



INSPIRE A SHARED VISION

INTRODUCE THE PRACTICE

WHAT'S A VISION? – USING "I HAVE A DREAM"

SET-UP/DEBRIEF ENVISION THE IDEAL & UNIQUE FUTURE

Included here: Facilitator's Guide: Pgs. 110-113, 114-118, Slides 41-44, 45-47

You can also reference: Participant Workbook: Pgs. 69-72, 74-75, 78-79

Facilitator Training Introduction and Assignments

Greetings! We look forward to welcoming you to The Leadership Challenge® Facilitator Training. Following is the information you will need to prepare for the **facilitation assignment** you will deliver.

We encourage you to begin working on your assignment as soon as possible.

In keeping with the experiential learning model we use for The Leadership Challenge® Workshop, you will “learn by doing” in Facilitator Training rather than by walking through the *Facilitator’s Guide*. You and your colleagues will be presenting segments from the program, handling content questions, and getting feedback and tips from your colleagues and Facilitator. In our discussions, we will focus on clarifying content, leveraging your skills to provide relevance for participants, and bringing the material to life.

The experiential learning approach is intended to help all of us learn more about the program content and best practices for delivery. Rest assured, we will be in coaching and learning modes, *not* evaluation mode.

INSTRUCTIONS

- **Please prepare your assignment in advance of the workshop.** The assignments are content sections from the 2-day script in *the Facilitator’s Guide*. (You can review pages 14–21 for workshop overview and sample agenda.) You will be able to review and enhance your section based on what you have experienced during The Leadership Challenge® two-day workshop.
- The Leadership Challenge® *Facilitator’s Guide* provides scripted talking points and detailed instructions. We will be looking for you to **cover the content accurately** and hit the key learning points in the activities in a way that is **most comfortable for you**.
- **Anticipate 20 minutes of delivery for your section**, followed by feedback and group discussion.

TIP: How much time will you need to prepare your assignment?

If you’re familiar with the content already, you may need only 1-2 hours. If this is your first exposure to the content and you’re attending the workshop beforehand, you may need to spend 3-4 hours in advance and another 1-2 hours the night between the workshop and facilitator training to finalize your presentation.

TIPS FOR YOUR ADVANCE PREPARATION

- **Timing:** Use your judgment on how to guide us (your students) through the key points/stories/activities in the time allotted. You probably won’t be able to cover everything, so make some choices based on what seems most important and interesting to you.
- **Please limit your piece to just the section and topics assigned. Don’t try to cover the entire module!**
- The slides that pertain to your section are included with your assignment pages. You are also welcome to use additional or different slides that you’ve adapted for your segment. You will be sharing your screen and slides in Zoom during your section.
- Your **key resources** are the *Facilitator’s Guide* and your own experiences and ideas. We invite you to adapt the materials to yourself, your organization, and your client base via stories and activities.

THOUGHTS AROUND PREPARATION AND USE OF THE *FACILITATOR’S GUIDE*

The Leadership Challenge® Workshop is a program that goes beyond teaching concepts. The intention is

that through the LPI® and the experience and dialogue of the workshop, participants go through a process of discovery, awareness and growth that will lead them to commit to specific behavior changes that will enhance their personal work satisfaction and their leadership effectiveness. So, in your preparation you should be thinking about:

- How to best get the concepts across
- How to facilitate discovery and awareness

The *Facilitator's Guide* offers one example of how you can work with the material to fulfill the intent of the workshop, but it is one among many options. As long as you stay true to the content, you can work with the material in whatever way you feel will best serve the workshop objectives and your prospective audiences. And, if you choose to follow the example in the *Facilitator's Guide*, that's fine as well.

ONE MORE NOTE

Remember, for those who will have just completed The Leadership Challenge® Workshop, you will be switching from workshop-participant mode to facilitator-training mode. You will be shifting from focusing primarily on your own leadership development to the leadership development of others. Think about modeling the leadership practices and behaviors and being participant-centered when you facilitate.

