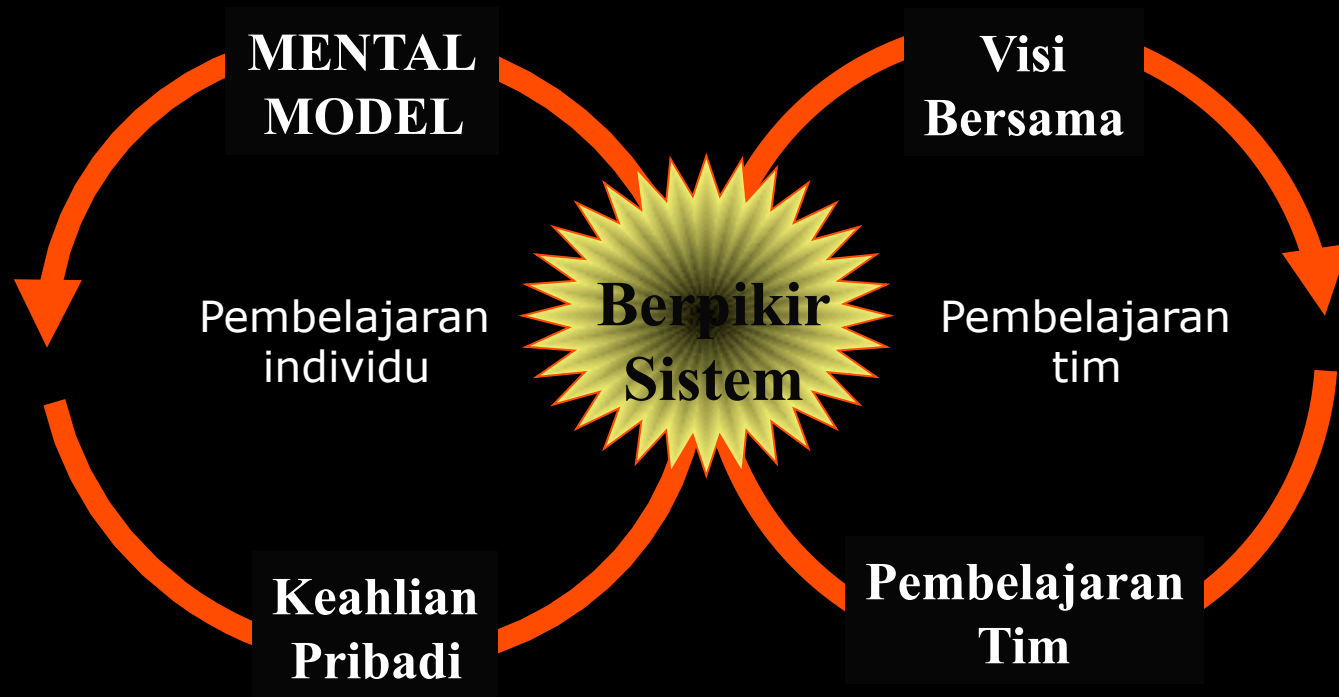


Pendalaman Shared Vision

Purnawan Junadi 2014

Learning through the fifth discipline



KEPEMIMPINAN adalah

Ketrampilan *nurturing change* pada organisasi pembelajaran melalui:

1. Personal mastery
2. Mental models
3. Team learning
4. Systems thinking
5. Shared vision

Main Idea

- Shared vision allows ordinary people to do extraordinary things.
- We can **never, never, never** have a shared vision unless we let go.

