



Lesson AHS.27

LEADING OTHERS TO CREATE A VISION

Unit. Stage Three of Development—DO

Problem Area. How Do We Create and Accomplish Our Vision?

Precepts. C1: Contemplate the Future.

National Standards. NL-ENG.K-12.12 — Applying Language Skills — Students use spoken, written, and visual language to accomplish their own purposes.



Student Learning Objectives. As a result of this lesson, the student will ...

- 1 Describe the power of a realistic, vivid, vibrant vision.
- 2 Explain why common vision is important.

- 3 Explain the relationship between values and common vision.
- 4 Identify strategies for creating a common organizational vision.



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Time. Instruction time for this lesson: 100 minutes.



Resources

Blanchard, K. and M. O'Connor, "Managing by Values" San Francisco, Berrett-Koehler Publishers, 1997.



Tools, Equipment, and Supplies

- ✓ Writing Surface
- ✓ Overhead Projector
- ✓ AHS.27.TM.A
- ✓ AHS.27.TM.B
- ✓ AHS.27.TM.C
- ✓ AHS.27.Assess—one per student
- ✓ Crayons—several per student
- ✓ Blank Writing Paper—two per student

Key Terms. The following terms are presented in this lesson and appear in bold italics:

- ▶ ***Common vision***
- ▶ ***Realistic***
- ▶ ***Values***
- ▶ ***Vibrant***
- ▶ ***Vision***

► **Vivid**



Interest Approach

Ask the class:



How do you want others to view you and your life? What is your idea of success?



Today, we will be exploring our personal and team pictures of the future. We will be thinking, visioning, creating, and writing throughout the class.

Activity

Students will be working individually to begin framing the idea of a vision. They will be closing their eyes and visioning in their mind, then transferring the vision to a piece of paper.



Today, the journey upon which we are about to embark will require your full attention, respect for yourselves and others, and clear thinking about the present moments in this class.



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Do you all understand that everyone will be required to listen, extend courtesy to all others, and think vividly? What can I clarify?



If you are ready to begin the journey, please focus all eyes to the front of the room; when all eyes are up front, we will proceed. Thank you.



Please close your eyes, keep them closed, and remain silent while you listen to the instructions.



First of all, while keeping your eyes closed, think about the following question: what do you see in your mind's eye right now. Think silently for a few seconds.



Now, what did you see in your mind's eye?

Call upon students for responses.



You may now open your eyes.



We vision all the time. While reading, our minds create pictures about what we are reading. When talking on the telephone with a friend, we paint a picture in our mind about the person on the other end of the line or about the conversation. When someone tells us a story, we create a mini-movie of the story in the dark recesses of our brain. We also create a picture of our own future, our destiny, in our minds. Whether we realize it or not, we have a vision for where we want to go with our lives in the future.

SUMMARY OF CONTENT AND TEACHING STRATEGIES

Objective 1. Describe the power of a realistic, vivid, vibrant vision.

Explain to the class:



This activity will require you to remain silent, think clearly and deeply, and move to a creative state of mind.

Activity

Picturing their vision and translating it to canvas.



Please close your eyes once again.

While the students' eyes are closed, and you are asking these questions, pass out a couple sheets of blank paper and several crayons to each student.



A couple of items will be placed on your desk; please ignore them and leave them exactly as they were placed.



Be ready for a series of questions. While listening to the questions, think about your answers to them, and pay close attention to the picture that begins to emerge in your mind about your future.

Pause a few seconds for everyone to focus.



What do you value?



What is important to you?



Personally and professionally, what do you see yourself doing as a career?



What does your future family look like?



Do you have any pets?



What is your future standard of living?



How do you define success?



How do you want people to think of you?



What would you like said of you at your funeral or as an epitaph on your tombstone?

You may ask other questions about the students' visions of the future.



Please open your eyes.



On your desk, are a couple of sheets of blank paper and several crayons. While remaining silent, please convey to the canvas of blank paper the picture of what you saw in your mind.

Allow the students several minutes to create the pictures of their future as visualized with your questions.



Gather your thoughts for a few moments. Be ready when I call on you to share your picture of your future.



What pictures did you draw?



What does our future look like?



Who would like to share their picture?

