Creating a Shared Vision to Drive Network Sustainability

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References

What is a Vision

• A starting point for strategic planning
• An evolving sensory image of where you want to go and what it will be like when you get there

What do we want to see, feel, hear in our organization in the next 3-5 years?
Vision

When you need to build a ship, don’t begin by gathering wood or delegating tasks.

Rather, increase the desire for the wide open sea.

- Antoine de Saint-Expury
Vision in Context

Current state

Strategy

Vision
Future state

The compelling “why”: bold, positive, emotional

Peter Senge, et. al.: Creative Tension model, from The Fifth Discipline Fieldbook
Toy Company Example

Current state

Vision
Future state

We will increase profit by 10% by 2018

We put a smile on kids’ faces

Peter Senge, et. al.: Creative Tension model, from *The Fifth Discipline Fieldbook*
What is a Shared Vision?

- Shared Vision: A shared image of where we want to go and what it will be like when we get there

- Shared Meaning: A collective sense of what is important and why
Finding the Collective “Why?”

• What is the ultimate impact of what we do?
• Who benefits if we are successful?
• Where is the overlap with stakeholder goals?

Hint: Revisit grant goals and reasons your network was formed
Possible Paths to Reach a Shared Vision

**Telling**
Leader announces vision; often used in a crisis situation

**Selling**
Leader attempts to “enroll” others in the vision

**Testing**
Leader lays out vision and looks for acceptance

**Consulting**
Leader doesn’t have all answers; asks for input, “what do you think?”

**Co-creating**
Leader invites all to come together and be creators of the shared vision
When a Vision Works

• When people feel safe to talk about what matters
• When it is used for strategic planning
A Network Leader’s How-To

• Hold informal 1:1 and small group conversations
• Ask questions that describe success
  o If everything worked out perfectly, what would it look like?
  o What is important about that?
• Listen
• Plant “seeds” / cross-pollinate
A Network Leader’s How-To

• Arrange the opportunity to build shared vision
  o Time, Place
  o Context
  o Assess need for external facilitator
• Follow up with strategic planning
• Use vision in daily decision making
Assess Next Steps

• Do you have a vision? Is it a shared vision?
• Are you using your vision for strategic planning?
• Where are you on the path toward shared vision? Is it most appropriate to Tell, Sell, Test, Consult or Co-create?
• What are your next action steps?
Additional Resources

• The Fifth Discipline Fieldbook: Chapter on Shared Vision and how to create it.
• Contact Rural Health Innovations/The National Rural Health Resource Center
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