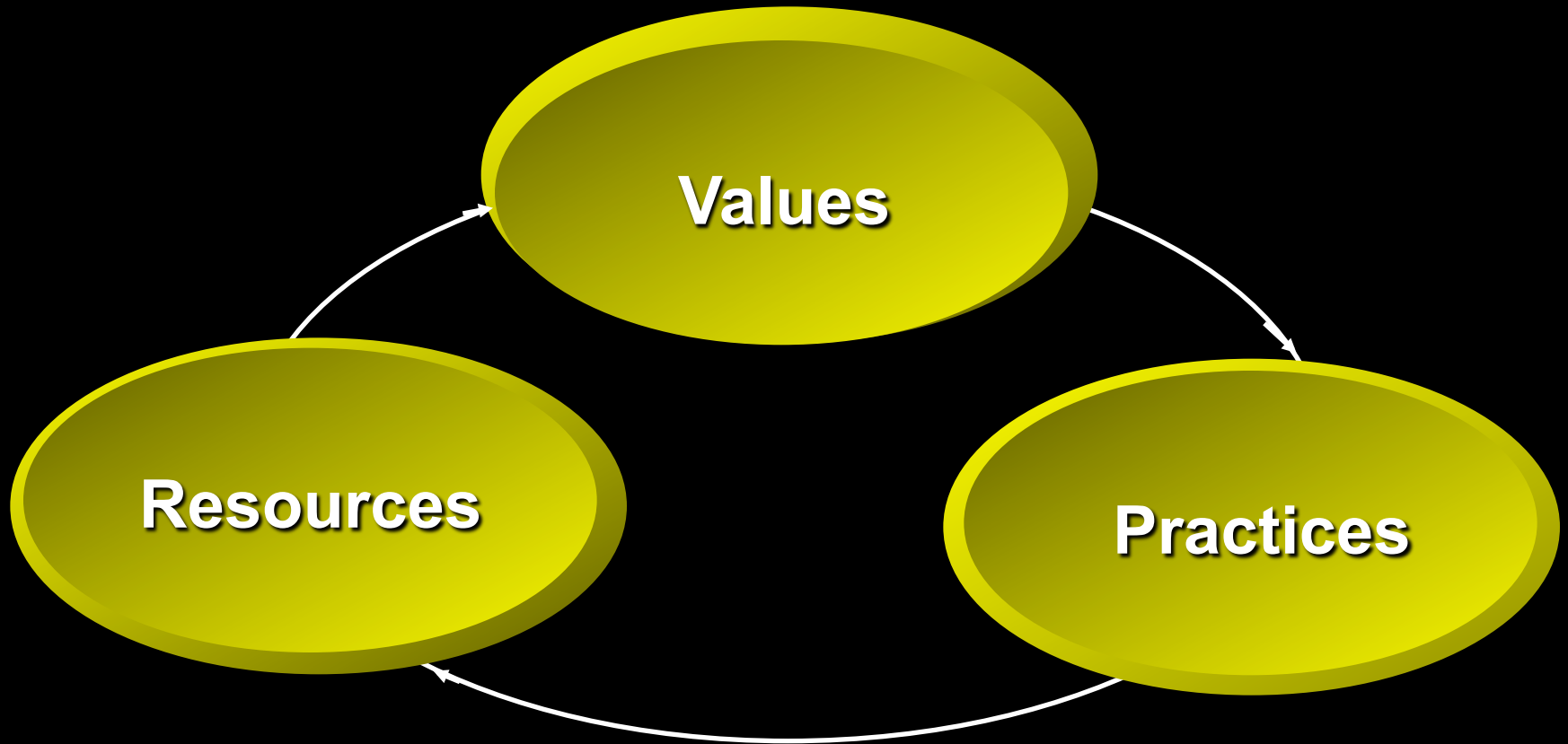


**Shared vision allows
ordinary people to do**

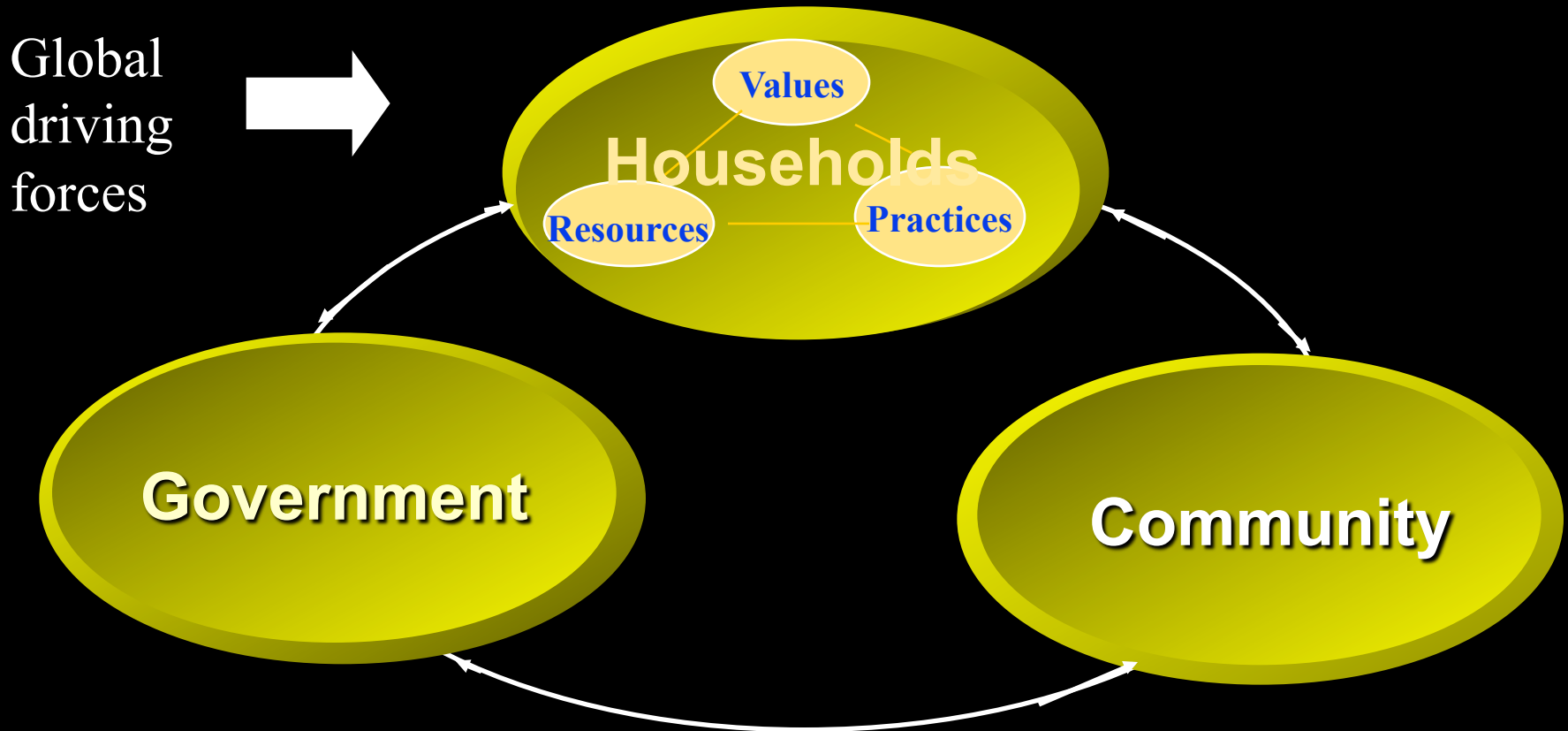
**EXTRAORDINARY
THINGS**

Household Production of Health

