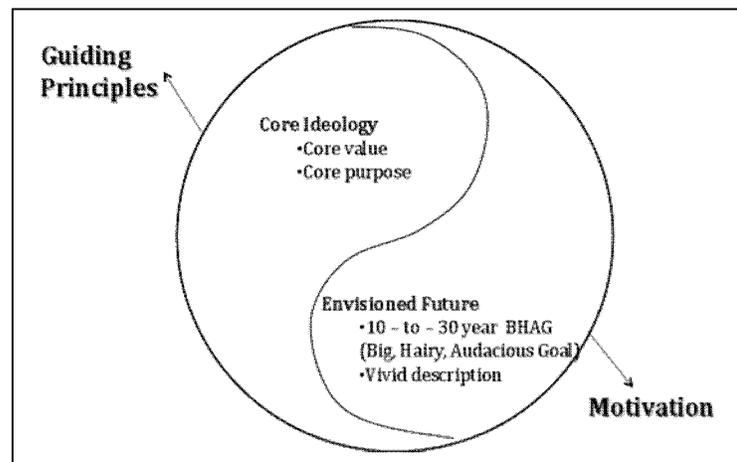


Figure 1: Visionary Concepts

*Collins and Porras (1996). Boston, Harvard Business School Publishing*

This study has been influenced by previous studies of Collins and Porras (1994), identifying characteristics of visionary companies that performed 12 times better to comparison Company. Olcer (2007) also conducted a study in Turkey's largest 500 industrial companies investigating the characteristics of visionary companies and revealed that visionary companies are successful over longer periods of time, have greater employee commitment, and make significant influence on the world. These studies prompted the researcher to investigate whether leaders of the University of Arusha apply visionary concepts that enhance organizational development and sustain success over longer periods of time.

The eight characteristics of visionary companies identified and explained by Collins and Porras (1994) in their book *Built to Last* as shown below were summarized into four concepts to recline in core ideology and envisioned future.

- Clock Building, Not Time-Telling
- More than Profits
- Preserve the Core But Stimulate Progress
- Big Hairy Audacious Goals
- Cult-Like Cultures
- Try a Lot of Stuff and Keep What Works
- Home-Grown Management
- Good Enough Never Is

#### **Core Ideology**

***Clock Building, Not Time-Telling:*** The builders of visionary companies tend to be clock builders, not time tellers; clock building is concentrating on strengthening the organization. (Olcer, 2007; Mulej *et al.*, 2002). Clock building establishes systems that will keep functioning effectively and efficiently on each day and incorporates any leader who comes in and make him or her understands the chronicles of the organization and able to align with ongoing activities.

***More than Profits:*** Visionary companies are driven by a powerful internal core ideology which is beyond making money. They declare their ideology and act on the basis of this. They display both high ideals and realistic self-interest. Core ideology gives a guiding principle that transcends organization activities for a profit of a day. Business needs a purpose that is more than a profit (Avery, 2005). Handy (2002) argues that purpose of a business goes beyond making a profit to something *öbeterö*, a higher-level purpose.

***Preserve the Core But Stimulate Progress:*** visionary companies carefully protect and preserve their core ideology, save for a relentless drive for progress that implies development and change. They are characterized by strong drives for exploration and discovery, for creativity and innovation, and improvement. Everything is open for change except their basic belief which is core values. Core values are deeply held principles that are not compromised and stand the test of time, and are timeless that are geared into a system. Rheingold and Underwood (2004) state that if people could unite in an organization or company around a system of core values that

everyone actually believed in and goals that were widely ambitious and daring, success would be endured. However, core values alone don't make an organization successful. In addition, clear communication will stimulate, direct and bring about progress that will prevail in the organizations. These motivate and make each and everyone involved into the activities, embracing the vision and makes it dynamic.

**Home-Grown Management:**As a key step in preserving the core, visionary companies develop, promote, and carefully select managerial talent from inside the company. Home-grown management is succession leadership which sustains the legacy. Madsen & Garris (2008) states that an effective succession plan preserves the legacy. This is preserving the core values that are believed to be enduring for organizational development. However, when core values exist but do not support the progress of the organization, there is a need for alignment.