WHEN YOU PREPARE, KEEP IN MIND:

- accuracy and clarity of content
- how you will engage and involve the group when appropriate
- how you will make the segment relevant for your audience when you are out in the field
- making the segment your own



FlashPoint.

INSPIRE A SHARED VISION

INTRODUCE THE PRACTICE

WHAT'S A VISION? – USING “I HAVE A DREAM”

SET-UP/DEBRIEF ENVISION THE IDEAL & UNIQUE FUTURE

Facilitator's Guide: Pgs. 110-113, 114-118



1. Introduce the Practice (15 minutes)

Ask the group the following questions. Repeat back what people say. This will help to show you are listening and also help to emphasize the point. Have some fun with this activity. Be playful.



What do you do when you're driving in the fog?

Slow down, turn on the headlights, turn off the radio, stress goes way up, etc.

Let's say the fog lifts, what do you do then?

Speed up, talk on the cell phone, turn the radio back on, relax

What happens if you drive fast in the fog?

Might have an accident, might hurt someone, etc.



How does this relate to your organizations and your teams?

Organizations and teams with no clear vision of what's ahead are working in a fog. They need to be able to see where they are going or they are likely to make mistakes, not reach their destinations, etc.



Ask participants to stand up, close their eyes, and point north. Then ask them to keep pointing while opening their eyes.



Look around. Do we have a consensus on where north is? Of course not, because we had no common point of reference and we're in an unfamiliar place. For our organizations and our teams, our visions provide that reference point, just like the North Star, when we venture to places we've never been.





Remember our discussion at the opening of the workshop about the questions that people want to ask a new leader? What did Jim and Barry find was the second most important category of questions?

Elicit responses until someone says, “Where are we headed?”



The ability to Inspire a Shared Vision is essential to leaders. Leaders are expected to communicate in a way that “lifts the fog,” enabling their team members to respond more quickly and safely in a changing environment. Vision also gives purpose and meaning to the journey—and it’s possible to have a lot more fun when you can see more clearly and farther into the distance.

Remind participants that, in the last module, they discussed the characteristics that the majority of people look for and admire in a leader.



What are the three characteristics that relate to the measures of credibility?

Elicit responses until someone says:

- Honest/trustworthiness
- Competent/expertise
- Inspire/dynamism



What was the fourth quality that people looked for but that does not appear on the list of what makes someone credible?

Elicit responses until someone says, “Forward-looking.” Explain that “forward-looking” is the characteristic that is selected the second most often, right after “honest.”



Not only does the research data tell us that credibility is the foundation of leadership, but it also tells us what quality differentiates leaders from other credible people: being forward-looking.

Explain that when you combine “forward-looking” with “inspiring” you get the essential elements of the practice of Inspire a Shared Vision.

- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.

Review the module objectives.



Instead of showing a slide, you can ask a participant to read the module objectives aloud to the group.

Ask participants to turn to the Inspire a Shared Vision LPI items in their workbooks.

.....



While Jim and Barry have consistently found that Inspire a Shared Vision is the practice that differentiates leaders from other credible people, they’ve also found that, for most people, it’s the toughest. But just as with Model the Way, engaging more frequently in the LPI behaviors related to Inspire a Shared Vision is how you get better at the practice. So take a look at your self-ratings and your observers’ ratings on these items.

Give participants four or five minutes to transfer their self and average observer scores from their LPI reports to the boxes on page 72 of their workbooks. Ask them to write down any thoughts about what changes they might like to make and any ideas that occur to them.

Give participants a few minutes to discuss their observations and initial thoughts with partners or their table teams, or as a group. You can suggest questions such as these:



- *Why do you think that many people find Inspire a Shared Vision the most difficult practice?*



- *Think of a time when you were truly inspired by a leader's vision. What was inspiring about it? How did the leader mobilize others to want to struggle for shared aspirations?*
- *What are some actions that you might take to improve in this practice?*



Make a transition to the next segment, where you will define a “shared vision” and offer a superb example.