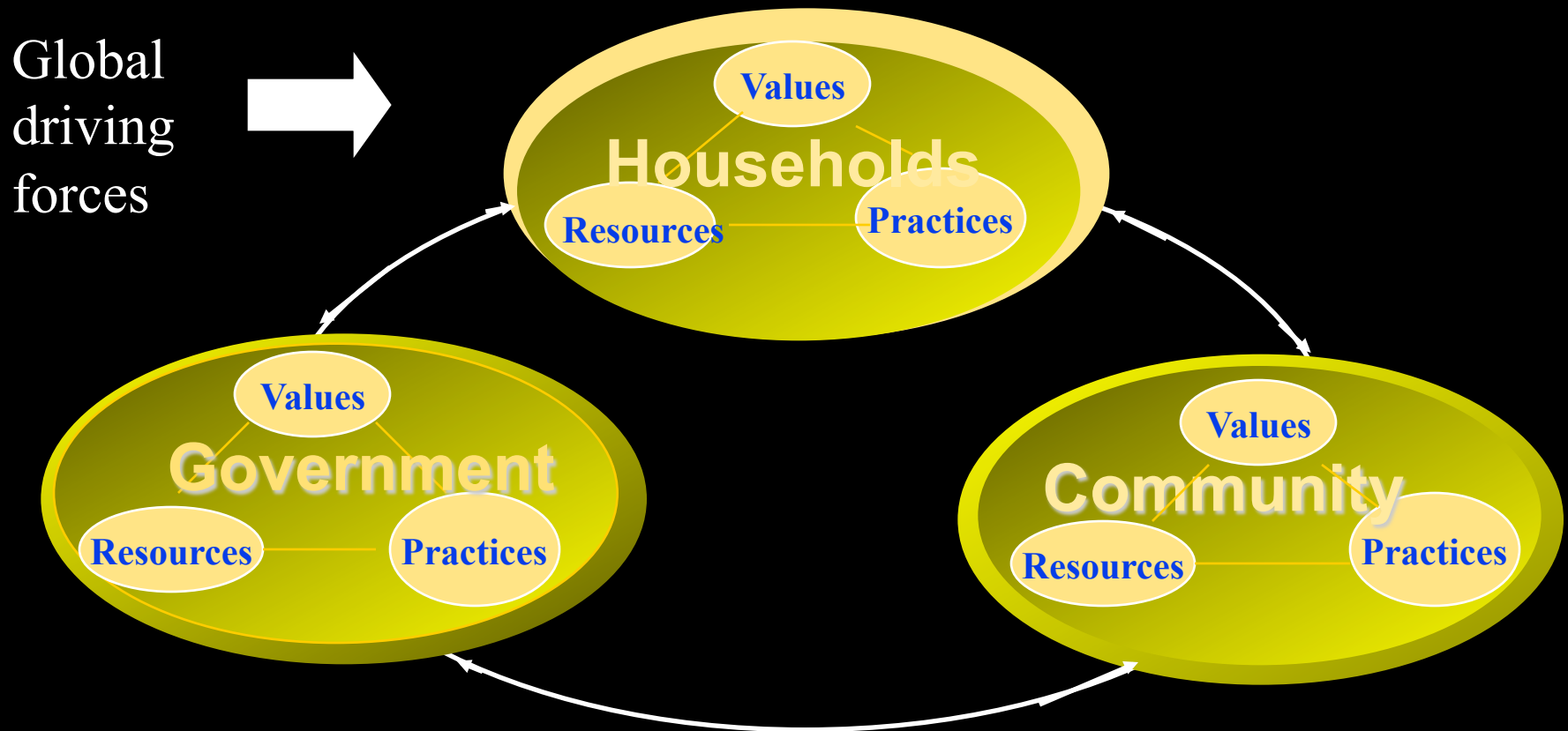
We create continuing change through values, practices and resources.



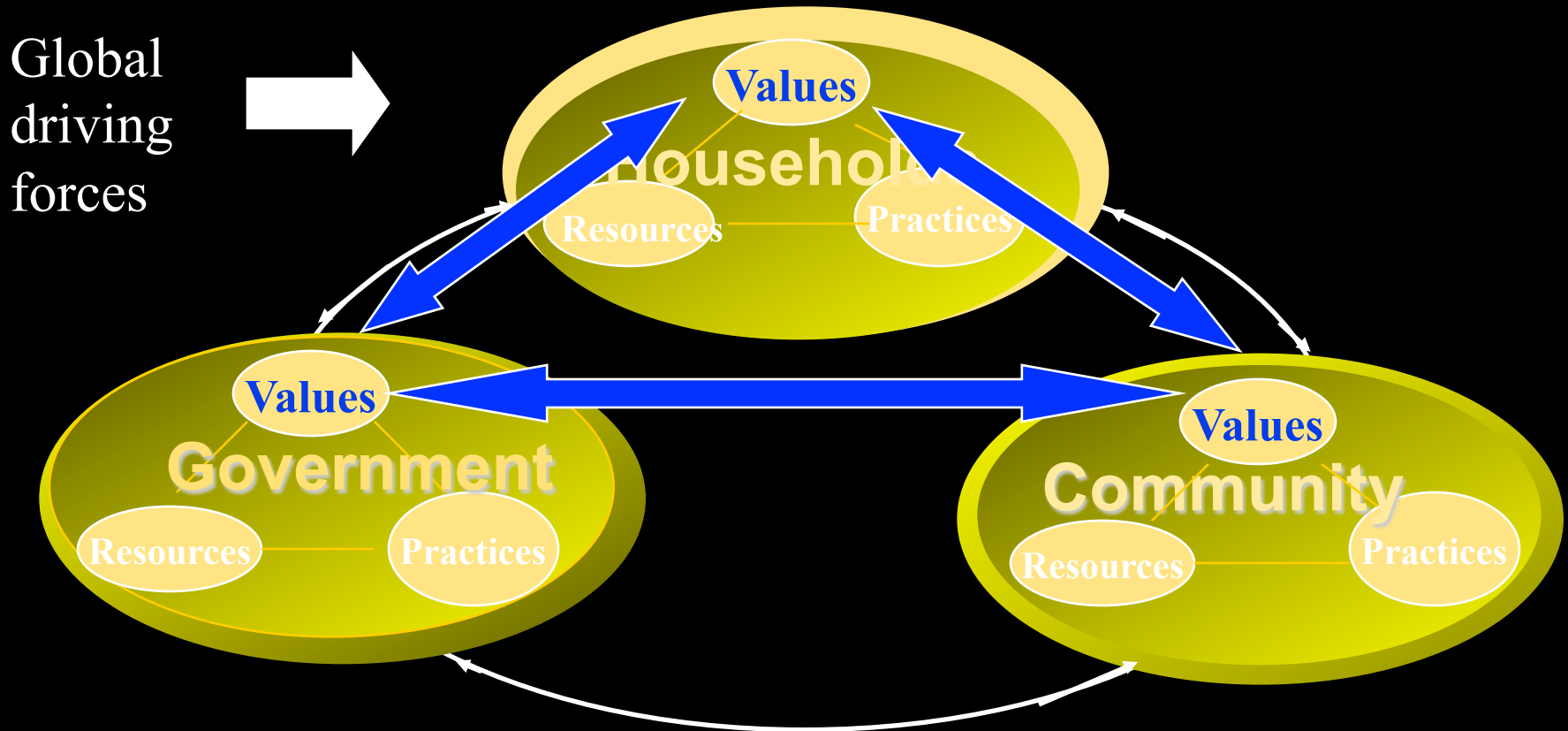
Households produce health through their values, practices and resources