### Envisioned Future

**Big Hairy Audacious Goals:** Majority of visionary companies deliberately set themselves extraordinarily audacious and risky goals, some of which risk the company in order to achieve the goal. This must entail clarity, and good planning. If the big goal is not clear enough, people may interpret it differently and expect something to happen instantly, and may eventually create misalignment and cause crisis in the organization. A good and clear BHAG incorporates core value and core purpose which fit in hedgehog concepts that entail disciplined thoughts which are constituted by series of good decisions and coherent good actions, by balancing the environment with boldness to prevail at the end regardless of the difficulties. Collins (2005) asserts that hedgehog concept provides: Passion- understanding what your organization stands for (core values) and why it exists (core purpose); Being Best-understanding what your organization can uniquely contribute to the people it touches, better than any other organization in the world; Resource engine-understanding what best drives your resource/economic engine which are time, money and identity.

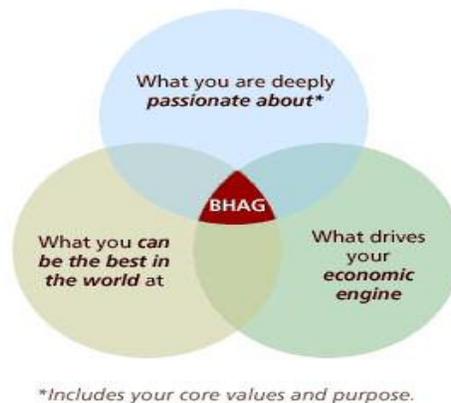


Figure 2: The Hedgehog concept from Beck (2004), Collins (2005) pg19.

Beck (2004) also explains how core value and core purpose links in the BHAG through an analogy of a mountain as explained below:

Core Values are lasting doctrine; guiding principles that are held deeply with passion and authentic no matter what mountain to climb, they never change.

Core Purpose- the underlying why you climb mountains at all.

BHAG-the specific mountain you are currently trying to climb.

Strategy- the route you intend to take and the general methods you intend to use to reach the top of that specific mountain.

Combining these components of hedgehog concept in a BHAG, persistence of cumulative series of action enhance a breakthrough of success and make institutions or organizations great (Collins, 2005).

***Cult-Like Cultures:*** These are fervently held ideologies, indoctrination and tightness of fit and sense of belonging to something special (elitism). Visionary companies are not out of the ordinary, but they do have cult-like, sameness characteristics. Companies that build cult-like cultures translate their ideologies into tangible mechanisms aligned to send a consistent set of reinforcing signals. There are high levels of expected commitment. Those who cannot accept the prevailing culture will leave or be fired. Thus, visionary companies tend to be more demanding of their employees and managers than other companies or organizations.

***Try a Lot of Stuff and Keep What Works:*** Visionary companies exhibit high levels of action and experimentation often unplanned or undirected that produces new ideas to progress and sustain the direction toward achieving their grand goals, this provides opportunity to organizational members and enhance creativity that would also aid sustainability. However, on the other side the activities or project that would be developed needs to be in line with the core values of the organization since core values are the ones to direct the overall operations (Bitzthought, 2007).

***Good Enough Never Is:*** Visionary companies are characterized by an ethic of continuous self improvement, having an aim of doing better and better in the future. This helps to increase skills, knowledge and enhance organization efficiency by improving the organization system and realize great results in the future through persistent, hard work and proactive.

These concepts once applied correctly, they make the vision dynamic and enhance organization development since the organization will have a sense of direction and every activity involved and emerging challenges will be geared towards the anticipated big goals with clarity in realization of the vision. Therefore visionary leaders use a dynamic vision to manage organizations for great achievement.

Westley and Mintzberg, (2005) assert that this plays a part of advanced strategic management, Malaska *et al.* (2004) state that vision involves a shared vision of how organization will be and meet new challenges.

### **PURPOSE OF THE RESEARCH**

The research focused on examining the extent to which leaders apply visionary concepts in their departments, centers, faculties and the organization to enhance organizational development.

Thus the primary purposes for the research were:

- To determine the application level of visionary concepts for institutional development;
- To discover the common factor understood by most leaders, toward application of visionary concept;
- To understand the leaders comments on what is meant by core values and core purpose;
- To present some recommendations to leaders or managers who want to create, develop, and enhance organization development by applying visionary concepts.

### **Limitation of the Study**

The respondents could not be able to give clear statements about the visionary concepts, since the visionary concept needed in-depth explanation, and the responses were not exactly as they were expected, and the researcher used more than one method to increase the level of reliability.