Provide the following information on the writing surface and instruct students to capture the information in their notebooks. Use AHS.27.TM.A to teach this portion of the lesson.

Relate key terms given in student definitions to the definitions given below.

- I. What is vision? **Vision** is a picture in a person's mind that vividly, realistically, and vibrantly illustrates the future. Vision is the overarching direction that a person, group, or entire organization is pursuing. It is the masterpiece painting for where one wants to be tomorrow.



- A. A vision should be realistic. A vision is **realistic** when the owner of the vision knows and understands what he or she values, and his or her personal strengths and areas for improve-

ment, and grasps the opportunities available to them.

- B. A vision is vivid. A vision is **vivid** when it is as clear, colorful, and great as Da Vinci's Mona Lisa, Michelangelo's Sistine Chapel, and Francis Scott Key's Star-Spangled Banner.
- C. A vision should be vibrant and alive. A vision is **vibrant** when it is alive, evolving, and dynamic. A person's vision will remain basically and fundamentally intact over time, but details and concepts will evolve and develop greater depth over time.

Activity

Lead a Karaoke Moment about individual visions for the future. Students will think of or create a song, rhythm, or rap to an idea, fact, or process. Students can work in groups. The tune could be original or not, and could repeat key words, specifically, or use them in a new context.

Explain to the class:



Many media in our lives speak to vision. Music often provides motivation and paints vivid pictures of the future.



Think for a moment about your favorite songs. Select a song that exemplifies a component of your vision for the future.



Be ready to sing part of the song and explain why it exemplifies vision.

Allow students several minutes to complete this activity.

Objective 2. Explain why common vision is important.

Instruct the students:



We are going to see how vision plays out in a specific scenario. You will create a picture in the next three minutes.

Activity

Drawing



Take out a clean sheet of paper. In the next three minutes, you will create a picture.



The team of three people with the best picture wins.

 You may begin.

Allow the students to work for three minutes without providing any direction about the picture. At the conclusion of the three minutes, ask:

 Who has the best picture?



 What problems arose with this activity?

 Why did a lack of vision for what you were to draw cause problems?

 Did you draw one picture or three? How did you decide?

 Vision is often about more than just accomplishing a goal. It encompasses all of the factors of doing business.

Provide the following information on the writing surface and instruct students to capture the information in their notebooks. Relate key terms given in student definitions to the definitions given below.

II. Sharing a vision becomes a function of clarity, communication, courage, and example. It involves engaging others at a level that inspires ownership of the vision and passion for implementation. The **common vision** is the picture of the future that becomes the focus of everyone in the group or organization. While the journey toward the vision may require adapting or changing the vision to overcome obstacles or even deal with unexpected and overwhelming success, it is the vision itself that provides the focus, direction for the journey of life, and guides ultimate accomplishment.

A. A team or organization cannot move forward effectively until every team member buys into and owns the vision of the organization. There will be no focus on activities or

- goals without a common vision.
- B. A common vision enables organizational leaders on all levels to make decisions on a daily basis. If a new activity or idea does not support or enhance the vision, few or no resources of time, money, or human capital should be expended on its behalf.
 - C. A common vision provides motivation and assists in developing passion about the future.
 - D. Common vision allows customers and stakeholders a toehold for understanding the organization. The common vision is the banner, the flagship, the front page, and the front door of the organization to the world.

Objective 3. Explain the relationship between values and common vision.



For the next step in our lesson, we will be working together to identify key values in our lives.



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Our vision of the future depends largely upon our values. Let's recall our key values in life. Remember that **values** are those ideas, attitudes, and things that we hold so dearly that they cannot and will not be compromised. They guide our daily actions and decisions, and provide the foundation upon which a life is created.



Take a few moments to recall your values.

Give the class 30 seconds to recall their values.



Write down your value statements on the top portion of a blank sheet of paper. We will use the bottom portion of the paper for the next segment. Be ready to share.

Give the class 30 seconds to write their value statements.



Who will share first?

Call upon students to share their value statement with the class.

Provide the following information on the writing surface and instruct students to capture the information in their notebooks. Relate key terms given in student definitions to the definitions given below.