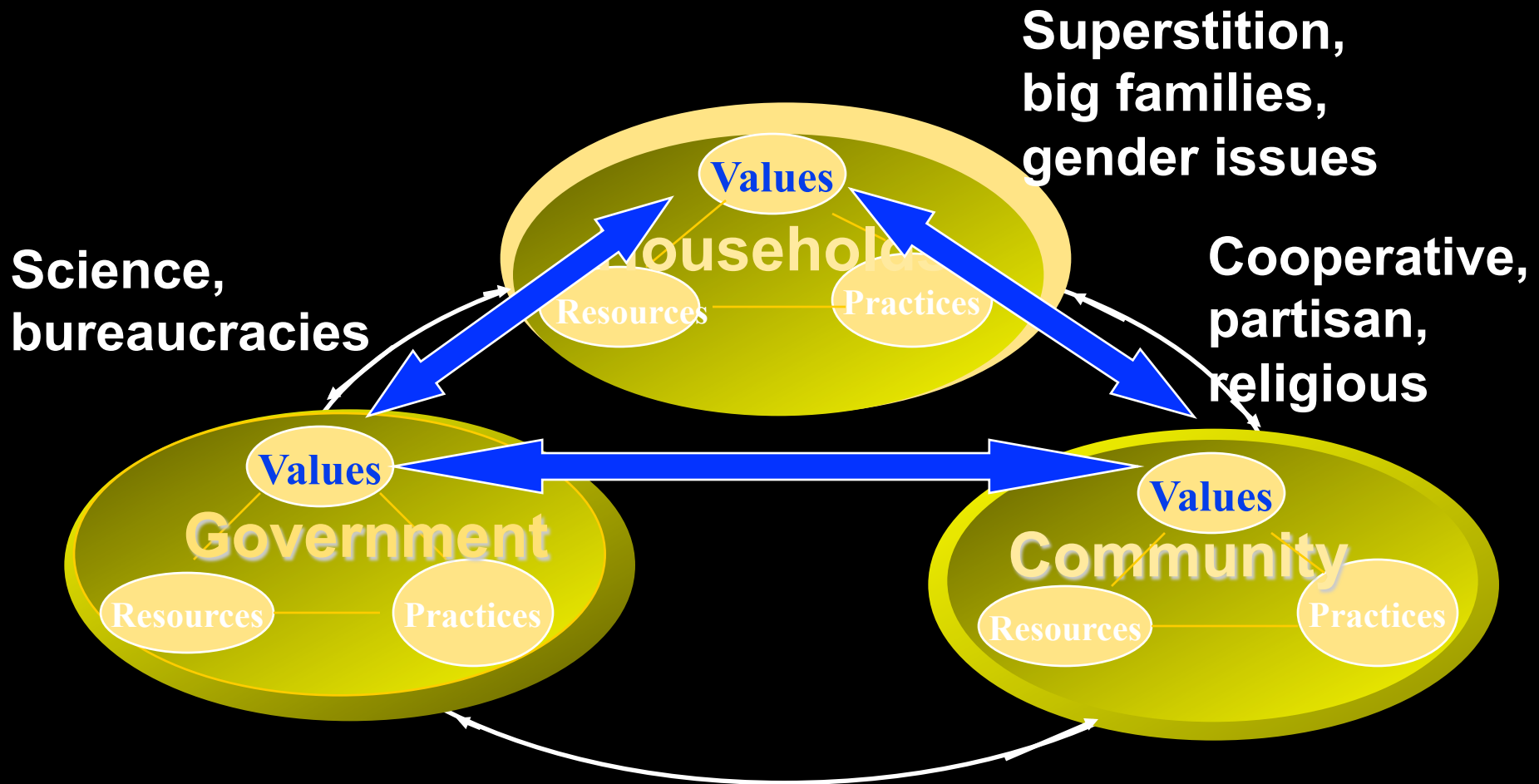
All parts of the health system operate through values, practices and resources



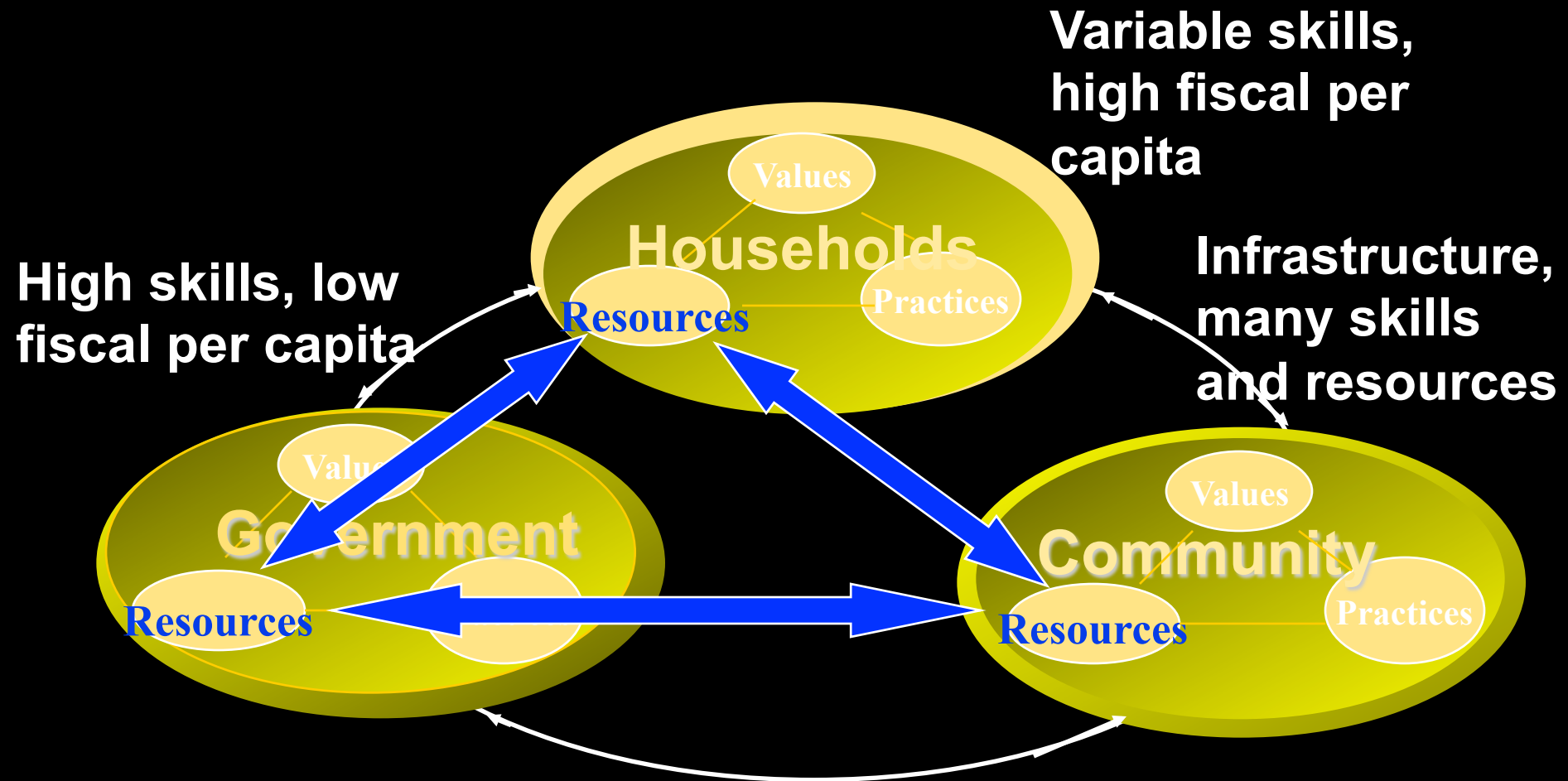
Values of the three components may not be aligned