### **METHODOLOGY**

The population for this study was 30 respondents of leaders from the University of Arusha. The purposive sampling was employed to select the leaders who had experience from the past and present positions to establish a good number of the sample. Data were collected through questionnaire and interview. The questionnaire formed two sections, the first section referred to the collection of the biographic information of the respondents, and the second section was aimed at identifying the factors of visionary concepts applied by leaders. A review of the literature enhanced to base on eight characteristics of visionary organization which were embedded in core ideology and envisioned future to identify the application of visionary concepts by the leaders at the University of Arusha. The characteristics of visionary concepts were used to construct scale based on the study of Collins and Porras (1994), in addition to Lastö with a conjunction of visionary framework questionnaire as recommended by Collins (2002).

The questionnaire was adopted and the statements simplified to enhance understanding of the content. All items were captured on a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The data were computed with Statistical Package for Social Science (SPSS). The reliability (Cronbach Alpha) of the instrument was 0.8124. The descriptive statistics (arithmetic mean and standard deviation and t-test) were used for data analysis and interpretation. The decision rule was that if  $t_t$  value  $>$   $t_c$  the null hypothesis is accepted at 0.05 (95%) significant value. If  $t_t$  value  $<$   $t_c$  the null hypothesis is rejected at 0.05 (95%) significant value; comparing the means the decision rule was

adopted for rejecting the null hypothesis. The respondents were asked to express their opinion using the questionnaire which included closed ended, open-ended and interview questions. The analyses taken were based on the population of the head of department and the past executive administrators who held higher positions for decision making. In the open ended questions the content analysis was employed and entailed open coding thus line by line examination and axial coding identification of emergent patterns of narrative data as delineated by Strauss and Corbin (2008). Out of the 30 distributed questionnaires, 26 useful questionnaires were returned, and 11 respondents responded to the open ended questions, but 15 declined. For the interview, 9 respondents were purposefully chosen due to their seniority and experience at the University.

**RESULTS, ANALYSIS AND DISCUSSION**

Representation of data was based on two methods:

Questionnaire analysis which included core value, core purpose, vivid description and BHAG).

Interview analysis which included (core value, core purpose, vivid description and BHAG).

**Key:**

mean = mean score on a five Likert scale with 5 (strongly agree) to (strongly disagree)

n\* = total number of the sample size

df = degree of confidence

t = t-test

value 3 = arithmetic mean

SD = standard deviation

**Questionnaire Analysis**

**Table 1: Core Value**

<b>Core Value</b>	<b>Mean</b>	<b>SD</b>	<b>t</b>	<b>P</b>
During the establishment/restructuring of the organization core value was considered as a guide to realize the future of the organization(vision)	4.08	.796	6.897	.000
As a leader would you want your organization to continue to stand for these core values 100 years into the future, no matter what changes occur in the outside world?	4.00	1.442	3.536	.002
As a leader would you want your organization to hold these core values (enduring characteristics), even if at some instances the environment penalized the organization for living	4.04	1.98	4.612	.000

these core values.				
Do you believe that those who do not share this enduring character (core values) and happen to violate consistency do not belong to your organization?	2.96	1.371	-143	.887
As a leader would you personally continue to hold this core values even if you were not rewarded for holding it.	4.08	1.354	4.055	.000
When the organization is in early stage of growth or restructuring and opportunity of changing jobs arise would you live before making the core values strong in the organization.	2.42	1.504	-1.959	.061
Applying organization core value will continue to last in your life activity even if you retire.	4.15	1.317	4.466	.000

\*n = 26, mean score on a five likert scale with 5 (strongly agree) to (strongly disagree) t-test value: 3 df = 25 alpha = 0.05

**Analysis**

The findings in Table 1 show that the range of the mean is from 2.42 to 4.15 and the mean of the core value is 3.6757. The scores are all more than the theoretical mean of 3.0 on the five point scale used. Likewise, the results of t-test indicated that the mean of the seven sub variables of core value are significantly higher than the test-value of 3. This means that the majority of leaders on their level of consensus averagely are higher than 3 that is 3.6757 which implies that leaders have high level of consensus applying core value and ability to develop departments and the organization.

When ranked by mean, the most applicable variable statement is 4.15: “Applying core values in your organization and your activity will continue even if you have enough money to retire comfortably”, followed by 4.08: “As a leader you personally continue to hold this core value even if you were not rewarded for holding it”, which is the same with “During the establishment or restructuring of the organization core value was considered as a guide to realize the future of the organization (vision)”, and the result was significant. This implied that most respondents (leaders) would wish to stay strengthening the core values even if an opportunity arises somewhere else. While the statement of “When the organization is in early stage of growth or restructuring and opportunity of changing jobs arise you may live before making the core values strong in your organization” was insignificant. This reveals members of the organization are giving their service depending on the profit making which is having money as priority and this is against the concept of core ideology which is confirmed by Collins and Porras that “visionary companies are driven by a powerful internal core ideology beyond just

making money. Avery (2005) asserts that business needs more than a profit. Handy (2002) argues that purpose of a business goes beyond making a profit to something öbetterö.