- III. Vision is based upon values. Values are those ideas, attitudes, and things that a person holds so dearly that they cannot and will not be compromised. They guide daily actions and decisions, and provide the foundation upon which a life is created. What a person values determines his or her vision of the future. How success, integrity, family, professional growth, leadership, and other key ideas in life are measured and defined is based upon a person's values.
- A. If the organization values customers, customers will be woven into the vision. If an organization values excellence in an area of business, that excellence will be interwoven, and maybe even spelled out in the vision.
 - B. Values are the fundamental foundation of vision.
 - C. Consensus should be reached about the values of the organization before proceeding to the vision.

Instruct the students:



Now that you have identified your individual values, let us see what we can decide about paired values.



Think about what common values are and write down your answers.

Give students a couple of minutes to write a definition, then ask them to compare what they wrote with a neighbor. Then ask the students to share through the questions below.

Great discussions. What did you find similar in your definitions? Different? How difficult would it be to come to a consensus on your definitions and come up with only one between the two of you? Great, let's do it? You have one minute to create one definition for you and your partner. GO!

Allow students to share after the activity.

Objective 4. Identify strategies for creating a common organizational vision.

Instruct the class:



Now that we have pairs of values, let us determine the top values of the entire class.



Think about what the top five values of the entire class could be and write down your answer.

At this point, split students into groups of 4-5 and instruct them to narrow their combined lists down to two values and be ready to share them with the rest of the class.



Now, let's arrive at a class consensus on the top values of the class. Each group will share their two values, and then you all will narrow the list down to a shared vision for the whole class. Remember to be respectful during each group's sharing.

After each group shares, ask them to create one class vision. Give little instruction at this point. Students should struggle for a few minutes with the task of creating a shared vision for the class. Remain silent and observant of their behaviors, obstacles, and successes.



What are the class values?



Name them, and I will write them on the writing surface. How did the activity work? Does everyone agree on the shared vision? Let's explore a little further.



Provide the following information on the writing surface and instruct students to capture the information in their notebooks. Relate key terms given in student definitions to the definitions given below.

IV. How does a leader create an organizational vision? Initially, the leader understands that he or she cannot create the vision for the entire organization as a solo effort. For the vision to be passionately pursued, everyone in the organization must feel ownership in the vision.

A. Organize visioning team.

1. Initially, the leader pulls together the key individuals on the team or in the organization to lay the groundwork for the visioning process. The team will identify values, strengths, and foundations of the organization. They will also think creatively and futuristically about the direction of the organization.
2. Set ground rules about respect, openness, and sharing ideas.
 - a. Throughout the process, all team members must respect each idea submitted and each individual in the group.
 - b. While brainstorming and predicting the future about direction, all members of the team should feel free to submit all ideas for group consideration.
 - c. After the generation of all ideas, team members should feel free to openly evaluate ideas.

B. Assess organizational values.

1. What does the organization value?
2. What ideas, attitudes, and things can we never compromise?
3. What values have helped the organization survive and prosper up to this point?

C. Picture the future of the organization.

1. Brainstorm ideas about where the organization is headed.
2. Project yourself, the group, or the organization into the future 10, 15, and 25 years.

D. Begin to craft the vision statement.

1. The vision should be relatively concise, and thus, easily remembered and documented by all in the organization.
2. The vision should be vibrant and alive. Vision should convey power and generate positive feelings and attitudes.
3. Vision should encapsulate the values of the organization.
4. The vision should be useful and realistic.
5. Vision should paint a clear, vivid picture of the future.



Individually think about what the class vision could be utilizing the principles of creating a shared vision, and write down your answer.



Now work in your groups again and narrow your list or visions, be ready to share.

After a couple of minutes, ask the groups to share and then create one class vision just as before. Students should struggle for a few minutes with the task of creating a shared vision for the class. Remain silent and observant of their behaviors, obstacles, and successes.

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Students should struggle for a few minutes with the task of creating a shared vision for the class. Remain silent and observant of their behaviors, obstacles, and successes.



What is the class vision?



Name it, and I will write it on the writing surface.



Review/Summary

Utilize the transparency masters and resources to review and summarize the lesson.

At this time pass out AHS.27.Assess.



Application

►Extended Classroom Activity:

With the students, create a shared vision for the classroom that will guide learning for the remainder of the semester or school year.

►FFA Activity:

Pretend that the class is the visioning team for the FFA chapter and create a shared vision for the

FFA chapter.

