

Tool: SYSTEMIC TOOL ON BUILDING VISION, MISSION AND STRATEGIC PLAN

DURATION	ACTIVITY
5-10'	Setting the space (before the exercise starts)
15'	INTRODUCTION – framing of exercise and theoretical framework on vision, mission and strategic plan
10-15'	Phase 1: Past
10'	Phase 2: From past to present: what do I want to leave behind that no longer serves me and does not allow me to realize my dream?
15'	Phase 3: Present
10-15'	Phase 4: Legacy
10-30'	Phase 5: (BACKCASTING) Future and Near Future
15'	Phase 6: Collective reading of the information emerging from the dynamics
15'	Debriefing the exercise

DETAILED DESCRIPTION + INSTRUCTIONS

5- 10' SETTING THE SPACE

Place a sheet of paper in the space for each of the chronological steps, with the related words, in this order: past, present, near future (3 - 5 years), future (5 - 15 years), vision (30 years), legacy (100 years).

A visible line of separation must be drawn between the past and the present. Next to each space, place post-it notes of a different colour and markers in a number appropriate to the number of participants.

15' INTRODUCTION - FRAMING OF THE ACTIVITY and A BIT OF THEORY

This method is used in a plenary session when the groups need to define their Vision, Mission, Strategic plan and timetable of activities.

A short introduction on the purpose: after having carried out an accurate diagnosis of the group (with the SAT, the Field of Force and other methods) and have identified the need to create and/or share a common intent, it is now time to create a coherent flow between vision, mission, objectives (short/medium term) and concrete actions to be carried out to achieve them.



The core aim of this method is to help the group to honour the past, fully embrace the present and design together the common future. This phase of the work should come after a series of activities aimed at building a group and creating an atmosphere of intimacy and cohesion between people.

Theoretical framework on Vision, mission and strategic plan

The vision (Why?) is a long-term, visionary overview of the sort of reality we want to create for our group and the planet at large. Vision is about a group's shared worldview. It answers the question "Why is the world a better place because of my group?" and refers to ideals, values, and even dreams that are important and non-negotiable for the members. It should be fairly short, easily remembered, clear, understandable, and attractive for potential new members.

The mission (What?) is a more defined, localized and focused view of what the group will do to implement the vision and make it a reality in its cultural, environmental and social context. Again, it should be fairly short, clear and easy to quote and remember, and should give information on what the group will do. It answers the question: "*What can we do to make our dream come true?*"

The strategic goals/plan (How?) are a set of clear and well-defined steps that the group will take to move effectively and efficiently in the direction pointed out by the vision and mission. They contain a clear time frame and a list of practical actions that the group will take in the near future.

It's useful to make a few examples of vision, mission and goals.

10-15' PHASE 1

Ask the group to position themselves on the past, if desired with a soft accompanying musical background; ask them to feel the energy of the space and let the elements of the past, that are influential concerning the project, emerge.

After 2 – 3 minutes of individual reflection, each person writes them in keywords on post-it notes and leaves them in the space (maximum 3, no more). Instruct people to be very brief and clear.

10' PHASE 2

When the group has finished, before going into the "present" space ask: "*What should I let go of, what no longer serves me?*".

People can say it out loud or just think.

15' PHASE 3

The group then advances compactly into the present. Same thing as phase 1).



10-15' PHASE 4

The group now moves into the legacy, making a 100-year time leap, skipping the future and the vision. Use evocative music, giving the group time to feel the space, encouraging them to imagine what they would like to leave as a legacy to the world, with a sense of detachment due to the distant perspective (we will no longer be here...). Follow for previous steps, and write in keywords.

10-30' PHASE 5

Backcasting: now everyone follows their own speed and goes back through the vision, the future and the near future. The question for the vision is: how will my high ideals be realized? For the future: what should happen in 15 years? For the near future: in 5 years? Always with background music.

15' PHASE 6

Collective reading of the information emerging from the dynamics: once the journey has been completed, ask the participants to give voice to what emerged (1 or 2 people for each stage).

15' DEBRIEFING THE EXERCISE

Sitting in a circle, the facilitator clarifies that what emerged in the "future" space represents the mission of the project, and the near future is the beginning of a strategic plan.

After that participants are encouraged to share their experience, debriefing session helps the group integrate the information received and begin to visualize future horizons.