**Table 2: Core purpose**

<b>Core Purpose</b>	<b>Mean</b>	<b>SD</b>	<b>t</b>	<b>P</b>
As a leader you understand your organizational purpose	4.27	1.251	5.174	.000
The purpose helps you think expansively about the long-term possibilities and range of activities of the organization over the next 100 years, beyond its current products, services, markets industries, and strategies.	3.92	.977	4.819	.000
The purpose helps you to decide what activities not to pursue.	4.08	.845	6.499	.000
The purpose sounds active to what the organization is all about not merely words on paper.	3.50	1.105	2.308	.030
The purpose is motivating with enthusiasm rather than doubt by a broad base of people in the organization.	3.19	1.059	-926	.363
Sharing your experience for a living makes you feel proud in describing your work in terms of this purpose.	4.12	1.243	4.574	.000

\*n = 26, mean score on a five likert scale with 5 (strongly agree) and (strongly disagree) t-test value: 3 df = 25 alpha = 0.05

**Analysis**

The results in Table 2 indicate that the range of mean is from 3.19 to 4.27, the mean scores are all more than theoretical mean of 3.0 on the five point scale used. Likewise, the results of the t-test indicated that the mean of the six sub variable of core purpose are significantly higher than the test value of 3. The overall mean of the core purpose is 3.8446, this means that most respondents had high level of consensus applying visionary concepts on the core purpose and enhanced departmental and organizational development. When ranked by mean, the most important variable that had high level of consensus was öAs a leader you understand your organizational purposeö with the mean of 4.27 followed by ösharing your experience for a living make you feel proud describing your work in terms of this purposeö with the mean of 4.12. The least level of agreement is öthe purpose is motivating with enthusiasm rather than doubt by a broad base of people in the organizationö, with the mean of 3.19 and rated on high level of consensus. This implied that leaders who held different position at the institution understand core purpose and their daily activities are directed by the core purpose and leaders can

explain their major goals with the essence of its existence. As Collins (2005) asserts that core purpose is to understand why the organization exists.

**Table 3: Vivid Description**

<b>Vivid Description</b>	<b>Mean</b>	<b>SD</b>	<b>T</b>	<b>P</b>
As a leader you provide a clear description using analogies of pictures, images or examples that portrays what need to be achieved in the vision.	3.58	1.447	2.033	.053
The descriptive use of specific concrete examples and analogies to bring the vision to life, rather than blind platitudes	3.54	1.174	2.339	.028
The vivid description express passion, intensity and emotion	3.38	1.203	1.031	.115
Reading vivid description there is a willing to put out significant effort to realize the vision.	4.04	1.038	5.099	.000

\*n = 26, mean score on a five Likert scale with 5 (strongly agree) and (strongly disagree) t-test value: 3 df = 25 alpha = 0.05

**Table 4: BHAG**

<b>BHAG</b>	<b>Mean</b>	<b>SD</b>	<b>t</b>	<b>P</b>
The big goal is exciting (Big hairy Audacious Goal)	3.92	.977	4.819	.000
The Big goal is clear, compelling and easy to grasp	3.81	.939	4.386	.000
The big goal connect to the core purpose	3.65	.977	3.411	.002
The big goal is exciting to a broad base of people in the organization, not just those with executive responsibility	3.46	1.140	2.065	.049
The big goal is too big to understand and impossible to remember	2.42	1.238	-2.375	.026
As the leader you believe the organization has less than 100% chance of achieving the big goal (50%-70%), yet believe the same time the organization can achieve the big goal with commitment.	3.50	1.308	1.955	.062
In 25 years to come you will be able to tell if you have achieved the Big goal.	3.38	1.203	4.804	.000

\*n = 26, mean score on a five likert scale with 5 (strongly agree) and (strongly disagree) t-test value: 3 df = 25 alpha = 0.05

**Analysis**

Tables 3 indicates that the range of mean is from 3.58 to 4.04 and the mean scores are all more than theoretical mean of 3.0 on five point scale used. Likewise, the results of the t-test indicated that the mean of a four sub variables of vivid description are significantly higher than the test value of 3. The overall mean of vivid description is 3.635; this means that the level of consensus on vivid description was high. This implies that the vivid description is clearly known and indicated a sign of identifying both leaders in an organization having a unified image that is well translated through words to a picture as asserted by Collins and Porras (1994) and Beck (2004) that vivid description translates the picture into words and helps people to form a unified image through the described words and people understand anticipated outcomes.

