

## Visioning Exercise

Please note: You can allot as much time as you'd like for your team - for limited time purposes this exercise is outlined for a 40 minute block.

Facilitator Script (10 min):

Now that we have looked at where we are currently, let's turn our minds to where we are going. This step will serve as the launching point for establishing our goals and objectives. I would like for us to do a brief visualization exercise. Close your eyes for a minute and imagine yourself looking at a desk calendar with the current date being shown. Watch the pages flip from today, to tomorrow, to the next day, then to the next month, and the next, and then to the next year, and the next, until we arrive at 2033.

Imagine that you look up from your desk and you find yourself in an auditorium in which someone is speaking and announcing an award. You realize that the person speaking is Angela Bassett and the award is for the Best Land Conservation Organization in the World 2033 which goes to organizations that are top performers in contributing to the land and climate justice well-being of the communities in which they operate. Through their exemplary practices and policies directed at community impact, they're building a shared and sustainable prosperity for all.

The presenter says, 'At no time in the history of the award until now have the judges been in unanimous agreement of the organization most deserving of this award. And this year the award goes to (your org's name here)!! There is a standing ovation, as people get out of their chairs to applaud. When the applause dies down, the presenter goes on to list all the accomplishments that made your camp deserving. Listen to what the presenter is saying (*brief silence*) Fill it in...what was it that the organization accomplished? (*brief silence*).

A video starts. There is a group of board members in a focus group, and one of them says, 'The thing that is great about this organization is...' (*brief silence*) Fill it in...what did that person say? Another jumps in, 'That's all fine and wonderful, but the thing that really makes this organization stand out is...' (*brief silence*).

The Executive Director gets up to accept the award and explains that ten years before a group came together to develop a plan that has resulted in this award. The Executive Director explains a number of things that were done. Listen to what they say...What was it that the organization did? (*brief silence*)

As you are leaving you overhear a group of staff talking. They are saying that they didn't believe the organization would actually change, but that it did. They begin talking about what it feels like to work there, how these changes have improved their lives. Listen to what they are saying. How does it feel to work there? (*brief silence*)

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As you go back to your desk, you sit down and want to record some of the things you heard. What was it that the presenter said? Why did the Organization deserve the award? What was it that the Executive Director said was done to bring about these changes? What did the employees say about working there?

## Brainstorming Session

### Individual Work (10 min)

- Facilitator: Whenever you are ready, take the next 15 - 30 minutes to write out what you saw and what you heard.
  - *Customers* – Have the participants visualize and hear what customers are saying about the organization.
  - *Employees* – Have the participants visualize and hear what employees are saying about the organization.
  - *Competitors/Other Stakeholders* – Have the participants visualize and hear what competitors or other stakeholders are saying about the organization.
  - *Actions* – Have the participants visualize what actions were taken to achieve success.
  - *Results* – Have the participants visualize the results that were achieved.

### Small Groups (10 min)

- Have the participants break into groups of 4 - 6
- Ask them to create on post-its/markers & newsprint a consolidated set of vision elements that appeared in team members' visions.

### Large Group (10 min)

- Have the breakout teams review their vision element list with the entire team and group these into logical categories - repeated themes, phrases, ideas should be highlighted..
- The categories represent the broad areas in which success is necessary (often these manifest as People, Program, Places, and Budget).

You may need additional time for a smaller group to refine this information, but these identified areas become the definition of goals: broad aims that define success! Camps are often surprised when they discover that this technique results in the identification of their key areas of success. But of course, the exercise is designed to have them visualize whatever success means to them.