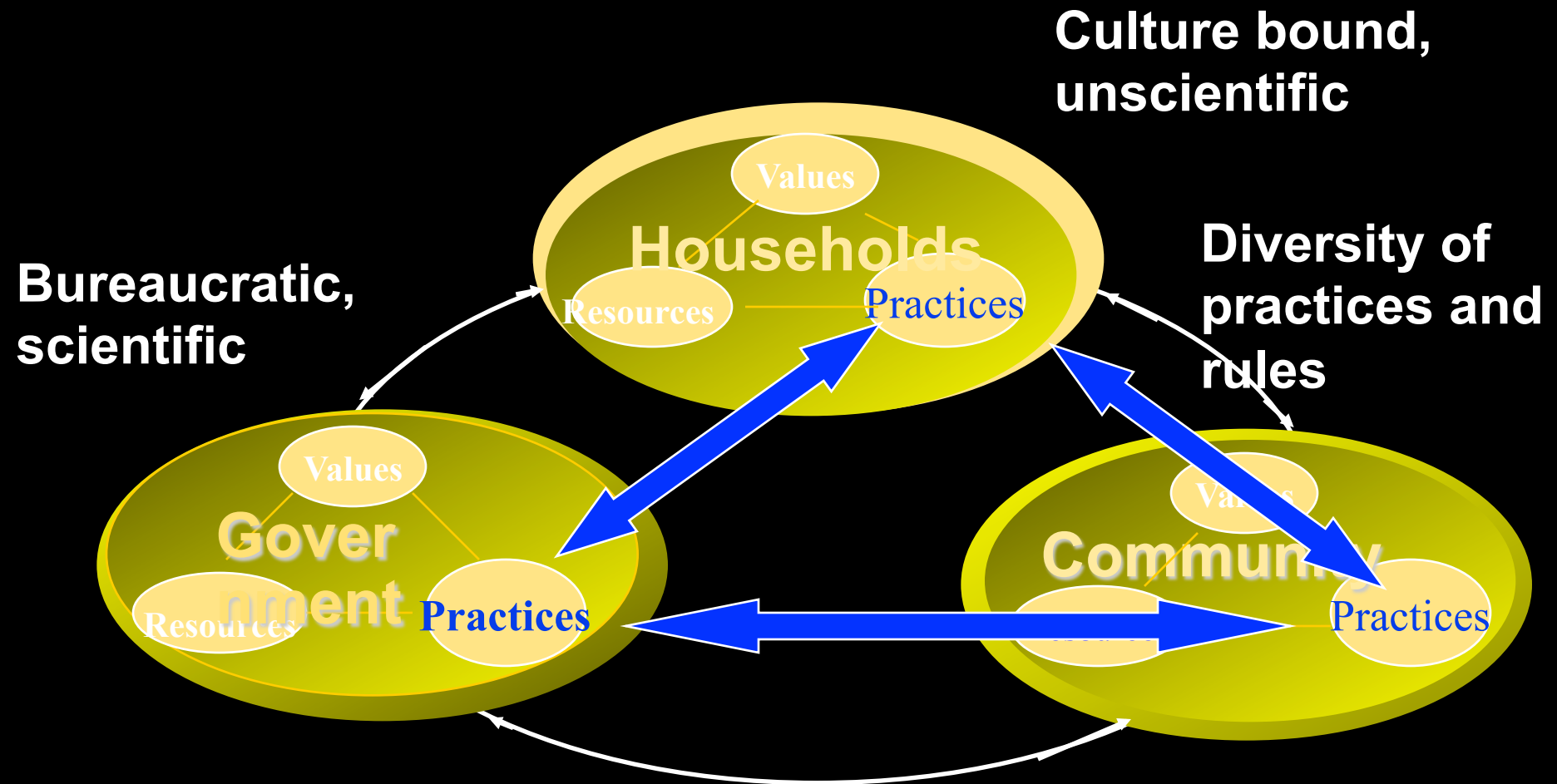
Example of how values are not aligned



Resources may not be leveraged optimally.



Practices are not coordinated well.



Believe you can make a difference and
you will.