### ***Analysis***

The findings in Table 4 show that the range of means is from 2.42 to 43.92. The mean scores are all more than theoretical mean of 3.0 on the five point scale used. Likewise, the results of the t-test indicated that the means of the seven sub variables of BHAG are significantly higher than the test value of 3. The overall mean of BHAG is 3.4485; these results indicate that the level of consensus of BHAG is undecided. This implies that there is no clarity of what to become and how to develop toward their anticipated future, this also implies that there is no clarity about the big goal and how to go about it. This justifies that leaders in an organization are uncertain about core value and purpose since these two concepts are described and linked with BHAG as confirmed by Collins (2005), and Beck (2004) that BHAG incorporates core value, and core purpose which fits in hedgehog concepts that entail disciplined mind with consistent actions leading to the Big goal.

### **Content analysis**

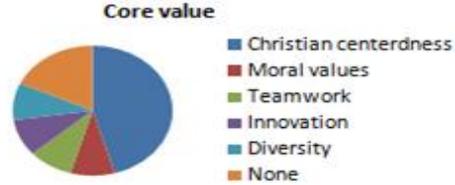
Apart from the descriptive and hypothesis analysis this study was analyzed using content analysis (Holsti, 1969). Content analysis entailed open coding line by line examination and axial coding identification of emergent patterns of narrative data as delineated by Strauss and Corbin (2008). The respondents were asked to express their opinion on open-ended questions such as "What are the core values of the University of Arusha?" and "Mention the core purpose for the University of Arusha" it also entailed noticing, collecting, and thinking about interesting things (Seidel, 1998) on the interview section.

Table 5, reveal 46% to indicate "Christ centeredness" as a core value which included prayer, evangelism, worship, and preaching the gospel, followed by 18% which indicated "none" the rest was moral values, teamwork, innovation, diversity which rated 1% on each. This implied that core values are translated as "Christian beliefs" by the majority. Cage (2005) asserts that Christ centeredness is to understand and believe Jesus and His gospel which He preached (evangelism, baptizing and His second advent).

**Questionnaire: Open Ended question**

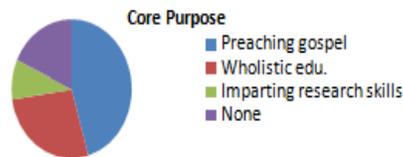
**Table 5: Core Values**

Item	Number of respondents	%
Christ centeredness	5	46
Moral values	1	9
Teamwork	1	9
Innovation	1	9
Diversity	1	9
None	2	18
<b>Total</b>	<b>11</b>	<b>100</b>



**Table 6: Core Purpose**

Item	Number of respondents	%
Preaching gospel for second advent	5	46
Wholistic education	3	27
Imparting research skills	1	10
None	2	18
<b>Total</b>	<b>11</b>	<b>100</b>



On core purpose, Table 6 indicate that preaching the gospel for the Second Advent rated (46%) followed by wholistic education which rated (27%) and (10%) for imparting research skills; this implied that majority of the respondents understood core purpose to be preaching gospel for the Second Advent. “Christian Centeredness” rated high on core values and preaching gospel” rated high on core purpose. Following on each there is overlapping of response on the concepts since preaching the gospel is embedded in core values, and purpose, and in an organization the core purpose is a statement that is consistent while respondents gave inconsistent of views on core purpose. This reveals there is a contradiction of response with Table 2, since it shows leaders understand core purpose. Linking these two responses it might be that leaders understand what core purpose is and specifically lack clarity of core purpose of the institution due to the inconsistency of responses. As Olcer (2007) asserts visionary organizations have a persistent and common purpose and direction of action that is felt by everyone.

**A. Interview Analysis**

The part of interview analysis incorporated nine respondents who were interviewed using the method of noticing, collecting, and thinking about interesting things and analyzed using the method of content analysis.

The findings on Table 7; indicates that there is lack of communication of core values rated (67%), followed by moral Christian values (22.22%), and wholistic teaching which rated 11.11%. This implied that there is lack of communication on

core value at a higher rate and Christian values were considered to be core values. This reveals that once there is lack of communication there is also a lack of common goals which creates goal misalignment. As Levin (2000) points out that vision is a unifying slogan and a common aspiration to get all members of the organization working toward common goals.

