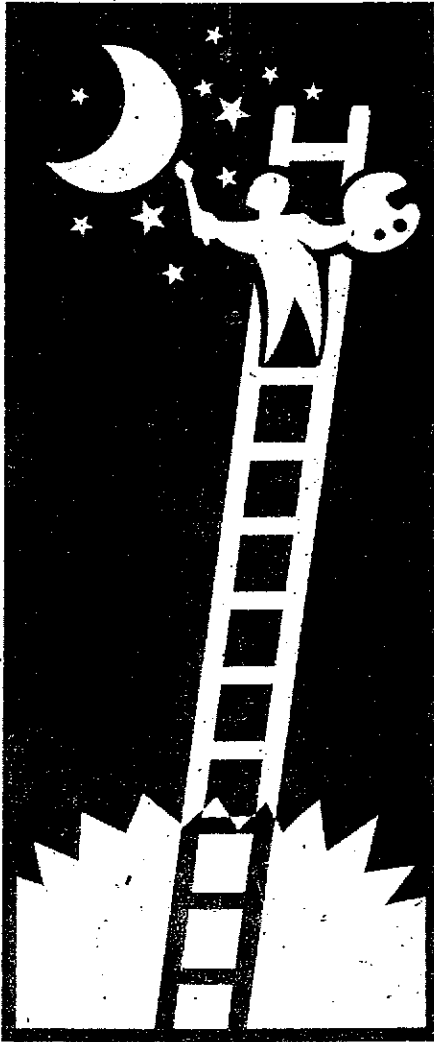


Powerful Vision



Vision ... is a compelling, bold, and transforming future picture for an organization, community, cause, or issue.

How People Describe Vision



The magnetic north for an organization



An animated view of the future



An idea that's part farsight and part insight



A picture that jumpstarts the future

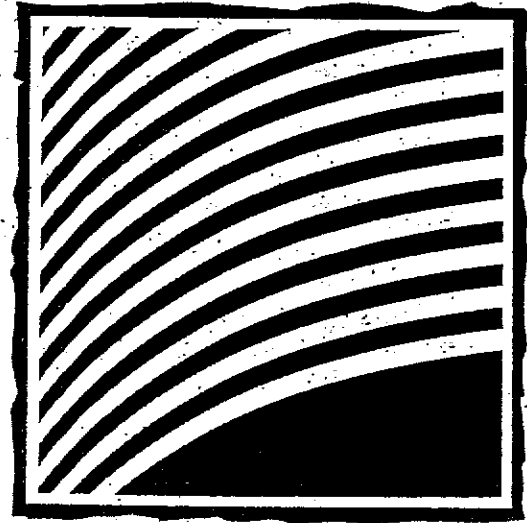


A product of the head and heart



A force in people's hearts

Vivid
Challenging
Outward-Directed
Expandable
Compelling



Key Dynamics of a Powerful Vision

Possible responses from others when you share your vision:
opposition, cynicism, apathy, interest, excitement

The Sharing Process

Checklist for how to begin sharing my vision:



Sincerely believe in what I'm saying.

LISTEN



Tell the story of where "I'd like us to be. . ."

LISTEN



Use examples, images, visual pictures.

LISTEN



Relate how the vision can directly benefit those around us.

LISTEN



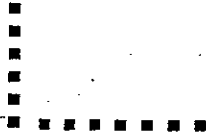
Focus on the excitement of the future,
not on the problems of the present.

LISTEN



Speak from my heart, not the statistics, facts,
summaries, hard data.

LISTEN



SHARE

+

LISTEN

+

INCORPORATE

=

COLLABORATIVE CONVERSATION

"You are never given a wish or a dream without also being given the power to make it true. You have to work for it, however."
—Richard Bach

Why Visions Fail

The following circumstances or assumptions can limit the success of the vision development process. **BEWARE!**

1. Operating under the assumption that developing a vision is a clean, linear process that will joyously end in singing "Kum ba yah." The reality is that creating a shared vision can be imprecise, frustrating, and soul searching.
2. Relying on the "sell" and "tell" philosophy vs. the "sharing" and "incorporating" philosophy.
3. Painting a rosy and optimistic picture of the future, but taking little account of the current realities and challenges.
4. Seeing VISION as the magic cure all for all organizational woes.
5. Developing vision from the baseline of problem-solving and "shoulds" rather than true commitments and caring.





Goal Setting and Action Planning

GOALS

Goals are plans for the future. They outline where you want to go and are your direction for the year. They state what your group wishes to accomplish. Goals should be evaluated and changed from time to time.

Why set goals?

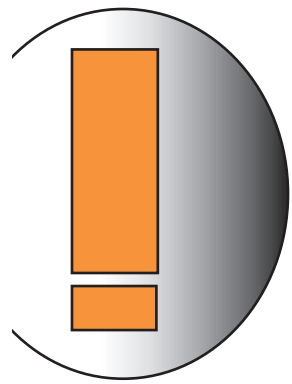
- To give direction, provide a course of action for your group
- To motivate members
- To clarify and communicate what your group is striving for
- To define your group
- To provide a basis for measurement of success and accomplishments
- To save time by allowing your group to plan and prepare for the future
- To become more aware of problems in time to develop solutions

What are the objectives?

Objectives are descriptions of exactly what is to be done, which are derived from your goals. They are clear, specific statements of measurable tasks that will be accomplished as steps toward achieving your goals. Objectives are short-term and have deadlines. Each goal may have a number of objectives.

What are the steps for goal setting?