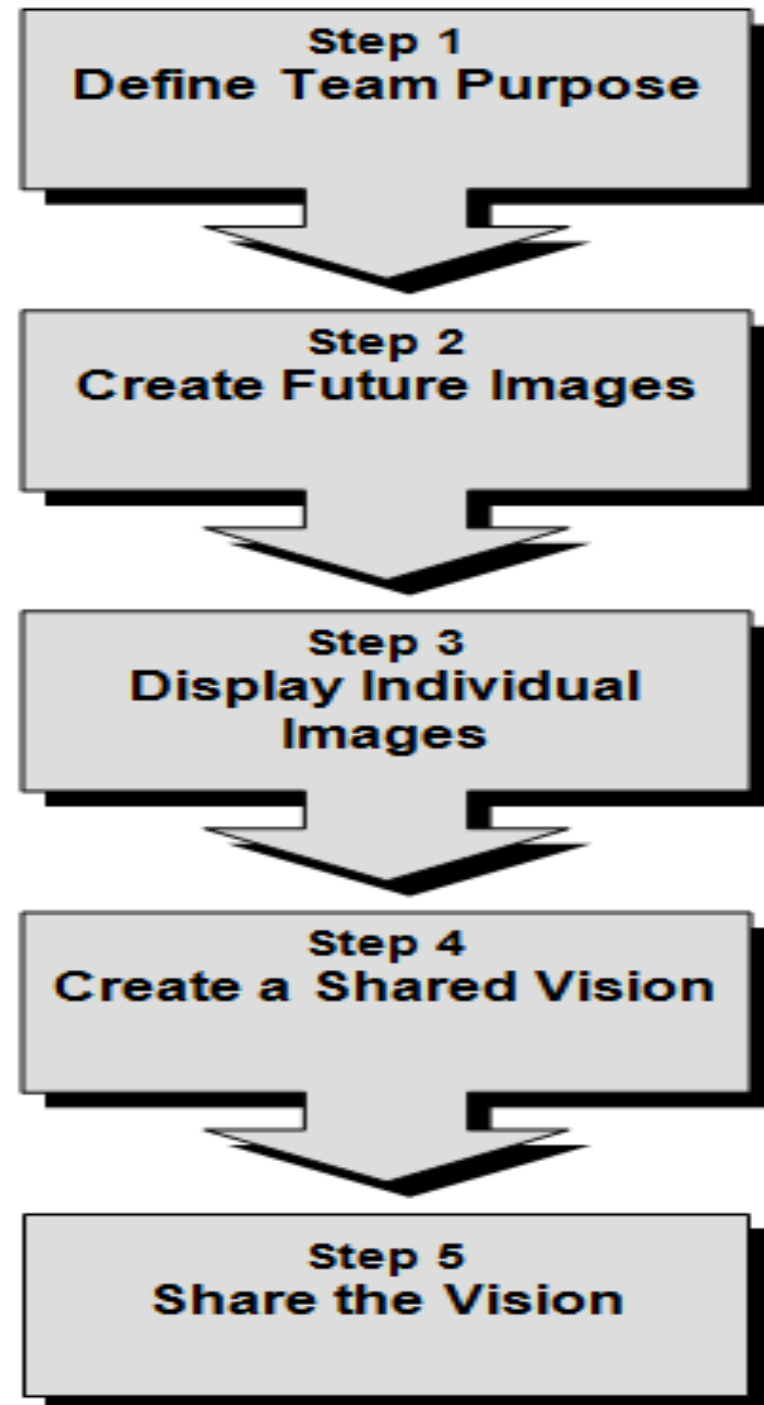
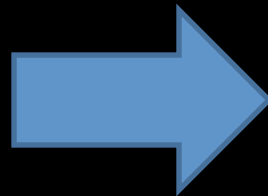
- “Vision becomes a living force only when people truly believe they can shape their future.”

Peter Senge The Fifth Discipline p. 231

Nurturing Shared Vision

- Effective leaders inspire and nurture a shared vision.

Overview of Key Steps in Shared Vision



Challenges for the Leader

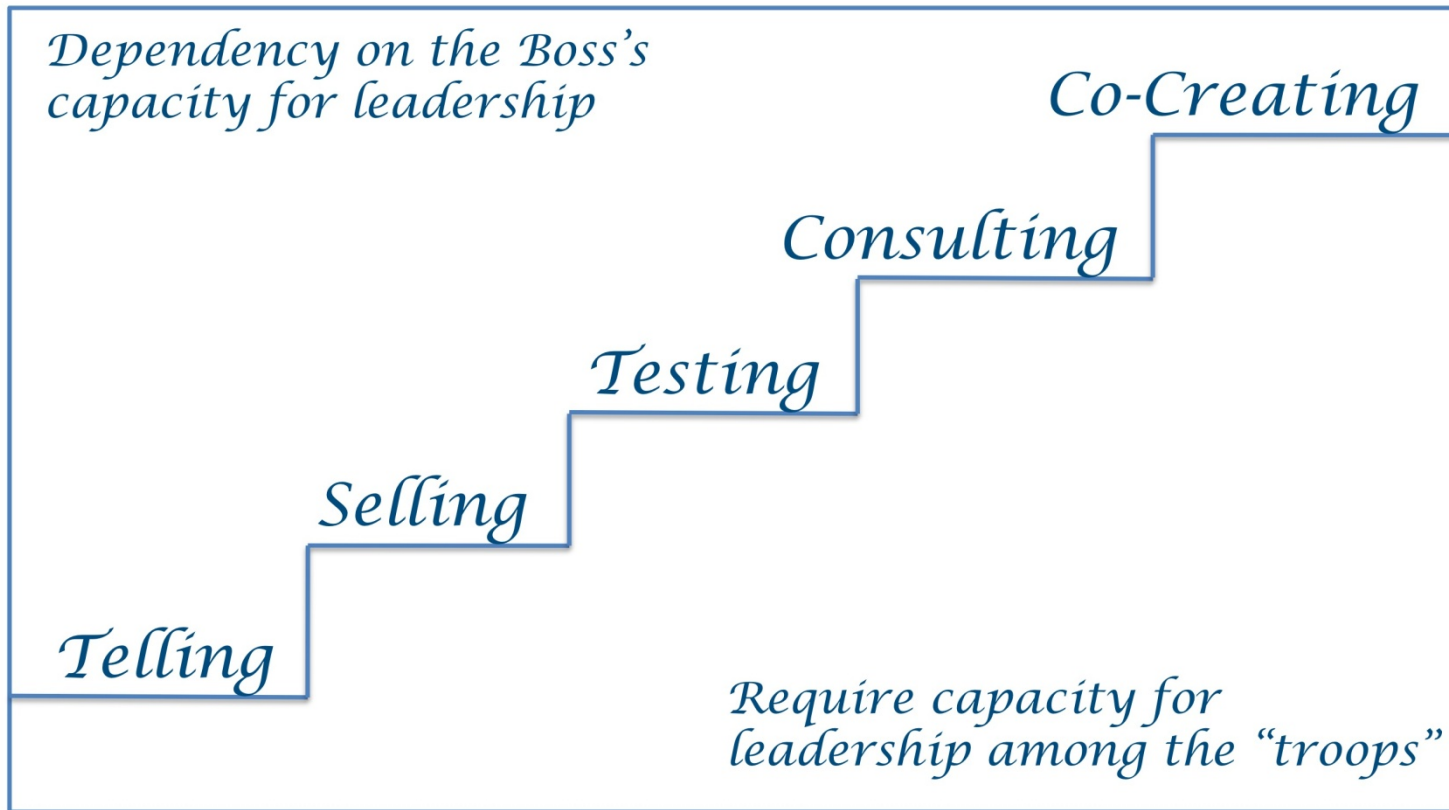
1. The Organization will seem harder to manage than it did before.

Instead of Controlling, Motivating, and
Evaluating People.

“Had to learn to listen to people”.