In the next workshop segment, we will explore the definition of “shared vision” and listen to an excellent example.

.....

2. What Is a Vision? (30 minutes)



Set up the “I Have a Dream” speech before beginning the segment so it is ready to play.



Vision is one of those words that evokes ridicule and awe, cynicism and mystery, confusion and inspiration. It’s one of the most misunderstood words in the leadership lexicon. So let’s take a moment to define it.

Emphasize the highlighted words as you give the definition of a vision:



A vision is an IDEAL and UNIQUE IMAGE of the FUTURE for the COMMON GOOD. Each word in this definition means something.



Historians agree that the most compelling English-language vision speech of the 20th Century occurred more than fifty years ago, in 1963, when Dr. Martin Luther King, Jr., standing on the steps of the Lincoln Memorial, inspired America by telling them about his dream. Let’s listen to Dr. King delivering that speech.

Ask participants to turn to page 75 in their workbooks, where they can take notes as they listen. Ask them to notice:

- The delivery and the language
- The themes—specifically, the four “building block” of visions (ideal, unique, image, and common good)
- How Dr. King “inspires” others to “share” the “vision”

Play the speech.





Now we know why this is the toughest and least practiced of The Five Practices.

You've just heard an incredible vision presentation by an incredible person. But *Inspire a Shared Vision* is not about how eloquent we are when we speak. It's about how compelling we can be—something that all of us can do when we are talking about something that has real meaning and value to us.



Let's take a closer look at what Martin Luther King, Jr., did to communicate his vision in such a powerful way.

Refer to the slide with the five components of a shared vision and do the following:

1. Form five discussion groups.
2. Assign one of the five components of a vision to each of five groups. Ask the groups to discuss how Dr. King's speech illustrates that component, citing specific examples.
3. Ask each group to consider the specific things that Dr. King did to deliver the speech in such an inspiring and powerful way, again citing specific examples.



4. Give the groups five to seven minutes for their discussions. When the time is up, give each group two or three minutes to give some of the examples they came up with. Record the examples on a flip chart page.



When recording comments on the flip chart, use generic terms ("historical references") rather than specifics (Declaration of Independence). This will help later when you suggest that participants use the same skills to communicate their visions. A leader may find it helpful to reference documents from the history of her organization, but not from "The Bill of Rights."

See the chapters on Inspire a Shared Vision in *The Leadership Challenge* for examples of what participants might say.



The Five Essential Elements of a Vision

IDEAL. Visions are about hopes, dreams, and aspirations. They're about exciting possibilities. They're about making a difference, creating something grand, achieving a whole new standard of excellence. They tell us the ennobling purpose and greater good we are seeking.

UNIQUE. Visions are about the extraordinary, not the ordinary. They are about what makes us distinctive, singular, and unequaled. They're not about how we are like everyone else, but how we are different and special.

IMAGE. We remember our past and project our future in mental pictures. Word pictures, metaphors, analogies, examples, stories, symbols, and similar communication methods all help make visions memorable.

FUTURE-ORIENTED. A vision is a description of an exciting possibility that we desire in the future. If it were a description of what existed today, it wouldn't be a vision; it'd be reality. Visions are projections. They stretch our minds out into the future and ask us to dream. The horizons of visions vary, but generally speaking, five to ten years is a reasonable time horizon.

COMMON GOOD. Visions are about developing a shared sense of destiny. They are about what the group or organization or community members collectively desire. Visions aren't about what the leader wants. They are about what we want. Leaders must be able to show others how their interests are served and how they are a part of the vision in order to enlist others in it.



Make a transition to the next activity.



Martin Luther King, Jr., provides us with an exemplary model of how to Inspire a Shared Vision. Now we're going to apply these lessons to our own visions of the future.

.....

3. Envision the Ideal and Unique Future (40 minutes)



Two of the words that define “vision” are “ideal” and “unique.” What would make a vision about our own futures within our organizations ideal and unique?