► **SAE Activity:**

If the agriculture department or FFA chapter has a common business, such as a greenhouse, land laboratory, citrus fruit sales, other fund raising enterprise, or a common SAE opportunity, create a shared vision of the business or SAE.

✓ **Evaluation**

AHS.27.Assess

Answers to Assessment:

Part One: Matching

1. c



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2. d

3. e

4. a

5. f

6. b

Part Two: Completion

1. banner, flagship

2. foundation

3. concise, remembered

Part Three: Short Answer

1. A team or organization cannot move forward effectively until every team member buys into and owns the vision of the organization. There will be no focus to activities or goals without a common vision. A common vision enables organizational leaders on all levels to make decisions on a daily basis. A common vision provides motivation and assists in developing passion about the future. Common vision allows customers and stakeholders a toehold for understanding the organization.
2. Throughout the process, all team members must respect each idea submitted and each individual in the group. While brainstorming, all members of the team should feel free to submit all ideas for group consideration. After the generation of all ideas, team members should feel free to openly evaluate ideas.



AHS.27.Assess Name: _____

LEADING OTHERS TO CREATE A VISION

►Part One: Matching

Instructions: Match the term with the correct response. Write the letter of the term by the definition.

- | | |
|------------------|------------|
| a. Common vision | d. Vibrant |
| b. Realistic | e. Vision |
| c. Values | f. Vivid |

- _____ 1. Those ideas, attitudes, and things that a person holds so dearly that they cannot and will not be compromised, that guide daily actions and decisions, and provide the foundation upon which a life is created.
- _____ 2. Alive, evolving, and dynamic

- _____ 3. A picture in the mind of a person that vividly, realistically, and vibrantly illustrates the future.
- _____ 4. The picture of the future that becomes the focus of everyone in the group or organization.
- _____ 5. Clear, colorful, and great.
- _____ 6. When the owner of the vision knows and understands what he or she values, his or her personal strengths and areas for improvement, and grasps available opportunities.

►Part Two: Completion

Instructions: Provide the word or words to complete the following statements.

- 1. The common vision is the _____, the _____, the front page, and the front door of the organization to the world.
- 2. Values are the fundamental _____ of vision.
- 3. The vision should be relatively _____, and thus, easily _____ and documented by all in the organization.

►Part Three: Short Answer

Instructions: Provide information to answer the following questions.

- 1. Why is common vision important to a team?
- 2. Explain ground rules for brainstorming and sharing ideas in groups.



VISION AND VALUES DEFINITIONS

Vision

- ➔ Picture of the future that becomes the focus of all

Realistic

- ➔ Understands values
- ➔ Understands personal strengths
- ➔ Understands areas for improvement
- ➔ Grasps available opportunities

Vivid

- ➔ Clear, colorful, and great

Vibrant

- ➔ Alive, evolving, and dynamic

Values

- ➔ Ideas, attitudes, and things
- ➔ A person holds dearly
- ➔ Cannot and will not be compromised
- ➔ Guide daily actions and decisions
- ➔ Provide the foundation upon which a life is created



AHS.27.TM.B

COMMON VISION

- ◆ **Cannot move forward effectively until every team member buys into and owns the vision**
- ◆ **Enables leaders to make decisions**
- ◆ **Assists in developing passion about the future**
- ◆ **Allows customers and stakeholders a toehold for understanding the organization**
- ◆ **The banner, the flagship, the front page, and the front door**



CREATING A COMMON VISION

1. Organize a visioning team

- Key individuals on the team
- Identify values, strengths, and foundations
- Think creatively and futuristically

2. Set ground rules.

- Respect each idea and each individual in the group.
- Feel free to submit all ideas for group consideration.
- Openly evaluate ideas.

3. Assess organizational values.

- What does the organization value?
- What ideas and attitudes are never compromised?
- What values have helped us survive and prosper?

4. Picture the future of the organization.

- Brainstorm ideas about where we are headed
- Into the future 10, 15, and 25 years.

5. Begin to craft the vision statement.

- Concise
- Easily remembered and documented
- Vibrant and alive
- Convey power
- Generate positive feelings and attitudes
- Should encapsulate all the values
- Useful and realistic
- Paint a clear, vivid picture of the future

