Creating a Shared Vision to Drive Network Sustainability

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July 2015
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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?*
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.
Vision in Context

Current state

Vision Future state

The compelling “why”: bold positive emotional

Strategy

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
  ◦ If everything worked out perfectly, what would it look like?
  ◦ What is important about that?
• Listen
• Plant “seeds” / cross-pollinate
A Network Leader’s How-To

• Arrange the opportunity to build shared vision
  ◦ Time, Place
  ◦ Context
  ◦ Asses need for external facilitator

• Follow up with strategic planning
• Use vision in daily decision making
• So 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/National Rural Health Resource Center
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