Elicit responses and write them on a flip chart page. Examples of possible responses include:

- Being recognized as pioneering or being the best at something
- Creating a product or service that makes a real difference
- Helping team members grow and contribute to a successful venture
- Making our communities better places to live



Let’s do an activity to think about your own ideal and unique vision of the future.

- *First, you will answer some questions in your workbook about your own hopes, dreams, and aspirations for the future.*
- *Then you will share your thoughts with two of your colleagues as if you were all members of the same team. That part of the activity will give you a chance to practice another skill that is vital for every leader to develop: listening. Leaders not only have to be able to articulate their own visions of the future, but they need to be able to listen to and understand the hopes, dreams, and aspirations of others.*

Give participants five to seven minutes to answer the questions in their workbooks. When the time is up, give them another seven to ten minutes to share their thoughts with one another in triads and identify common themes.



Reconvene the group. Ask these questions:



What was it like to talk about your own hopes, dreams, and aspirations?

How did you feel about listening to those of your colleagues?

What observations do you have about the aspirations themselves? Were they very different?

What common themes emerged among your group?



Elicit some common themes and write them on a flip chart page.



“Enlisting Others” requires that we understand our colleagues’ “shared aspirations.” If your team members were here today, and you could ask them about their own hopes, dreams, and aspirations for the future, what do you think they would say?

Elicit responses and write them on a flip chart page. Point out that most people want essentially the same things.



If participants’ ideas about what their team members want differ significantly, or if they differ significantly from the common themes that emerged from the triad discussions, give participants a few minutes to explore the possible reasons.



Transition the group to the next vision activity.



We’ve examined the importance of clarifying the higher-order values that give direction and meaning to our lives and our work and of listening to the hopes, dreams, and aspirations of others. Now let’s talk about how you can use language to make shared visions of the future come alive.

.....



FlashPoint.

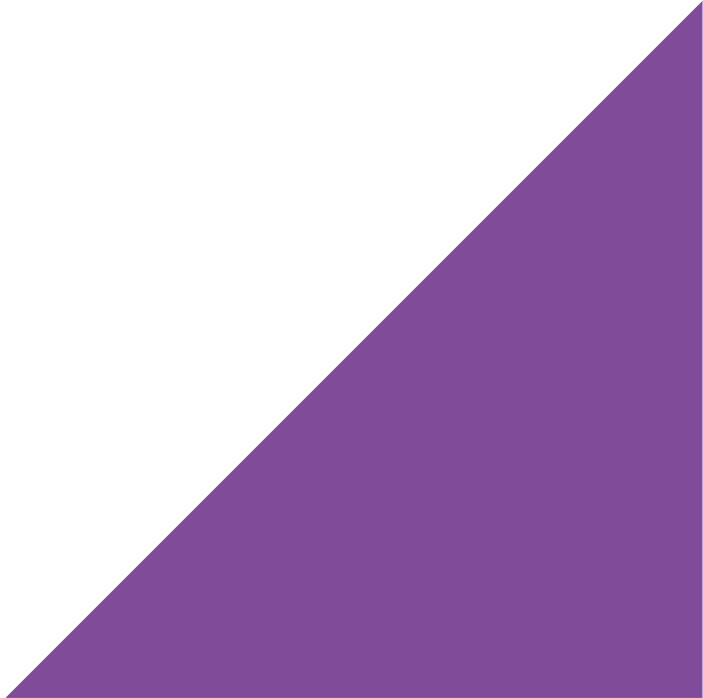
INSPIRE A SHARED VISION

INTRODUCE THE PRACTICE

WHAT'S A VISION? – USING “I HAVE A DREAM”

SET-UP/DEBRIEF ENVISION THE IDEAL & UNIQUE FUTURE

Slides 41-44, 45-47





INSPIRE A SHARED VISION





INSPIRE A SHARED VISION

Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.



MODULE OBJECTIVES

- Describe your vision for the future of your organization that appeals to higher-order values.
- Engage others in conversation about your vision of the future for your organization.
- Show team members how their long-term interests can be realized by enlisting in a common vision.