2. Momentum from previous success
3. Keeping the vision fluid
4. Aligning the entire work force

THE “BOSS” AND THE “MEMBERS”

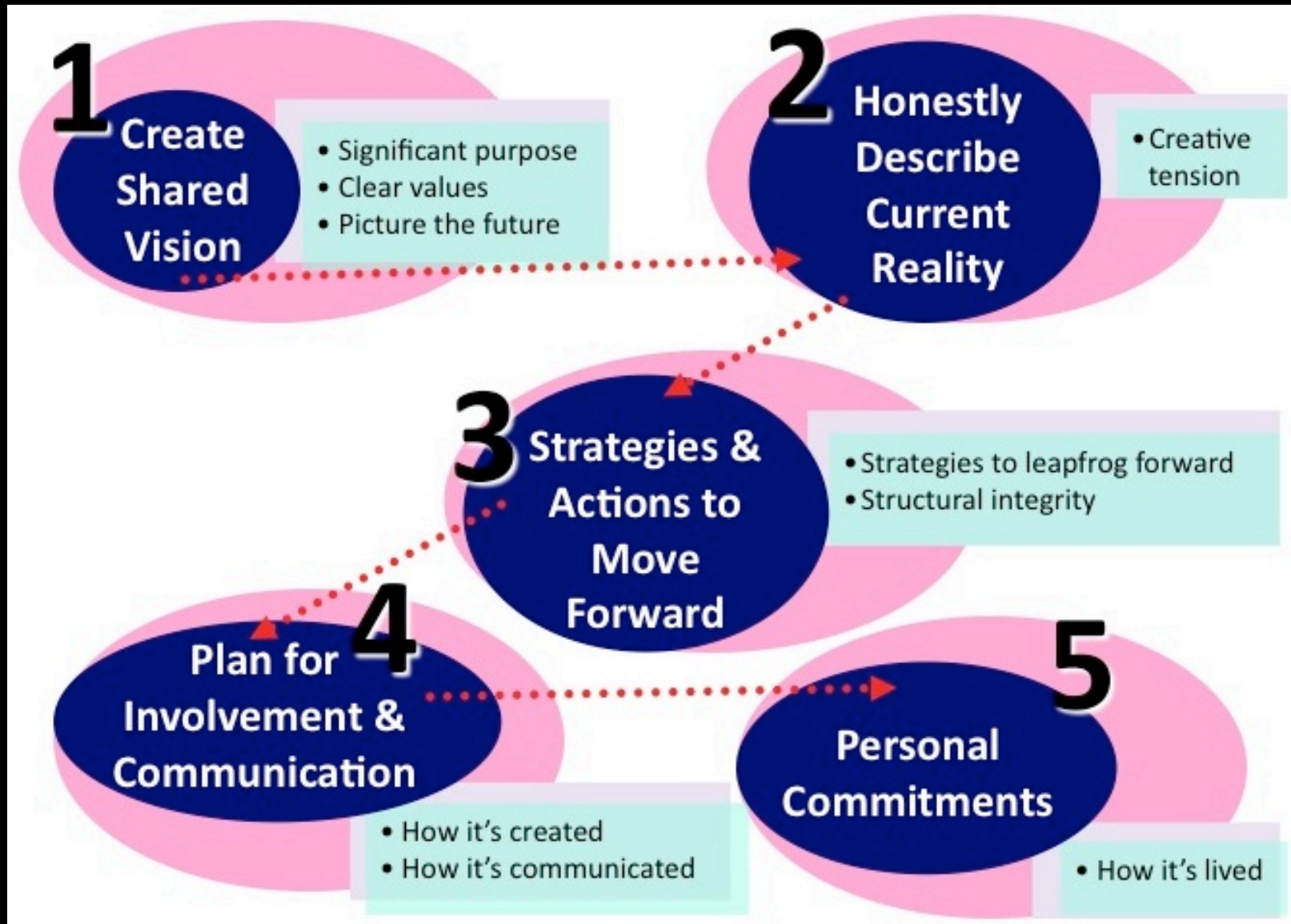




The Five Stages Are...

1. **Telling** : The “Boss” knows what the vision should be, and the organization is going to have to follow it.
2. **Selling** : The “Boss” knows what the vision should be, but needs the organization to “buy in” before proceeding.
3. **Testing** : The “Boss” has an idea about what the vision should be, or several ideas, and wants to know the organization’s reaction before proceeding.
4. **Consulting** : The “Boss” is putting together VISION, and wants creative input from the organization before proceeding.
5. **Co-Creating** : The “Boss” and The “Members” of the organization, thought a collaborative process, build a shared vision together.

How To Create a Shared Vision



Step 1: Create a Compelling Team Vision

Before you begin, everyone should understand the three elements of a compelling vision and how they are interrelated.

A. Three Keys to Visions That Work :

What all 'great visions' have an answer to these 3 questions:

- 1) Destination: Where are we going?
- 2) Purpose: Why do we exist? What greater good do we serve?
- 3) Values: What principles guide our decisions and actions on our journey?

Shared Vision requires:

1. **MISSION:** WHY? Our purpose ... organizationally: “Why do we exist?”
2. **VALUES:** HOW? How do you want to act, consistent with your mission to achieve your vision?
3. **VISION** (Plan): WHAT? The picture of the future you wish to create.



B. Big Goal Is Not the Same as a Vision

- Once you have reached your goal, it is finished.
- Vision is not about the path, it's about the destination. As you take each step, the next step becomes clear as long as you stay focused on your vision.
- When you have a vision, you know where you want to go and you can see your next steps – but you won't be able to see the entire path.

*You don't have to see the whole staircase,
just take the first step.*
~Martin Luther King, Jr.



Step 2: Honestly Describe the Current Reality

- 1) Examine your current realities in relation to your vision. Identify what's working and what's not, your strengths and weaknesses.

A simple “Force-Field Analysis” can work well in this step as mentioned in

[Create an Unbalancing Force](#)