**Table 7: Core Values**

Item	Number of respondents	%
Lack of communication on values	6	67
Moral Christian values	2	22
Wholistic teaching	1	11
<b>Total</b>	<b>9</b>	<b>100</b>



**Table 8: Core purpose**

Item	Number of respondents	%
No clarity of purpose	2	22.22
Faith and learning	3	33.33
Wholistic human development	2	22.22
Moral value	1	11.11
None	1	11.11
<b>Total</b>	<b>9</b>	<b>100</b>

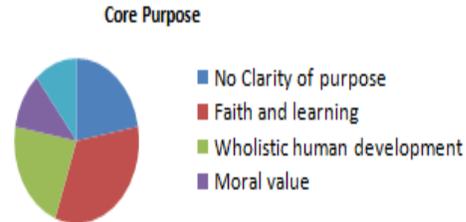


Table 8: indicates "faith and learning" rated 33.33%, followed by "No clarity of purpose", "wholistic human development" rated same 22.22% "moral value" rated 11.11% and "none" rated 11.11%. This implied that "faith and learning" and "wholistic human development" are the core purposes. On the other hand, some respondents indicated that there is no clarity of purpose. This implies that there is inconsistency on core purpose. This is in line with Table 6, which indicates that there is no clarity on core purpose which justifies that leaders understand what core purpose is but specifically lack clarity on core purpose of the institution, which is caused by lack of communication and common goal revealed in Table 7 and 9.

**Table 9: Big goal (BHAG-Big Hairy Audacious Goal)**

Item	Number of respondents	%
Lack of common goal	7	78
Unstable transition of leadership	2	22
<b>Total</b>	<b>9</b>	<b>100</b>

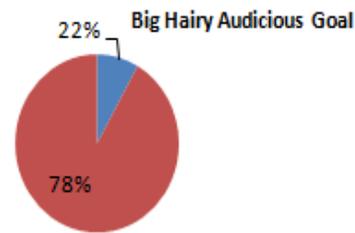


Table 9, indicates that there is lack of a common goal which is rated 78% and unstable transition of leadership which is rated 22%. This implied that the majority showed misalignment on common goal. This links with the results indicated on Table 4 which revealed the majority were uncertain about BHAG. This shows that if uncertain on the concept of BHAG, it also indicates uncertainty on core purpose and core value. As Beck (2004) and Collins (2005) assert that a good BHAG entails clarity of core value and core purpose leading to a stable future with consistency of mind.

**Table 10: Vivid Description**

Item	Number of respondents	%
Uncertain	9	100



Vivid description: indicated that 100% respondents were uncertain on vivid description.

This implied that there is no clarity on the anticipated future, due to unclear understanding on core value and purpose that lead to uncertainty toward the vision. As Kotter (1996) explains, the real power of a vision is realized only when most of those involved in an activity have a common understanding of its goals and direction. Failure to communicate the vision is often attributed to either limited intellectual capabilities or general human resistance.

The overall findings indicated that there is overlapping of responses and inconsistency on core values and purpose. The finding also showed that there is neither communication on core ideology (core values, core purpose) nor clarity on the future BHAG and vivid description) this indicates that if there is no clarity of BHAG, it also reveals there is no clarity on core purpose and core value since these concepts are translated through BHAG and limited application of visionary concepts. The overall descriptive analysis indicated that core value, core purpose, big goal and vivid description that have significant level of application of visionary concepts. An exclusive analysis of big hairy audacious goal showed uncertainty.

The recommendation from the respondents is that, leaders of different departments and sections should communicate the vision clearly to their stakeholders and have an office to monitor the progress of activities on each section of the institution to enhance development and attainment of the goals of the anticipated future.

## CONCLUSION

There is inconsistency and lack of clarity on core value, core purpose, BHAG and Vivid description that leads to uncertainty of applying visionary concepts and enhance organizational development.

## The Way Forward

Visionary companies or institution demand sacrifice and commitment to build common goal. Institutions should define vision with clarity and the use of effective strategy to create a clear direction to the stakeholders and make them understand their values and the purpose of existence. This should involve frequent communication on visionary concepts on daily activities in order to enhance organization development.

This creates a way forward that Christian institutions are anchored on Christ centeredness that guide and promote institutional values and purpose which emerge from Christian beliefs.

The recommendation from this study is to conduct another study in other Christian institutions or area to analyze the variable results with a larger population.

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