A VISION IS AN **ideal** AND
unique image OF THE
future FOR THE **common**
good.





COMPONENTS OF A SHARED VISION

- Ideal
- Unique
- Image
- Future-oriented
- Common good



FlashPoint.

INSPIRE A SHARED VISION

INTRODUCE THE PRACTICE

WHAT'S A VISION? – USING “I HAVE A DREAM”

SET-UP/DEBRIEF ENVISION THE IDEAL & UNIQUE FUTURE

Participant Workbook: Pgs. 69-72, 74-75, 78-79



PRACTICE 2

INSPIRE A SHARED VISION





**Envision the future by
imagining exciting and
ennobling possibilities.**

**Enlist others in a
common vision by
appealing to shared
aspirations.**

Inspire a Shared Vision

There is no freeway to the future, no paved highway from here to tomorrow. There is only wilderness, uncertain terrain. There are no road maps, no signposts.

Like explorers, leaders have their skills and experience to prepare them. And while explorers rely on their compasses to determine direction, leaders steer by their dreams.

Leaders look forward to the future. They gaze across the horizon of time, imagining the opportunities that are in store once they and their constituents arrive at their destination. They have a sense of purpose and a desire to change the ways things are. Their clear vision of the future pulls them forward.

But leaders know that they cannot command commitment, only inspire it. They know that vision is a dialogue, not a monologue. They share their dreams so that others can understand and accept them. They learn about their team members' dreams, hopes, and aspirations and forge unity of purpose by showing them how the dream is for the common good. They communicate their passion through vivid language and expressive style.

MODULE OBJECTIVES

- Describe your vision for the future of your organization that appeals to higher-order values.
- Engage others in conversation about your vision of the future for your organization.
- Show team members how their long-term interests can be realized by enlisting in a common vision.



My Inspire a Shared Vision Feedback



SELF

OBSERVER
AVERAGE

LEADERSHIP PRACTICES INVENTORY (LPI) ITEM

2. I talk about future trends that will influence how our work gets done.

7. I describe a compelling image of what our future could be like.

12. I appeal to others to share an exciting dream of the future.

17. I show others how their long-term interests can be realized by enlisting in a common vision.

22. I paint the “big picture” of what we aspire to accomplish.

27. I speak with genuine conviction about the higher meaning and purpose of our work.

Definition of a Vision

A vision pulls people forward. It projects a clear image of a possible future. It generates the enthusiasm and energy to strive toward the goal.

IDEAL (a high standard to aspire to)

Visions are about hopes, dreams, and aspirations. They're about making a difference. They tell us the ennobling purpose and greater good we are seeking.

UNIQUE (pride in being different, an identity)

Visions are about the extraordinary. They are about what makes us distinctive, singular, and unequalled.

IMAGE (a concept or mental picture made real or tangible through descriptive language)

Word pictures, metaphors, examples, stories, symbols, and similar communication methods all help make visions memorable.

FUTURE-ORIENTED (looking toward a destination)

Visions describe an exciting possibility for the future. They stretch our minds out into the future and ask us to dream.

COMMON GOOD (a way people can come together)

Visions are about developing a shared sense of destiny. Leaders must be able to show others how their interests are served and how they are a part of the vision in order to enlist others in it.

**A vision is
an IDEAL
and UNIQUE
IMAGE of the
FUTURE for
the COMMON
GOOD.**



I Have a Dream

DELIVERY/LANGUAGE

THEMES

INSPIRING OTHERS



Envision the Ideal and Unique Future

Are you in your job to do something or for something to do?

.....
.....

What about your job is important to you, your team, your organization, to those who use your product or service?

.....
.....
.....
.....

What would give your work real meaning and purpose—inspire you to come to work every day full of energy and enthusiasm?

.....
.....
.....
.....
.....

Use these questions as a guide for describing your vision of an ideal and unique future.



What legacy would you aspire to leave when it's time to move to a new opportunity?

.....

.....

.....

What is your vision theme?

.....

.....

.....