If You Want To Move an Elephant

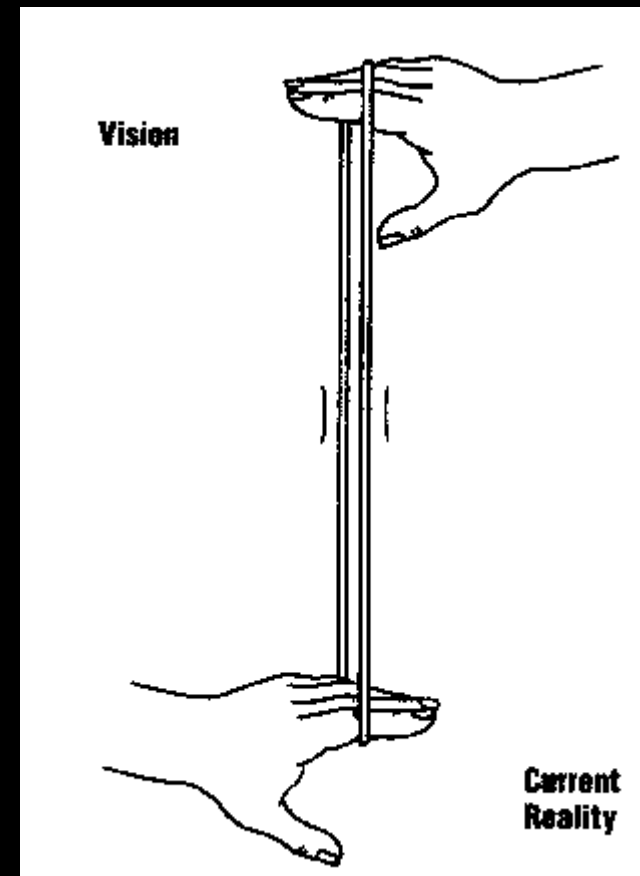


- 2) Develop plans for collecting additional information to verify perceptions.
- 3) Understand the importance of the “*creative tension*” so you can use it to your advantage.

Bahan Bacaan : *The Path of Least Resistance*, Robert Fritz calls this “creative tension,” because the creative tension helps create the future you desire.

Step 3: Identify Key Strategies and “Structural Integrity” that Support Moving Forward

- 1) Identify the greatest opportunities to close the gap between your vision and your current reality.
- 2) Include some quick wins – to help you see progress and **stay motivated and keep moving forward.**



The Five Keys to Making An Action Great

- 1. Be clear about what is essential:** Understand what higher purpose your action serves.
- 2. Know what greatness looks like:** Have a clear sense of what an excellent job looks like. Start with the end in mind.
- 3. Bring a serving heart:** Ensure your action provides value, and is not simply self-serving.
- 4. Give it your all:** Make a full effort, with your full attention.
- 5. Learn as you go:** Be willing to make mistakes; treat them as learning opportunities.

Step 4: Plan for Involvement and Communication

For a vision to become reality, you must pay attention not only to what it says, but to how it's created, how it's communicated and how it's lived.

- 1) Develop a plan for ongoing communications within the team to coordinate efforts, to provide feedback on your progress and to keep your vision alive. Also discuss how to communicate the results of this meeting with other stakeholders.
- 2) If this work is being done by a leadership team that wants to bring the vision forward to the rest of the organization, your work during this step is to create a plan for involving others in shaping the vision, identifying the roadblocks and the strategies and goals to close the gap.

Step 5: Make Personal Commitments

Work through the “*Share the Vision Action Plan*” below

Sharing the Vision Action Plan

Who to share vision with	Accountability	Time frame

Epilog

Mother Theresa



Vision

“Care for the dying”

Initial reaction

“You will die yourself”

Price paid

Life of sacrifice

Gandhi

Vision

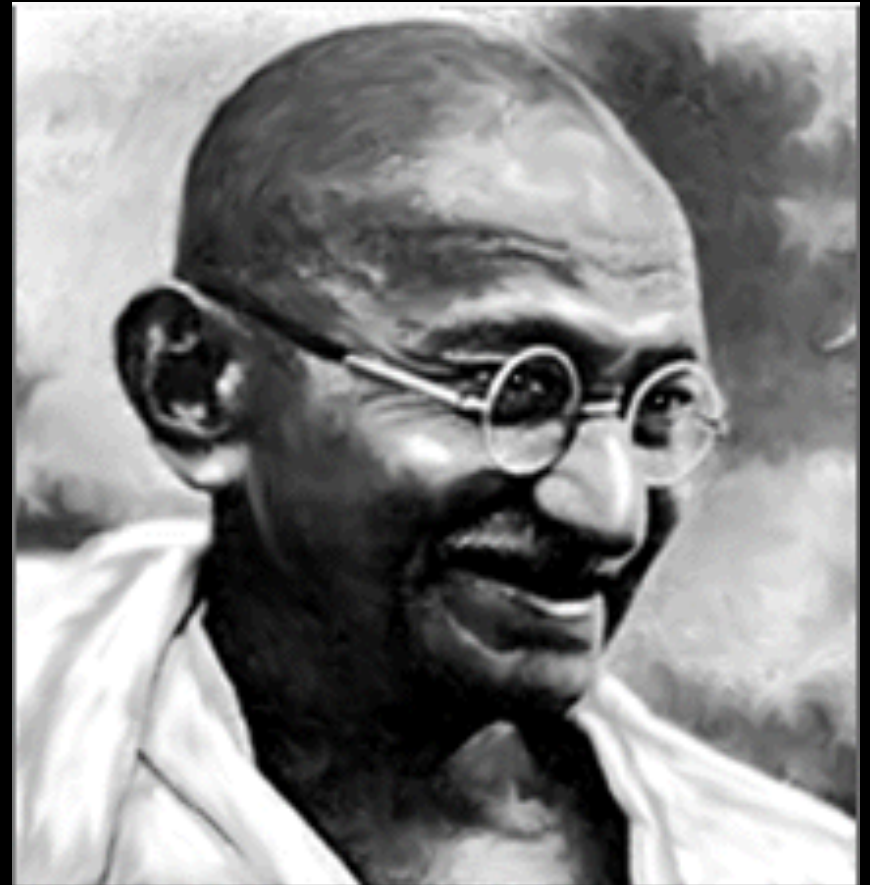
“An independent India”

Initial reaction

“But that will never happen!”

Price paid

His life.



Abraham Lincoln

Vision

“No man will be a slave.
Everyone man is created equal. ”

Initial reactions

“You are going to break the
nation apart!”

Price paid

His life



Nelson Mandela

- Vision
- A democratic South Africa free of apartheid
- Initial reactions
- You're crazy!
- Price paid
- 27 years in prison



New language patterns

- “That’s ideal, we live in the real world!”
- “That is impossible!”

New language patters

- “You are throwing your career away!”
- “Are you crazy?”

Common response

I'm
scared!



A leader's reaction

- If not now then when?
- If not me then who?

**SOLVE PROBLEMS
IN STAGES.**



Johns Hopkins School of Public Health / Center for Communication Programs

FOCUS DEMANDS SACRIFICE

THE JOHNS HOPKINS SCHOOL OF PUBLIC HEALTH / CENTER FOR COMMUNICATION PROGRAMS

**Shared vision allows
ordinary people to do**

**EXTRAORDINARY
THINGS**