For American Medical Response, strategies for creating and communicating a shared vision have always been there. It’s just that there happen to be low levels of understanding because the levels of communication were lacking in some areas. With the strategies used in the past; where the company got in trouble with the city council, one would think that a lesson had been learned. Well in retrospect, a lesson had been learned because the leaders who were in place at that time are no longer in that capacity.  
  
In Kotter’s (1996) leading change, he describes how developing a vision and strategy is beneficial for the company. First of all, he tells why vision is essential as he states that vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create the future (Kotter, p. 68). With American medical Response this vision was one sided as the three main leaders practiced unethical deeds by over-filling their pocket books with the 401K monies of the workforce. Their vision was not only that of to make the company strong but to make them strong financially.   
  
If the leaders want to make their companies financially stable or in the green, they must consider the ethics factor. Unfortunately, with my company that didn’t materialize until much later with a change of year and a change of leaders. Therefore, their goals were not in line of that of their vision. But then again, given the fact that the company belonged to them, I wouldn’t be surprised if their mindset was based on a typical statement; and that statement is “if the world is not perfect than strategy is not perfect. “  
  
If the world was perfect, I would hearten everyone to use an unceremonious process; nonetheless, time seems to get the best of us. Without an official process, goals are unclear at best, if any, and feedback is rare. To smooth the progress of a process that is successful for both the employee and American Medical Response is to have a fundamental two way discussion forum that will provide a distinctive method that can "work for all." A well-designed management vision system is more than a dream and should make the job easier not more cumbersome. Nonetheless, to better communicate vision and align people with the values and strategic priorities of the organization, one could simply believe that the brutal fats facts are better than a dream; but does motivation come with a vision?  
  
Collins (2001) made it clear when he devised the question, how do you motivate people with brutal facts? Doesn’t motivation flow chiefly from a compelling vision? (Collins. p. 73). The answer is a compelling yes. Therefore my recommendations to better create vision would be; 1) Listen as a compelling story is told that paints the picture of a better vision, 2) keep the vision fluid, 3) providing momentum for previous success, and 4) allow the core values to develop.  
  
Senge (1994) said visions are always evolving; they are an expression of our hearts’ desire. As we work toward our vision, we learn more about ourselves and other possibilities become clearer (Senge p. 305).  
  
References:  
  
Collins, J. C. (2001). Good to great: why some companies make the leap--and others don't. New York, NY: Harperbusiness.  
Kotter, J. P., (1996). Leading change, Boston, Harvard Business School Press  
Senge, P. M. (1994). The Fifth discipline fieldbook: strategies and tools for building a learning  
organization. New York: Currency, Doubleday.