The company I work for has an excellent way of communicating the vision of a change process. One of the things that I particularly like is the fact that each department has a manager/leader that is in full control of his or her department. Each manager is tasked with delevering inforamtion to his or her employees. Each manager knows how to communicate effectively with the staff they lead. The general vision message is sent from headquarters and then the management team discusses as a group. The top managers relay that message in basic terms to employees. "The time and energy required for effective communication is directly related to the clarity and simplicity of the message" (Kotter, 2001, p. 89).   
  
The vision commuincation style happends in many different forms as to ensure all learning styles are covered (group meetings, memos, informal one-on-one talks, etc (Kotter, p. 93). The fact that the messge is communicated in a variety of ways ensures that most every person receives it in a way he or she understands.   
  
The messge is repeated again and again from the early beginning of the vision until it is completed. The constant message ensures that the urgency level is always at a high point so that people do not forget about the importance of the change. By looking at each daily activity through a lens of a new vision keeps the vision alive and well (Kotter, p.94).  
  
Lastly, the top managers within my company "walk the walk". Top managers do not ask you to do something they themselves will not or have not done. Living by example helps the followers to believe in the vision and see the new vision in your perspective. The fact that top managers walk the walk also earns the respect and trust of the followers.   
  
Three recommendations I would give senior leaders within my company are:  
  
1. Understand change takes time. Most people are resistant to change and many people need time to process the change and vision and develope a way to incorporate it into their lives.  
2. Ask questions often. Inspect what you expect and ask questions often to ensure that the vision is understood and that change is happening. This allows followers the opportunity to ask questions and receive constructive feedback on improvement.  
3. Create short term wins. By creating short term wins will allow followers the feeling of success and push them over the finish line to the change process completition. Humans love the feeling of a win so ensure those moments happen often.  
  
  
  
References:  
  
Collins, J. (2001). Good to great: Why some companies make the leap and others don't. New York: HarperCollins Publishers Inc. ISBN: 0066620996.