

Shared Vision

diambil dari

The Fifth Discipline

Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization.*

New York: Doubleday.

What is shared vision?

A clear description or picture of the future that **all stakeholders** want to **create**.

It is a future that people are willing to pay the **price** for.

Shared Vision

The practice of shared vision involves the skills of unearthing shared pictures of the future that foster genuine commitment and enrollment rather than compliance. In mastering this discipline, leaders learn the counterproductiveness of trying to dictate a vision, no matter how heartfelt.

**Encouraging
Personal Vision**

From Personal Visions
To Shared Visions

Spreading Visions

**Guidelines for
Enrollment and
Commitment**

**Anchoring Vision
In a set of
Governing Ideas**

**Positive versus
Negative Vision**

Shared Vision

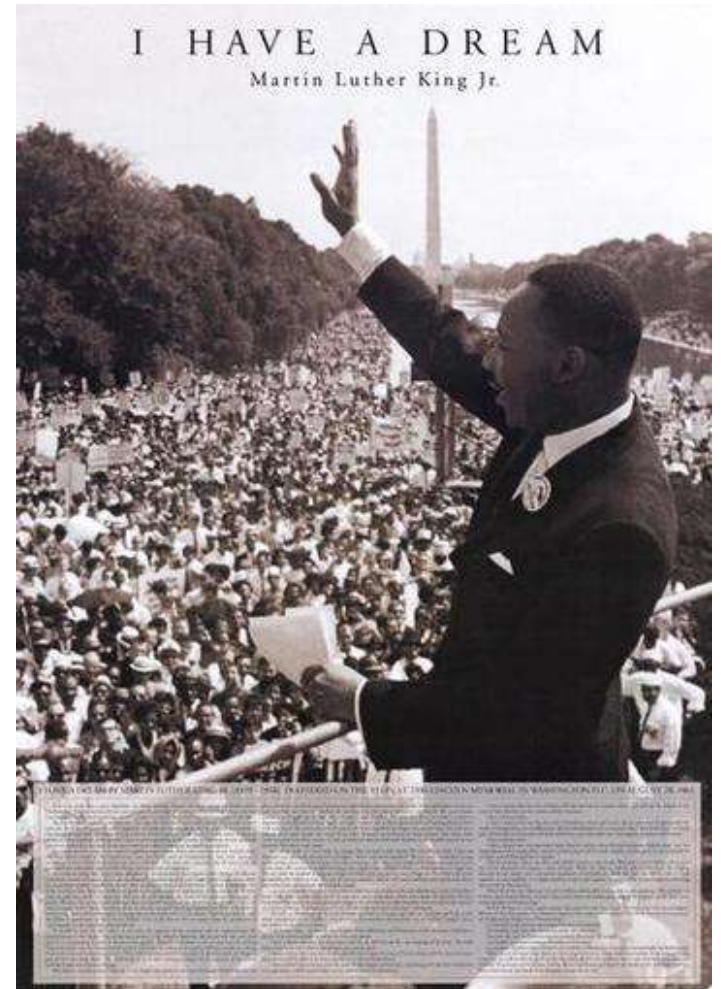
**Creative Tension and
Commitment to the Truth**



“I have a dream!”

“I have a dream that one day little black boys and black girls will join hands with little white boys and white girls as sisters and brothers.

I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character. I have a dream today!



What is shared vision?

Emphasis is on **shared** not on vision.

Description is in the **present tense**.

Draws a picture and **avoids use of indicators** or numbers.





Key purpose of a vision

Generate new levels of inspiration and energy to change the current situation and create a new future.

Types of visions

Personal - What do **I** want to happen or create?

Shared - What do **we** want to happen or create?

Personal and shared vision

- Shared visions emerge from personal visions.
- Personal visions come from an individual's deep caring.
- Shared visions come from a common caring.

Vision shared by whom?

Households

Government

Community

Vision shared by whom? Everyone!



Households

Government

Community

Key question

Do families, the primary producers of health, participate in shaping the national health vision in your country?



Vision shared by whom?

Government - Reduce MMR by 5%

Let's ask a pregnant
woman's husband.

“How much maternal mortality
would you like? ”



Vision shared by whom?

Government - Reduce MMR by 5%

Household - Zero MMR



**Let's ask the community.
How much maternal
mortality would you like?**

Vision shared by whom?

Government - Reduce MMR by 5%

Household - Zero MMR

Community - Zero MMR



Can the community participate here?

Strategic objective - Reduce MMR by 5% points (300/100,000 to 285/100,000) in one year.



Can the community participate here?

Vision - No mother dies from child birth in this community.

Should we do it alone?
Or with communities
and households?



How do develop visions and strategies?

1. **Conventional way** - Start with situational analysis.
2. **An alternative way** - Start with defining a shared vision.

Conventional approach to “strategy development”

1. Where are we now?
2. Where do we want to go?
3. How do we get there?

1. Situation analysis
2. Strategic objectives
3. Strategy

Disadvantages of common practice

1. Situation analysis is often more descriptive (indicators list) and less analytical.
2. “Visions” are set lower because reference point is the current situation (often depressing).
3. Encourages only incremental changes, not fundamental ones.

Should visions be based on situation analysis?

Should we want only what we can have given the current situation?

Should we aim for what we truly want **and change** the current situation?

An alternative way

1. Where do we want to go?

2. Where are we now?

3. Why is there a difference?

4. What needs to change?

5. How do we get there?



An alternative way - different wording

1. What do we want to happen?
2. What is happening now?
3. Why is there a difference?
4. What needs to change?
5. How do we nurture change and accountability?

Comparison

Current practice

Situation
analysis

Strategic objectives

Strategy



Alternative way

Shared vision

Situation statement

Root cause analysis



Strategic objectives

Strategy

Advantages of the new way

1. Shared vision clarifies what is important and empowers people to take initiative.
2. Nurtures analytical thinking.
3. Encourages focus and creativity.
4. Highlights the need for change.
5. Forces confrontation of the “dragons”.

**Shared vision allows
ordinary people to do**

**EXTRAORDINARY
THINGS**