1. Brainstorm goals as a group
 - Evaluate past group successes and failures
 - Address new things the group wishes to accomplish
2. Choose from the list those goals to focus on for the coming year
3. Prioritize the chosen goals
4. Break each goal into the steps necessary to reach it
 - Many groups fail to reach their goals because they do not follow through with the action stages of goal setting
5. Move into action and begin working on each step necessary to achieve the goal
 - Set timelines/deadlines for each step
 - Identify what is to be done (Your objective)
 - How will it be accomplished?
 - What are the resources available (people, money, materials)?
 - Who will carry it through?
 - When will it be accomplished?
 - What results are expected and how will they be measured?
6. Continually evaluate your progress
7. Be flexible; realize that your goals might change to meet new circumstances



Make your goals visible!

- Post them in the office
- Give a copy to every member
- Discuss them at meetings
- Put them in newsletters and materials you send out
- Revisit them when your organization needs focus

There are many ways you can remind members of the group's goals. Be creative!

THE ABC'S OF GOAL SETTING

When attempting to define goals you want to achieve in life, there are several considerations you should keep in mind. If you set a goal you do not achieve, it is probably because you have violated one of the following ABC's.

ACHIEVABLE

Can the goal be reached in the time set?
Do you need some short-term, immediate goals?

BELIEVABLE

Can you reach the goal, considering such items as required preparation, help required of others, or general motivation?

CHALLENGING

Will it be challenging for the group to achieve the goals? Goals should not be so challenging as to be impossible to achieve, nor should they be so basic that they can be achieved with little or no effort.

DESIREABLE

Is it something you want to do, rather than something you believe you should do?

EXPLICIT

Is it stated as a single goal, rather than as a choice of one goal or another? Is the goal stated so that you can measure it?
Will you know when you have reached your goal?

Adapted from an University of Michigan Student Development Center Handout, C. Carlsen-Jones, 8/84.

Goal Achievement

HELPS GOAL ACHIEVEMENT

Flexibility– This means being willing to change or modify goals when original goals become blocked. A goal suited to one particular time in life may not be appropriate when circumstances change.

Specific, Written Goals– This process promotes commitment. When a goal becomes written, it becomes concrete, tangible, and easy to focus on. Deadlines produce a target and can provide a sense of achievement when met.

Ownership– The serious effort needed to achieve most goals is difficult to muster if the goal is not “right” nor owned by the individual or group.

Realistic Goals– Goals should challenge and stretch the individual or group, and not become a constant source of frustration. One should consider past performance and available resources in setting goals.

A Positive Attitude– State goals in positive terms. Not achieving a goal should not imply failure. A positive environment encourages goal achievement.

Support– Asking for help is a means for utilizing resources available. Accepting help can steer an individual toward success.

Planning– Consideration of potential problems will help in making decisions concerning how a goal might be achieved. Account for the reactions of others indirectly involved with an individual’s plans.

HINDERS GOAL ACHIEVEMENT

Rigidity – It is clinging to a goal not possible or practical – using its pursuit as an excuse for not working on realistic goals. Letting initial failure stop the progress.

Negatives – Stating goals in negative terms cannot result in accomplishment. Avoiding tasks because of fear of failure will not challenge an individual. Dwelling on what one cannot do detracts from what one can do.

General, Unwritten Goals – This shows evidence of a lack of commitment to a serious pursuit of change. Most goals are not realized without a written plan.

Pleasing Them – Setting goals to please others and trying to meet their expectations rarely works.

Unrealistic Goals – Failure can be ensured by asking too much of oneself. A destructive pattern of behavior could result that is difficult to recover from.

Seeking Disapproval – Sharing ideas with people who will ridicule or discourage one’s personal goals is not smart.

Ambling Along – Letting life happen to the individual rather than for the individual. “If you do not know where you are going, how will you know when you have arrived?”

Adapted from Leadersheets, University of Alabama

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Office of Campus Activities
www.bgsu.edu/getinvolved

The Who, What, When, Where, Why, and How of...

GOAL SETTING

WHY SET GOALS?

- To give direction and provide a course of action for the group
- To motivate each other
- To clarify and communicate what your group is striving for
- To save time by allowing your group to plan and prepare for the future
- To become aware of potential problems and have time to develop solutions

STEPS FOR SETTING GOALS:

1. Brainstorm goals as a group – Create a list
 - a. Evaluate last year (both successes and challenges)
 - b. Address new ideas you wish to accomplish
2. Choose/Prioritize from your brainstormed list which goals our group realistically expects to focus on and accomplish in the upcoming year
3. Break each goal into steps necessary for successful completion
4. Move into action and begin working on each step necessary to achieve the goals
 - a. Identify what is to be done and how it will be accomplished
 - b. Set timelines/deadlines for each step
 - c. Evaluate the resources at your disposal; what resources do you still need?
 - d. Identify who will be responsible for each step
 - e. Assess how and when you will know your goal has been achieved
5. Be flexible – Your goals may change in order to meet unanticipated circumstances

MAKE YOUR GOALS VISIBLE:

1. Write them down and carry a copy in your binder
2. Post them on the wall near your workstation
3. Discuss them at meetings
4. Give a copy to EVERY member
5. Revisit as necessary

*See attached Goal Planning sheet

Specific Action Steps for Achieving this Goal	Target Date	Date Reviewed	Date Completed
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Is it worth the time, effort, and money necessary to reach this goal? ___Yes ___No

AFFIRMATIONS TO SUPPORT THIS GOAL
