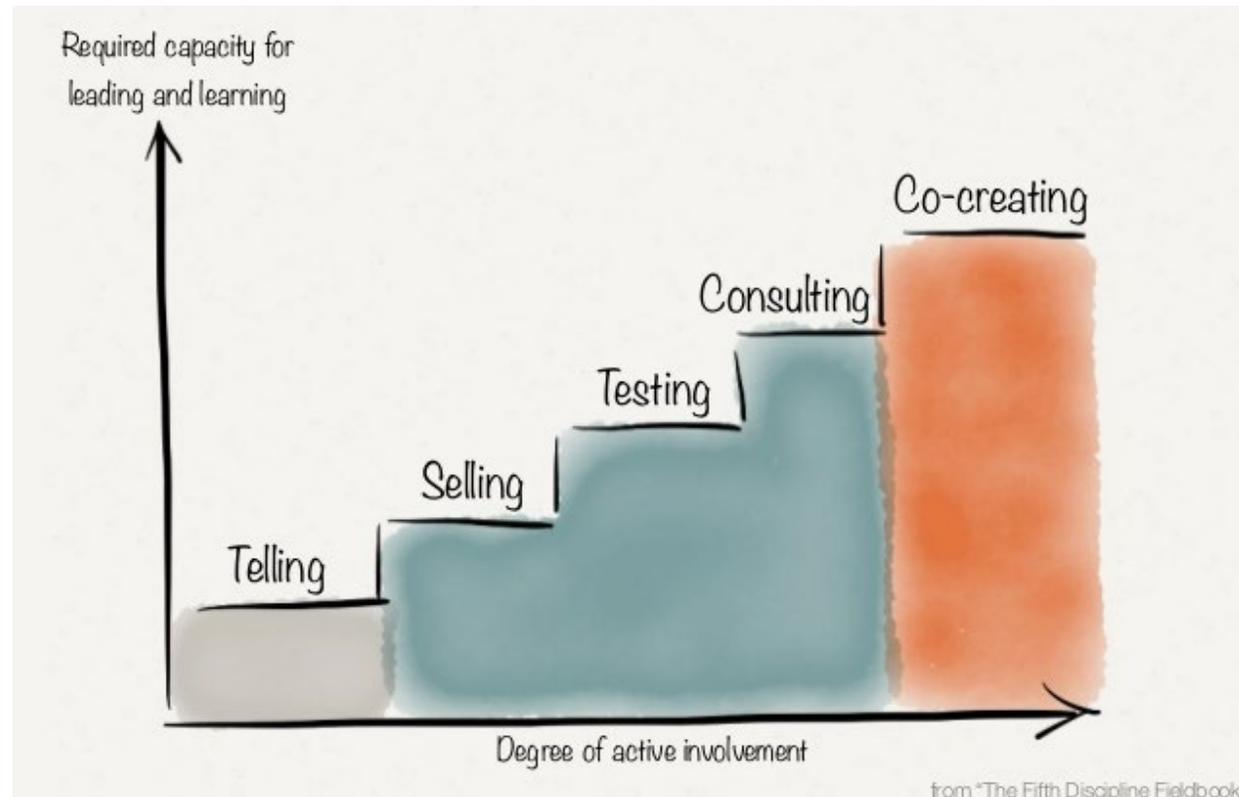


Five Stages of Building a Shared Vision



Stage	Description	How to Make the Most of this Stage
Telling	"We've got to do this. It's our vision, be excited about it or else"; usually happens in a crisis when dramatic change is perceived necessary; people do not get a vote	<ul style="list-style-type: none"> - Inform people directly, clearly, consistently (i.e. letters, videos, speeches) - Tell the truth about current reality so people understand the reason for change - Be clear about what is negotiable and not - Paint the details, but not too many details

Selling	<p>“We have the best answer. Let’s see if we can get you to buy in”; leader seeking people to “enroll” in the vision, garnering as much commitment as possible</p>	<ul style="list-style-type: none"> - Keep channels open for responses (e.g. follow up communications like trainings/speeches/messages with focus groups to get authentic voice) - Support enrollment, not manipulation - Build on your relationships with employees with willingness to rethink and retool the vision - Focus on benefits, not features (how will change serve the needs, desires, hopes of staff) - Move from the royal “we” to the personal “I” by speaking personally about the meaning and power of the vision
Testing	<p>“What excites you about this vision? What doesn’t?; leader lays out the vision for testing, using results to refine and redesign the vision, goals, and strategies; people must feel safe and willing to tell the truth</p>	<ul style="list-style-type: none"> - Provide as much information as possible, to improve the quality of the responses - Make a clean test – do not facilitate manipulate people choice between options A, B, and C, for example. - Protect people’s privacy, or at least ensure no penalty for negative responses or critiques; invite criticism - Combine surveys with face-to-face focus groups and interviews; consider channel richness in multidirectional communications - Test for motivation, utility and capability – do people want to move toward the vision? Do they believe the vision is useful and that the school is capable of reaching it? If not, what is missing?
Consulting	<p>“What vision do members recommend that we adopt?”; staff is both coming up with suggestions and fully exploring the potential positive and negative consequences of implementation, as well as how to begin moving toward the vision</p>	<ul style="list-style-type: none"> - Use a cascading process to gather information by engaging small groups throughout the school to iterate on the vision - Build in protections against distortion of the message when passing between groups – how can you avoid playing telephone through rich, clear communication? - Knit together multiple visions from the school into an interdependent whole, allowing visions to be anchored to local teams and existing networks

Co-creating	<p>“Let’s create the future we individually and collectively want”; place all school staff into a creative orientation; allow for choice throughout the process; articulate common purpose and values</p>	<ul style="list-style-type: none"> - Start with personal vision, allowing alignment to organically emerge - Treat everyone as equal - Seek alignment, not agreement – use skillful discussion and dialogue to look for assumptions beneath the disagreement and identify the mental models that have led to disagreement - Among teams, encourage interdependence and diversity - Avoid “sampling” - Have people speak only for themselves - Expect and nurture reverence for one another - Consider using an interim vision to build momentum, even if it is brief, rough, and intuitive - Focus on the dialogue, not just the vision statement. Co-creation is a journey not a destination. Process > product
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Adapted from P. Senge, A. Kleiner, & C. Roberts, *The Fifth Discipline: Strategies for Building a Learning Organization* (2011).